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August 21, 2005

Memorandum for All Commissioners
From: Charlie Battaglia
Subj: Schedule for Commission Consultations on Monday, August 22, 1:00-5:00 PM

The following amends the published Master Calendar for Monday, August 22 in order to permit intra Commissioner consultations.

1. 1:00 PM – Commissioners Gehman and Newton meet with GB Joe Campposto, USMC (Ret) National Geo-Spatial Intelligence Agency.

2. 2:00 PM – General Hill meet with General Russ – Conf rm B
(maybe moved to 1:30)

3. Commissioners will meet as listed below:

2:00 – 3:00 PM

Principi	Gehman	Newton	-	in Principi Office
Bilbray	Hansen	Skinner	-	in Bilbray Office
Coyle	Hill	Turner	-	in Coyle Office

3:00 – 4:00 PM

Gehman	Skinner	Coyle	in Coyle Office
Principi	Hanson	Turner	in Principi Office
Hill	Newton	Bilbray	in Bilbray Office

4:00 – 5:00 PM

Newton	Coyle	Hanson	in Coyle Office
Principi	Skinner	Hill	in Principi Office
Turner	Bilbray	Gehman	in Bilbray Office

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Menu for Discussion
(Not meant to be exclusive)

5	*Army 11*	*Ft Monmouth*
7	*Army 16*	*Red River Army Depot*
60	*Navy 10*	*Submarine Base New London*
65	*Navy 18*	*Realign Naval Air Station Brunswick*
	Add	*Close NAS Brunswick*
68	*Navy 21*	*NAS Joint Reserve Base Willow Grove and Cambria Regional Airport*
69	*Navy 23*	*Portsmouth Naval Shipyard*
193	*Add*	*Close NAS Oceana*
192	*Add*	*Close Broadway Complex San Diego*
	Add	*Realign Professional Development Education*
	AF 6	*Eielson AFB, Moody AFB, Shaw AFB*
	AF 25	*Otis ANG*
100	*AF 32*	*Cannon AFB*
103	*AF 35*	*Pope AFB, Pittsburgh ARS, Yeager ANG*
	Add	*Close Pope AFB*
104	*AF 37*	*Grand Forks AFB*
109	*AF 43*	*Ellsworth AFB and Dyess AFB*
195	*Add*	*Close Galena Airport FOL*
	H&SA	*Multiple recommendations to co-locate and consolidate leased Spaces*
	Add	*Consolidate service medical commands and Tricare Mgmt Office*
	IND 8	*Hawthorne Army Depot*
	H&SA 37	*DFAS*
	Add	*DFAS*
	Med 10	*San Antonio Regional Medical Center*

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Defense Base Closure and Realignment Commission

Motions

For: All Groups

Please note that no vote is final until the conclusion of the final deliberations session on Saturday

	Number	Description	Group	Session	Result	
1	191-4B	A Motion to Ma e Additional Recommendati n 1, Naval Air Station, Brunsw k, Maine, to appear at Chapter XI, S ction 191 of the Bill. Closes Nav l Air Station Brunswick, ME; mend DoN Recommendati n 18.	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
2	2-4A	Amend Army R commendation 6, Fort Gillem, Ge gia	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
3	5-1	Approve Army F ecommendation 11, Fort Monmouth, New Jersey	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
4	5-2	Strike Army Rec mmendation 11, Fort Monmouth, New Jersey	Army	Wednesday, August 24 (0800-1200)	FAILED	VIEW DETAILS
5	5-3A	A Motion to Ame d Army Recommendatic 11, Fort Monmouth, New Jersey, appearing at Chapter 1, Se tion 5 of the Bill. Deletes realignn ent of Sensors, Electronics, and Electronic Warfare RDAT&E and In rmation Systems RDAT&E from F rt Belvoir, VA.	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
6	5-4B	A Motion to Ame d Army Recommendatio 11, Fort Monmouth, New Jersey, appearing at Chapter 1, Se tion 5 of the Bill.. Conditions appr al of recommendatior on mitigating impact on curren operations and taking measures o maximize retention of critic l workforce.	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
7	57-1	Approve Navy R commendation 6, Marine Corps Lo istics Base Barstow, Califor a	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
8	58-2	Strike Navy Rec nmendation 7, Naval Support A ivity Corona	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
9	59-1	Approve Navy R commendation 9, Naval Weapons tation Seal Beach Detachment, Cor cord, California	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS

10	60-2	Strike Navy Recommendation 10, Submarine Base New London, Connecticut	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
11	61-1	Approve Navy Recommendation 12, Officer Training Command, Pensacola, Florida	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
12	62-1	Approve Navy Recommendation 13, Naval Air Station Atlanta, Georgia	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
13	62-4A	A Motion to Amend Department of the Navy Recommendation 13, Naval Air Station Atlanta, Georgia, appearing at Chapter 2, Section 62 of the Bill. Realigns NAS Atlanta, GA BOS functions under Dobbins ARB, GA.	Navy	Wednesday, August 24 (0800-1200)	FAILED	VIEW DETAILS
14	63-1	Approve Navy Recommendation 14, Navy Supply Corps School Athens, Georgia	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
15	64-1	Approve Navy Recommendation 15, Naval Support Activity New Orleans, Louisiana	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
16	64-4A	A Motion to Amend Navy Recommendation 15, Naval Support Activity New Orleans, Louisiana, appearing at Chapter II, Section 64 of the Bill. Directs the relocation of Headquarters, Marine Forces Reserve to the Federal City project, if constructed on or before September 30, 2008.	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
17	66-1	Approve Navy Recommendation 19, Marine Corps Support Activity Kansas City, Missouri	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
18	66-4A	A Motion to Amend Navy Recommendation 19, Marine Corps Support Activity Kansas City, Missouri, appearing at Chapter II, Section 66 of the Bill. Directs the relocation of Marine Corps Reserve Support Command element of Mobilization Command to a facility in the Federal City project in New Orleans, LA, if the Federal City project is constructed on or before September 30, 2008.	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
19	67-1	Approve Navy Recommendation 20, Naval Station Pascagoula, Mississippi	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
20	69-2	Strike Navy Recommendation 23, Naval Shipyard Portsmouth, Kittery, Maine	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
21	70-1	Approve Navy Recommendation 25, Naval Station Newport, Rhode Island	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
22	71-1	Approve Navy Recommendation 26, Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, Texas	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
23	71-2	Strike Navy Recommendation 26, Naval Station Ingleside, Texas and Naval Air Station Corpus Christi,	Navy	Wednesday, August 24 (0800-1200)	FAILED	VIEW DETAILS

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		Texas				
24	72-1	Approve Navy I ecommendation 28, Engineering Fie d Division/Activity	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
25	73-1	Approve Navy I ecommendation 29, Navy and Marir : Corps Reserve Centers	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
1 2						

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Defense Base Closure and Realignment Commission

Motions

For: All Groups

Please note that no vote is final until the conclusion of the final deliberations session on Saturday

	Number	Description	Group	Session	Result	
26	74-1	Approve Navy R commendation 34, Navy Recruiting Districts	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
27	7-4A	A Motion to Ame d Army Recommendatio 16, Red River Army Depot, Tex s, appearing at Chapter 1, Secti 7 of the Bill. Deletes the reali ment of depot level maintenanc of a variety of items, including c mbat vehicles, powertrains, con ruction equipment, tactic l vehicles and associated storag and distribution functions.	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
28	75-1	Approve Navy Re commendation 35, Navy Regions	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
29	76-1	Approve Navy Re ommendation 37, Navy Reserve Ce ters	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
30	77-1	Approve Navy Re ommendation 44, Navy Reserve Re diness Commands	Navy	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
31	G1-1	A Motion to Appro e Army Recommendation 5, Fort Wainwright, Alask , Army Recommendation 3, Fort McPherson, Geor a, Army Recommendation 9, Fort Monroe, Virginia, Army Re mmendation 106, U.S. Army G rison Michigan (Selfridge), Headq arters & Support Activities Joint Cro s Service Group Recommendation 6, Relocate Army Headquarter and Field Operating Agencie , appearing at Chapter I, Section 1, 3, 8 and 51 and Chapter V, Se tion 148, respectively, of the Bill. Global motion to approve ecommendations Army 5, 8, 19 and 06 and H&SA 46, Chapter I, Sect ns 1, 3, 8 and 51 and Chapter V, Section 148,	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS

		respectively, of the Bill.				
32	G-11-49	Approve Various Army Recommendations, Reserve Component Transformation in various states	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
33	G-4-1	A Motion to Approve Army Recommendation 10, Fort Bragg, North Carolina, Army Recommendation 15, Fort Hood, Texas, Army Recommendation 22, Operational Army (IGPBS), appearing at Chapter I, Sections 4, 6 and 10, respectively, of the Bill. Global motion to approve Army recommendations 10, 15 and 22, sections 4, 6 and 10 of the Bill.	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
34	G-52-56	Approve Various Army Recommendations, U.S. Army Reserve Command and Control in various regions	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
35	G-9-1	A Motion to Approve Army Recommendation 20, Maneuver Training, Army Recommendation 105, Single Drill Sergeant School, Education & Training Joint Cross Service Group Recommendation 6, Combat Service Support Center, Education & Training Joint Cross Service Group Recommendation 12, Net Fires Center, Education & Training Joint Cross Service Group Recommendation 13, Prime Power to Fort Leonard Wood, Missouri, appearing at Chapter I, Sections 9 and 50, and Chapter IV, Sections 121, 126 and 127, respectively, of the Bill. Global motion to approve recommendations Army 20 and 105 and E&T 6, 12 and 13, sections 9, 50, 121, 126 and 127 of the Bill.	Army	Wednesday, August 24 (0800-1200)	PASSED	VIEW DETAILS
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Prelimina y Order of Recommendations and Groupings for Final Vote (Subject to Change)

ARMY RE COMMENDATIONS

1. Headqu rters and Administrative

Chapter 1, Se tion1 - Fort Wainwright, AK
Chapter 1, Se tion 3 - Fort McPherson,
Chapter 1, Se tion 8 - Fort Monroe, VA
Chapter 1, Se tion 51 - U.S. Army Garrison Michigan (Selfridge)

2. Operatic ıal Army

Chapter 1, Se tion 4 - Fort Bragg, NC
Chapter 1, Se tion 6 - Fort Hood, TX
Chapter 1, Se tion 10 - Operational Army IGPBS

3. Schools

Chapter 1, Se tion 9 - Maneuver Training
Chapter 1, Se tion 50 - Single Drill Sergeant

4. RC Tran formation

Chapter 1, Se ion 11 to 49 - RC Transformations

5. USAR C mmand and Control

Chapter 1, Se ion 52 to 56 - All USAR Command and Control

6. Briefing eparately

Chapter 1, Se ion 2 - Fort Gillem, GA
Chapter 1, Se ion 5 - Fort Monmouth, NJ
Chapter 1, Se ion 7 - Red River Army Depot, TX

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Preliminar y Order of Recommendations and Groupings for Final Vote (Subject to Change)

NAVY REC OMMENDATIONS

1. Doctrine ınd Training Alignments

Chapter 2, Sec ion 61 - Officer Training Command, Pensacola, FL
Chapter 2, Sec ion 63 - Navy Supply Corps School, Athens, GA
Chapter 2, Sec ion 70 – Realign Naval Station, Newport RI

2. Organiza ional Streamlining

Chapter 2, Sec ion 72 – Close Engineering Field Division/Activity
Chapter 2, Sec ion 75 – Realign Navy Regions
Chapter 2, Sec ion 77 – Realign Navy Reserve Readiness Commands

3. Reserve a ıd Recruiting Capacity

Chapter 2, Sec on 73 – Navy and Marine Corps Reserve Centers (Rollup)
Chapter 2, Sec on 74 – Close Navy Recruiting Districts
Chapter 2, Sec on 76 – Close Navy Reserve Centers (Rollup)

4. Briefing s parately

Chapter 2, Sec on 57 – Marine Corps Logistics Base Barstow, CA
Chapter 2, Sec on 58 – Naval Support Activity Corona, CA
Chapter 2, Sec on 59 – Naval Weapons Station Seal Beach Det, Concord, CA
Chapter 2, Sec on 60 – Submarine Base New London, CT
Chapter 2, Sec on 62 – Naval Air Station Atlanta, GA
Chapter 2, Sec on 64 – Naval Support Activity New Orleans, LA
Chapter 11, Se tion 191 – Close or Further Realign Naval Air Station Brunswick, ME
Chapter 2, Sec on 65 - Naval Air Station Brunswick, ME (if necessary)
Chapter 2, Sec on 66 – Marine Corps Support Activity Kansas City, MO
Chapter 2, Sec on 67 – Naval Station Pascagoula, MS
Chapter 2, Sec on 68 – Naval Air Station Joint Reserve Base Willow Grove, PA and Cambri Regional Airport, Johnston, PA **(Defer until AF discussion Friday becaus of ANG)**
Chapter 2, Sec on 69 – Naval Shipyard Portsmouth, Kittery, ME
Chapter 2, Sec on 71 - Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, X
Chapter 11, Sec ion 192 – Close or Realign Broadway Complex San Diego, CA
Chapter 11, Sec ion 193 – Close or Further Realign Master Jet Base Oceana, VA

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State Nar ROI Name	Base Name	Job Multipliers	ROI Employment
Alabama			
Anniston-Oxford, AL MSA			
	Anniston Army Depot	1.74	60,648
Birmingham-Hoo er, AL MSA			
	Birmingham Armed Forces Reserve Center	1.63	622,605
	Birmingham International Airport Air Guard Station	1.68	622,605
	Fort Hanna Army National Guard Reserve Center Birm	1.43	622,605
Enterprise-Ozark AL MiSA			
	Fort Rucker	1.89	48,094
	Gary U.S. Army Reserve Center Enterprize	1.80	48,094
Huntsville, AL MS A			
	Redstone Arsenal	1.78	225,625
Mobile, AL MSA			
	Armed Forces Reserve Center Mobile	1.40	213,966
	Fort Ganey Army National Guard Reserve Center Mo	1.38	213,966
	Wright U.S. Army Reserve Center	1.44	213,966
Montgomery, AL MSA			
	BG William P. Screws U.S. Army Reserve Center Mon	1.67	207,595
	Dannelly Field Air Guard Station	1.75	207,595
	Maxwell Air Force Base	1.71	207,595
	Navy Recruiting District Headquarters Montgomery	1.66	207,595
	The Adjutant General Bldg, AL Army National Guard M	1.66	207,595
Troy, AL MiSA			
	Anderson U.S. Army Reserve Center Troy	1.53	15,306
Tuscaloosa, AL MiSA			
	Navy Reserve Center Tuscaloosa AL	1.29	104,345
Tuskegee, AL MiSA			
	Abbott U.S. Army Reserve Center Tuskegee	1.33	8,256
Alabama Total		**28.78**	**4,058,056**
Alaska			
Anchorage, AK MSA			
	Elmendorf Air Force Base	1.69	211,967
	Fort Richardson	1.85	211,967
	Kulis Air Guard Station	1.82	211,967
Fairbanks, AK MSA			
	Eielson Air Force Base	1.60	54,469
Alaska Total		**6.96**	**690,370**
Arizona			
Phoenix-Mesa-Scottsdale, AZ MSA			
	Air Force Research Lab, Mesa City	1.93	1,971,119
	Leased Space - AZ	2.00	1,971,119
	Luke Air Force Base	1.98	1,971,119
	Phoenix Sky Harbor I	2.00	1,971,119
Sierra Vista-Douglas, AZ MiSA			
	Fort Huachuca	1.75	51,749
Tucson, AZ MSA			
	Allen Hall Armed Forces Reserve Center, Tucson	1.87	448,946
Yuma, AZ MSA			
	Marine Corps Air Station Yuma	1.80	76,606
Arizona Total		**13.33**	**8,461,777**
Arkansas			
El Dorado, AR MSA			
	El Dorado Armed Forces Reserve Center	1.50	29,093
Fort Smith, AR-OK MSA			
	Fort Smith Regional	1.72	152,388
Little Rock-North Little Rock, AR MSA			
	Camp Pike (90th)	1.89	394,114
	Little Rock Air Force Base	1.76	394,114
Pine Bluff, AR MSA			
	Stone U.S. Army Reserve Center, Pine Bluff	1.38	49,184
Arkansas Total		**8.25**	**1,018,893**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
California			
Bakersfield, CA SA			
	Edwards Air Force Base	2.22	325,440
	Naval Air Weapons Station China Lake	2.27	325,440
Fresno, CA MSA			
	Fresno Air Terminal	1.67	427,912
Hanford-Corcora , CA MSA			
	Naval Air Station Lemore	1.80	53,641
Los Angeles-Lor Beach-Glendale, CA MD			
	Armed Forces Reserve Center Bell	1.46	5,554,695
	Leased Space - CA	1.81	5,554,695
	Marine Corps Reserve Center Pasadena CA	1.44	5,554,695
	Navy-Marine Corps Reserve Center, Encino	1.45	5,554,695
	Navy-Marine Corps Reserve Center, Los Angeles	1.46	5,554,695
Modesto, CA MS			
	Riverbank Army Ammunition Plant	1.19	217,388
Oakland-Fremon Hayward, CA MD			
	Camp Parks (91st)	1.60	1,383,332
	(20) Defense Finance and Accounting Service, Oakland	1.80	1,383,332
Oxnard-Thousan Oaks-Ventura, CA MSA			
	Channel Islands Air Guard Station	2.21	420,712
	Naval Base Ventura County	2.24	420,712
Riverside-San Be nardino-Ontario, CA MSA			
	(9) Defense Finance and Accounting Service, San Bernar	2.01	1,479,524
	March Air Reserve Base	1.81	1,479,524
	Marine Corps Logistics Base Barstow	1.95	1,479,524
	Naval Support Activity Corona	2.01	1,479,524
Salinas, CA MSA			
	(10) Defense Finance and Accounting Service, Seaside	2.00	235,299
	Fort Hunter Liggett	1.95	235,299
San Diego-Carlsb d-San Marcos, CA MSA			
	(8) Defense Finance and Accounting Service, San Diego	2.07	1,806,321
	Human Resources Support Center Southwest	2.07	1,806,321
	Marine Corps Base Camp Pendleton	1.90	1,806,321
	Marine Corps Base Miramar	1.97	1,806,321
	Naval Base Coronado	2.05	1,806,321
	Naval Base Point Loma	1.90	1,806,321
	Naval Medical Center San Diego	1.90	1,806,321
	Naval Station San Diego	1.91	1,806,321
	Naval Weapons Station Fallbrook	2.07	1,806,321
San Jose-Sunnyv e-Santa Clara, CA MSA			
	AFRC Moffett Field	1.42	1,187,969
	Onizuka Air Force Station	1.41	1,187,969
Santa Ana-Anahei n-Irvine, CA MD			
	Los Alamitos (63rd)	1.58	1,901,499
	Naval Weapons Station Seal Beach Det Concord	1.80	1,901,499
Santa Barbara-Sa a Maria-Goleta, CA MSA			
	Vandenburg Air Force Base	1.79	254,600
Stockton, CA MSA			
	Defense Distribution Depot San Joaquin	1.65	269,709
Yuba City, CA MS			
	Beale Air Force Base	1.74	68,256
California Total		**65.57**	**62,148,468**
Colorado			
Colorado Springs, CO MSA			
	Fort Carson	1.76	349,783
	Leased Space - CO	2.00	349,783
	Peterson Air Force Base	1.74	349,783
	Schriever Air Force Base	1.89	349,783
	United States Air Force Academy	1.80	349,783
Denver-Aurora, CO MSA			
	Air Reserve Personnel Center	1.50	1,545,580
	(17) Buckley Air Force Base	1.83 1.56	1,545,580
Colorado Total		**12.52**	**4,840,075**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
Connecticut			
Bridgeport-Stam ɔrd-Norwalk, CT MSA			
	Turner U.S. Army Reserve Center, Fairfield	1.59	578,009
Hartford-West Hɑ tford-East Hartford, CT MSA			
	Bradley International Airport Air Guard Station	1.77	760,935
	U.S. Army Reserve Center Area Maintenance Support	1.44	760,935
New Haven-Milfo d, CT MSA			
	SGT Libby U.S. Army Reserve Center, New Haven	1.57	472,774
Norwich-New Lo don, CT MSA			
	Submarine Base New London	1.87	168,620
Connecticut Total		**8.24**	**2,741,273**
Delaware			
Dover, DE MSA			
	Dover Air Force Base	2.02	74,718
Wilmington, DE-M D-NJ MD			
	Kirkwood U.S. Army Reserve Center, Newark	1.44	405,766
	New Castle County Airport Air Guard Station	1.68	405,766
Delaware Total		**5.15**	**886,250**
District of Columbia			
Washington-Arlir ɪton-Alexandria, DC-VA-MD-WV MD			
	Bolling Air Force Base	1.71	2,771,791
	Leased Space - DC	1.61	2,771,791
	Naval District Washington	1.74	2,771,791
	Potomac Annex	1.67	2,771,791
	Walter Reed Army Medical Center	1.68	2,771,791
District of Columbia Tot:		**8.41**	**13,858,955**
Florida			
Fort Walton Beac -Crestview-Destin, FL MSA			
	Eglin Air Force Base	1.83	120,139
	Hurlburt Field	1.81	120,139
Jacksonville, FL M SA			
	Jacksonville International Airport Air Guard Station	2.21	727,765
	Naval Air Station Jacksonville	2.17	727,765
	Naval Station Mayport	2.17	727,765
Miami-Miami Beac ı-Kendall, FL MD			
	Homestead Air Reserve Station	1.99	1,293,315
Orlando, FL MSA			
	11 Defense Finance and Accounting Service, Orlando	1.98	1,082,297
Palm Bay-Melbou ıe-Titusville, FL MSA			
	Patrick Air Force Base	1.85	247,994
Panama City-Lynr Haven, FL MSA			
	Naval Support Activity Panama City	2.00	86,688
	Tyndall Air Force Base	2.02	86,688
Pensacola-Ferry F ss-Brent, FL MSA			
	1 Naval Air Station Pensacola	2.60 2,73	210,512
Tampa-St. Petersb ırg-Clearwater, FL MSA			
	MacDill Air Force Base	2.50	1,485,074
	Navy Reserve Center St Petersburg	1.83	1,485,074
Florida Total		**26.96**	**8,401,215**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
Georgia			
Albany, GA MSA			
	Marine Corps Logistics Base Albany	1.79	79,160
Athens-Clarke Cc nty, GA MSA			
	Naval Supply Corps School Athens	1.62	96,829
Atlanta-Sandy Sp ngs-Marietta, GA MSA			
	Dobbins Air Reserve Base	1.63	2,777,548
	Fort Gillem	1.68	2,777,548
	Fort McPherson	1.65	2,777,548
	Naval Air Station Atlanta	1.54	2,777,548
	Peachtree Leases Atlanta	1.70	2,777,548
Columbus, GA-Al MSA			
	Fort Benning	1.41	163,565
	U.S. Army Reserve Center Columbus	1.56	163,565
Rome, GA MSA			
	Inspector/Instructor Rome GA	1.33	50,944
Savannah, GA MS			
	Savannah International Airport Air Guard Station	2.00	174,403
St. Marys, GA MiS			
	Submarine Base Kings Bay	1.50	23,025
Valdosta, GA MS			
	Moody Air Force Base	1.72	65,992
Warner Robins, G MSA			
	Robins Air Force Base	1.59	65,130
Georgia Total		**22.72**	**14,770,353**
Guam			
Guam County, GU			
	Andersen Air Force Base	1.83	54,980
Guam Total		**1.83**	**54,980**
Hawaii			
Honolulu, HI MSA			
	Hickam Air Force Base	1.85	573,389
	(12) Naval Station Pearl Harbor	2.09 1.97	573,389
Kapaa, HI MiSA			
	Army National Guard Reserve Center Honokaa	1.85	37,731
Hawaii Total		**5.79**	**1,184,509**
Idaho			
Boise City-Nampa, D MSA			
	Boise Air Terminal Air Guard Station	1.88	314,811
Mountain Home, ID MiSA			
	Mountain Home Air Force Base	1.58	14,441
Pocatello, ID MSA			
	Navy Reserve Center Pocatello	1.29	47,266
Idaho Total		**4.74**	**376,518**
Illinois			
Carbondale, IL MiS			
	Armed Forces Reserve Center Carbondale	1.53	38,275
Chicago-Naperville Joliet, IL MD			
	Navy Reserve Center Forest Park	1.27	4,607,077
Davenport-Moline-I ock Island, IA-IL MSA			
	(16) Rock Island Arsenal	1.93 1.87	229,053
Lake County-Keno: ia County, IL-WI MD			
	Fort Sheridan	2.56	498,103
	Naval Station Great Lakes	2.27	498,103
Peoria, IL MSA			
	Greater Peoria Regio	1.68	217,455
Springfield, IL MSA			
	Capital Airport Air Guard Station	1.64	139,247
St. Louis, MO-IL MS			
	Scott Air Force Base	2.13	1,668,793
Illinois Total		**15.01**	**7,896,106**

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State Nar ROI Name	Base Name	Job Multipliers	ROI Employment
Indiana			
Evansville, IN-KY ISA			
	Navy Reserve Center Evansville	1.14	212,719
Fort Wayne, IN M: A			
	Fort Wayne International Airport Air Guard Station	1.55	256,503
Indianapolis, IN M A			
23	**Defense Finance and Accounting Service, Indianapolis**	**1.71**	1,037,290
	Leased Space - IN	1.65	1,037,290
	Navy Recruiting District Headquarters Indianapolis	1.39	1,037,290
	U.S. Army Reserve Center Seston	1.33	1,037,290
Lafayette, IN MSA			
	U.S. Army Reserve Center Lafeyette	1.52	112,699
Martin County, IN			
	Naval Support Activity Crane	1.45	8,525
Peru, IN MiSA			
	Navy Marine Corps Reserve Center Grissom Air Rese	1.14	14,974
Terre Haute, IN M: A			
	Hulman Regional Airport Air Guard Station	1.70	89,765
	Newport Chemical Depot	1.47	89,765
Indiana Total		**16.07**	**4,934,110**
Iowa			
Cedar Rapids, IA I SA			
	Navy Reserve Center Cedar Rapds	1.29	162,044
Des Moines, IA M: A			
	Armed Forces Reserve Center Camp Dodge	1.39	362,215
	Des Moines International Airport Air Guard Station	1.57	362,215
Dubuque, IA MSA			
	Navy-Marine Corps Reserve Center Dubuque	1.33	62,005
Sioux City, IA-NE- D MSA			
	Navy Reserve Center Sioux City	1.29	93,206
	Sioux Gateway Airport Air Guard	1.76	93,206
Iowa Total		**8.63**	**1,134,891**
Kansas			
Kansas City, MO-K MSA			
	Fort Leavenworth	1.65	1,225,451
Manhattan, KS Mi: A			
	Fort Riley	1.64	72,434
Parsons, KS MiSA			
	Kansas Army Ammunition Plant	1.65	15,144
Topeka, KS MSA			
	Forbes Field Air Guard Station	1.68	144,675
Wichita, KS MSA			
	McConnell Air Force Base	1.59	364,878
	U.S. Army Reserve Center Wichita	1.97	364,878
Kansas Total		**10.18**	**2,187,460**
Kentucky			
Clarksville, TN-KY ISA			
	Fort Campbell	1.72	128,456
Elizabethtown, KY ISA			
	Fort Knox	1.00	65,926
25 **Lexington-Fayette, KY MSA**			
	Defense Finance and Accounting Service, Lexington	**1.60** 1.58	296,523
	Navy Reserve Center Lexington	1.22	296,523
Louisville, KY-IN M A			
	Louisville International Airport Air Guard Station	1.67	728,101
	Navy Recruiting Command Louisville	1.74	728,101
	U.S. Army Reserve Center Louisville	1.51	728,101
Maysville, KY MiS/			
	U.S. Army Reserve Center Maysville	1.56	16,643
Paducah, KY-IL Mi A			
	Army National Guard Reserve Center Paducah	1.52	61,551
Kentucky Total		**13.53**	**3,049,925**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
Louisiana			
Baton Rouge, LA MSA			
	Baton Rouge Army National Guard Reserve Center	1.49	411,691
	Navy-Marine Corps Reserve Center Baton Rouge	1.44	411,691
	Roberts U.S. Army Reserve Center, Baton Rouge	1.47	411,691
New Orleans-Metairie-Kenner, LA MSA			
	Leased Space - Slidell	1.95	763,801
	Naval Air Station New Orleans	1.74	763,801
	Naval Air Station New Orleans Air Reserve Station	2.08	763,801
	Naval Support Activity New Orleans	1.74	763,801
Shreveport-Bossier City, LA MSA			
	Barksdale Air Force Base	2.08	211,384
Louisiana Total		**14.00**	**4,501,661**
Maine			
Aroostook County, ME			
	24 Defense Finance and Accounting Service, Limestone	1.62	41,134
Bangor, ME MSA			
	Bangor International Airport Air Guard Station	1.72	92,291
	Naval Reserve Center, Bangor	1.29	92,291
Portland-South Portland-Biddeford ME MSA			
	Naval Air Station Brunswick	1.76	331,655
	Naval Shipyard Portsmouth	2.03	331,655
Maine Total		**8.42**	**889,026**
Maryland			
Baltimore-Towson MD MSA			
	Aberdeen Proving Ground	2.29	1,568,140
	Fort Meade	1.91	1,568,140
	Leased Space - MD	1.95	1,568,140
	Martin State Airport Air Guard Station	1.93	1,568,140
	Naval Station Annapolis	1.92	1,568,140
Bethesda-Frederick-Gaithersburg, MD MD			
	Army Research Laboratory, Adelphi	1.91	727,010
	Fort Detrick	1.78	727,010
	Leased Space - MD	1.75	727,010
	National Naval Medical Center Bethesda	1.81	727,010
	Naval Surface Weapons Station Carderock	1.83	727,010
	PFC Flair U.S. Army Reserve Center, Frederick	1.68	727,010
Lexington Park, MD MSA			
	4 Defense Finance and Accounting Service, Patuxent Ri	2.32	53,347
	Fort Lewis	2.32	53,347
	Naval Air Station Patuxent River	2.31	53,347
Stewart County, GA			
	Bethesda/Chevy Chase	1.57	1,628
Washington-Arlington-Alexandria, DC-VA-MD-WV MD			
	Andrews Air Force Base	1.72	2,771,791
	Naval Air Facility Washington	1.67	2,771,791
	Naval Surface Warfare Center Indian Head	1.75	2,771,791
	Navy Reserve Center Adelphi	1.59	2,771,791
Maryland Total		**36.00**	**23,451,593**
Massachusetts			
Barnstable Town, MA MSA			
	Otis Air Guard Base	1.64	137,499
Boston-Quincy, MA MD			
	Naval Shipyard Puget Sound-Boston Detachment	1.97	1,343,997
Cambridge-Newton-Framingham, MA MD			
	Hanscom Air Force Base	1.60	1,054,892
	Malony U.S. Army Reserve Center	1.56	1,054,892
	Natick Soldier Systems Center	1.63	1,054,892
Springfield, MA MSA			
	Barnes Municipal Airport Air Guard Station	1.80	374,117
	Westover Air Force Base	1.51	374,117
	Westover U.S. Army Reserve Center, Cicopee	1.38	374,117
Massachusetts Total		**13.10**	**5,768,523**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
Michigan			
Battle Creek, MI M SA			
	W. K. Kellogg Airport Air Guard Station	1.61	74,652
Detroit-Livonia-D rborn, MI MD			
	Detroit Arsenal	1.63	994,108
Lansing-East Lan ing, MI MSA			
	Parisan U.S. Army Reserve Center, Lansing	1.44	281,040
Marquette, MI MiS			
	Navy Reserve Center Marquette	1.14	34,562
Warren-Farmingt Hills-Troy, MI MD			
	Selfridge Air National Guard Base	1.61	1,505,252
	Selfridge Army Activity	1.60	1,505,252
Michigan Total		**9.02**	**4,394,866**
Minnesota			
Duluth, MN-WI MS			
	Navy Reserve Center Duluth	1.25	157,359
Minneapolis-St. P ul-Bloomington, MN-WI MSA			
	Fort Snelling	1.61	2,127,894
Minnesota Total		**2.86**	**2,285,253**
Mississippi			
Columbus, MS Mi A			
	Columbus Air Force Base	1.65	34,053
Gulfport-Biloxi, M MSA			
	Human Resources Support Center Southeast	1.89	151,445
	Keesler Air Force Base	1.62	151,445
Jackson, MS MSA			
	Jackson International Airport Air Guard Station	1.00	307,475
Meridian, MS MiS/			
	Key Field Air Guard Station	1.93	54,548
	Naval Air Station Meridian	1.81	54,548
Pascagoula, MS M A			
	Naval Station Pascagoula	1.83	68,520
Picayune, MS MiS			
	Mississippi Army Ammunition Plant	1.65	16,286
Vicksburg, MS Mi			
	U.S. Army Reserve Center Vicksburg	1.54	29,916
Mississippi Total		**14.91**	**868,236**
Missouri			
Cape Girardeau-Ja kson, MO-IL MiSA			
	Navy Reserve Center Cape Girardeau	1.14	59,473
Fort Leonard Woo MO MiSA			
	Fort Leonard Wood	1.16	25,515
Kansas City, MO-K MSA			
	(14) **Defense Finance and Accounting Service, Kansas City**	**1.90**	1,225,451
	Marine Corps Support Center Kansas City	1.75	1,225,451
	Navy Recruiting District Headquarters Kansas	1.70	1,225,451
St. Joseph, MO-KS MSA			
	Rosecrans Memorial Airport Air Guard Station	1.66	68,849
St. Louis, MO-IL M A			
	Army National Guard Reserve Center Jefferson Barrac	1.81	1,668,793
	(7) **Defense Finance and Accounting Service, St. Louis**	**2.09**	1,668,793
	Lambert International Airport- St Louis	2.05	1,668,793
	Leased Space - MO	1.99	1,668,793
Warrensburg, MO iSA			
	Whiteman Air Force Base	1.80	28,670
Missouri Total		**19.04**	**10,534,032**
Montana			
Great Falls, MT MS			
	Galt Hall U.S. Army Reserve Center, Great Falls	1.53	49,197
	Great Falls International Airport Air Guard Station	1.62	49,197
Montana Total		**3.15**	**98,394**

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State Nar ROI Name	Base Name	Job Multipliers	ROI Employment
Nebraska			
Columbus, NE M SA			
	Army National Guard Reserve Center Columbus	1.52	22,545
Grand Island, NI MiSA			
	Army National Guard Reserve Center Grand Island	1.52	45,763
**Kearney, NE MiS **			
	Army National Guard Reserve Center Kearny	1.50	35,434
Lincoln, NE MSA			
	Navy Reserve Center Lincoln	1.43	198,773
Omaha-Council luffs, NE-IA MSA			
	Naval Recruiting District Headquarters Omaha	1.88	538,121
	Offutt Air Force Base	2.25	538,121
Nebraska Total		**10.09**	**1,378,757**
Nevada			
Fallon, NV MiSA			
	Naval Air Station Fallon	1.71	15,858
Las Vegas-Parac se, NV MSA			
	Nellis Air Force Base	1.68	890,855
Reno-Sparks, NV MSA			
	Hawthorne Army Depot	1.63	243,270
	Reno-Tahoe International Airport Air Guard Station	1.78	243,270
Nevada Total		**6.81**	**1,393,253**
New Hampshire			
Rockingham Cou ity-Strafford County, NH MD			
	Armed Forces Reserve Center Pease Air Force Base	1.83	238,671
	Doble U.S. Army Reserve Center Portsmouth	1.66	238,671
New Hampshire Total		**3.49**	**477,342**
New Jersey			
Atlantic City, NJ SA			
	Atlantic City International Airport Air Guard Station	1.77	175,797
Camden, NJ MD			
	Fort Dix	1.92	619,919
	McGuire Air Force Base	1.84	619,919
	SFC Nelson V. Brittin U.S. Army Reserve Center	1.83	619,919
Edison, NJ MD			
	Fort Monmouth	1.85	1,220,335
	Kilmer U.S. Army Reserve Center, Edison	1.70	1,220,335
	Naval Air Engineering Station Lakehurst	1.66	1,220,335
	Naval Weapons Station Earle	1.89	1,220,335
Newark-Union, N. PA MD			
	Picatinny Arsenal	1.82	1,246,371
Trenton-Ewing, N MSA			
	Inspector/Instructor Center West Trenton	1.33	249,721
New Jersey Total		**17.61**	**8,412,986**
New Mexico			
Alamogordo, NM iiSA			
	Holloman Air Force Base	1.65	27,515
Albuquerque, NM MSA			
	Jenkins Armed Forces Reserve Center Albuquerque	1.81	454,397
	Kirtland Air Force Base	2.00	454,397
Clovis, NM MiSA			
	Cannon Air Force Base	1.69	23,348
Las Cruces, NM M SA			
	White Sands Missile Range	2.07	79,256
New Mexico Total		**9.21**	**1,038,913**

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State Nar	ROI Name	Base Name	Job Multipliers	ROI Employment
New York				
	Albany-Schenect dy-Troy, NY MSA			
		Schenectady County Air Guard Station	2.00	529,819
	Buffalo-Niagara I ills, NY MSA			
		Army National Guard Reserve Center Niagara Falls	1.00	643,318
		Navy Recruiting District Headquarters Buffalo	1.43	643,318
		Niagara Falls International Airport Air Guard Station	1.67	643,318
	Elmira, NY MSA			
		Navy Reserve Center Horsehead	1.86	50,494
	Glens Falls, NY M SA			
		Navy Reserve Center Glenn Falls	1.14	64,173
	Nassau-Suffolk, I Y MD			
		Armed Forces Reserve Center Amityville	1.29	1,530,568
	New York-Wayne White Plains, NY-NJ MD			
		Fort Totten / Pyle	1.48	6,226,027
	Poughkeepsie-Ne vburgh-Middletown, NY MSA			
		Carpenter U.S. Army Reserve Center,Poughkeepie	1.56	312,628
		United States Military Academy	1.60	312,628
	Utica-Rome, NY M SA			
		(13) Defense Finance and Accounting Service, Rome	1.94	158,421
		Rome Laboratory	1.89	158,421
	Watertown-Fort D um, NY MiSA			
		Navy Reserve Center Watertown	1.56	62,390
New York Total			**20.42**	**11,335,523**
North Carolina				
	Albemarle, NC Mi A			
		Niven U.S. Army Reserve Center, Albermarle	1.45	26,102
	Asheville, NC MS.			
		Navy Reserve Center Asheville	1.29	217,211
	Charlotte-Gastoni -Concord, NC-SC MSA			
		Charlotte/Douglas International Airport	1.33	936,991
	Durham, NC MSA			
		Army Research Office, Durham	1.59	319,576
	Fayetteville, NC M A			
		Fort Bragg	1.67	195,370
		Pope Air Force Base	1.64	195,370
	Goldsboro, NC M A			
		Seymore Johnson Air Force Base	1.83	60,040
	Jacksonville, NC M SA			
		Marine Corps Base Camp Lejeune	1.57	91,677
	New Bern, NC MiS			
		Marine Corps Air Station Cherry Point	1.89	66,366
North Carolina Total			**14.26**	**2,108,703**
North Dakota				
	Grand Forks, ND-M N MSA			
		Grand Forks Air Force Base	1.86	66,242
North Dakota Total			**1.86**	**66,242**

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State Nar ROI Name	Base Name	Job Multipliers	ROI Employment
Ohio			
Akron, OH MSA			
	Armed Forces Reserve Center Akron	1.38	398,976
	Navy-Marine Corps Reserve Center Akron	1.38	398,976
Cleveland-Elyri: Mentor, OH MSA			
	(19) **Defense Finance and Accounting Service, Cleveland**	**1.82**	1,301,423
	Navy-Marine Corps Reserve Center Cleveland	1.32	1,301,423
Columbus, OH I SA			
	Army National Guard Reserve Center Westerville	1.33	1,122,033
	(21) **Defense Supply Center Columbus**	**1.80**	1,122,033
	Leased Space - OH	1.82	1,122,033
	Rickenbacker Army National Guard Bldg 943 Columbu	1.25	1,122,033
	Rickenbacker International Airport Air Guard Station	1.00	1,122,033
	U.S. Army Reserve Center Whitehall	1.36	1,122,033
Dayton, OH MSA			
	(18) **Defense Finance and Accounting Service, Dayton**	**1.84**	512,393
	Glenn Research Center	1.84	512,393
	Wright Patterson Air Force Base	1.76	512,393
Hardin County, (-I			
	Parrott U.S. Army Reserve Center Kenton	1.50	13,264
Mansfield, OH M A			
	Army National Guard Reserve Center Mansfield	1.93	73,323
	Mansfield Lahm Municipal Airport Air Guard Station	2.26	73,323
Springfield, OH I SA			
	Springfield-Beckley Municipal Airport Air Guard Station	1.51	67,753
Toledo, OH MSA			
	Toledo Express Airport Air Guard Station	1.71	403,161
Youngstown-Wai en-Boardman, OH-PA MSA			
	Youngstown-Warren Regional Airport	1.88	307,480
Ohio Total		**30.71**	**12,608,479**
Oklahoma			
Altus, OK MiSA			
	Altus Air Force Base	1.63	16,463
Enid, OK MiSA			
	Vance Air Force Base	1.95	34,406
Johnston County OK			
	Army National Guard Reserve Center Tishomingo	1.53	? 4,603
Lawton, OK MSA			
	(13) **Fort Sill**	**1.59** 1.88	63,978
Muskogee, OK Mi A			
	Armed Forces Reserve Center Muskogee	1.56	40,416
Oklahoma City, O MSA			
	Krowse U.S. Army Reserve Center Oklahoma City	1.93	703,918
	Oklahoma City (95th)	2.04	703,918
	Tinker Air Force Base	2.27	703,918
	Will Rogers World Airport Air Guard Station	4.27	703,918
Tulsa, OK MSA			
	Armed Forces Reserve Center Broken Arrow	1.33	533,659
	Navy-Marine Corps Reserve Center Tulsa	1.34	533,659
	Tulsa International Airport Air Guard Station	1.81	533,659
Oklahoma Total		**23.24**	**4,576,515**
Oregon			
Medford, OR MSA			
	Navy Reserve Center Central Point	1.29	106,355
Pendleton-Hermist n, OR MiSA			
	Umatilla Army Depot	1.73	44,887
Portland-Vancouve -Beaverton, OR-WA MSA			
	Portland International Airport Air Guard Station	1.80	1,232,839
Oregon Total		**4.82**	**1,384,081**

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State Nar ROI Name	Base Name	Job Multipliers	ROI Employment
Pennsylvania			
Allentown-Beth hem-Easton, PA-NJ MSA			
	Navy-Marine Corps Reserve Center Lehigh	1.38	396,091
Bloomsburg-Be wick, PA MiSA			
	U.S. Army Reserve Center Bloomsburg	1.55	49,836
Chambersburg, 'A MiSA			
	Letterkenny Army Depot	1.55	65,783
Harrisburg-Carl le, PA MSA			
	Defense Distribution Depot Susquehanna	1.87	384,888
	Naval Support Activity Mechanicsburg	1.91	384,888
Johnstown, PA SA			
	Marine Corps Reserve Center Johnstown	1.60	74,442
Lewisburg, PA M SA			
	U.S. Army Reserve Center Lewisburg	1.55	22,716
Philadelphia, PA MD			
	Bristol	1.45	2,273,372
	Engineering Field Activity Northeast	1.81	2,273,372
	Human Resources Support Center Northeast	1.81	2,273,372
	Naval Air Station Willow Grove	1.57	2,273,372
	Naval Support Activity Philadelphia	1.81	2,273,372
	Navy Crane Center Lester	1.80	2,273,372
	Navy Philadelphia Business Center	1.81	2,273,372
	North Penn U.S. Army Reserve Center, Norristown	1.43	2,273,372
	W. Reese U.S. Army Reserve Center/OMS, Chester	1.40	2,273,372
Pittsburgh, PA M SA			
	Kelly Support Center	1.59	1,403,312
	Navy-Marine Corps Reserve Center Pittsburgh	1.29	1,403,312
	Pitt U.S. Army Reserve Center, Corapolis	1.60	1,403,312
	Pittsburgh International Airport Air Reserve Station	1.80	1,403,312
Reading, PA MS			
	Navy-Marine Corps Reserve Center Reading	1.33	213,550
Scranton--Wilkes Barre, PA MSA			
	Serrenti U.S. Army Reserve Center, Scranton	1.38	306,854
	Tobyhanna Army Depot	1.70	306,854
Williamsport, PA MSA			
	U.S. Army Reserve Center Williamsport	1.55	67,466
Pennsylvania Total		**38.53**	**28,346,964**
Puerto Rico			
Aguadilla-Isabela San Sebastian, PR MSA			
	Aguadillla-Ramey U.S. Army Reserve Center/BMA-12	1.50	80,981
San Juan-Caguas Guaynabo, PR MSA			
	Army National Guard Reserve Center Humacao	1.69	850,261
	Camp Euripides Rubio, Puerto Nuevo	1.67	850,261
	Fort Buchanan	1.96	850,261
	Lavergne U.S. Army Reserve Center Bayamon	1.69	850,261
Puerto Rico Total		**8.52**	**3,482,025**
Rhode Island			
Providence-New E dford-Fall River, RI-MA MSA			
	Harwood U.S. Army Reserve Center, Providence	2.25	864,734
	Naval Station Newport	2.23	864,734
	Quonset State Airport Air Guard Station	2.46	864,734
	USARC Bristol	2.17	864,734
Rhode Island Total		**9.10**	**3,458,936**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
South Carolina			
Charleston-North harleston, SC MSA			
	Defense Finance and Accounting Service, Charleston	2.65	331,580
	Naval Weapons Station Charleston	2.52	331,580
	South Naval Facilities Engineering Command	2.64	331,580
Columbia, SC MS.			
	Fort Jackson	1.60	418,871
	McEntire Air Guard Station	1.61	418,871
Hilton Head Islanc Beaufort, SC MiSA			
	Marine Corps Air Station Beaufort	1.75	93,051
Sumter, SC MSA			
	Shaw Air Force Base	1.74	54,168
South Carolina Total		**14.50**	**1,979,701**
South Dakota			
Rapid City, SD MS .			
	Ellsworth Air Force Base	1.76	79,970
Sioux Falls, SD M: A			
	Joe Foss Field Air Guard Station	1.64	149,410
South Dakota Total		**3.39**	**229,380**
Tennessee			
Kingsport-Bristol-I ristol, TN-VA MSA			
	U.S. Army Reserve Area Maintenance Support Facility	1.22	161,187
Knoxville, TN MSA			
	McGee Tyson Airport Air Guard Station	1.99	402,476
Memphis, TN-MS-A R MSA			
	Memphis International Airport Air Guard Station	1.63	758,153
	Naval Support Activity Mid South	1.63	758,153
Nashville-Davidsoı -Murfreesboro, TN MSA			
	Leased Space - TN	1.67	919,365
	Nashville International Airport Air Guard Station	1.72	919,365
Tennessee Total		**9.85**	**3,918,699**

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State Nar	ROI Name	Base Name	Job Multipliers	ROI Employment
Texas				
	Abilene, TX MS/			
		Dyess Air Force Base	1.96	92,846
	Beaumont-Port rthur, TX MSA			
		Navy Reserve Center Orange,TX	1.55	193,048
	Corpus Christi, X MSA			
		Corpus Christi Army Depot	2.43	221,376
		Naval Air Station Corpus Christi	2.15	221,376
		Naval Station Ingleside	2.16	221,376
	Dallas-Plano-Irvi g, TX MD			
		Army National Guard Reserve Center # 2 Dallas	1.53	2,410,769
		Army National Guard Reserve Center California Crossi	1.53	2,410,769
	Del Rio, TX MiS/			
		Laughlin Air Force Base	1.75	21,096
	El Paso, TX MSA			
		Army National Guard Reserve Center (Hondo Pass) El	1.76	328,741
		Fort Bliss	1.77	328,741
	Fort Worth-Arlin on, TX MD			
		Carswell ARS, Naval Air Station Fo	2.04	1,004,416
		Naval Air Station Joint Reserve Base Ft. Worth	1.63	1,004,416
	Houston-Baytow -Sugar Land, TX MSA			
		Army National Guard Reserve Center Ellington	1.69	2,898,160
		Ellington Field Air Guard Station	1.67	2,898,160
		U.S. Army Reserve Center # 2 Houston	1.00	2,898,160
	Killeen-Temple-F rt Hood, TX MSA			
		Fort Hood	1.85	186,916
	Lubbock, TX MS/			
		Navy Reserve Center Lubbock, TX	1.29	156,975
	Lufkin, TX MiSA			
		Army National Guard Reserve Center Lufkin	1.50	45,773
	Marshall, TX MiS/			
		Army National Guard Reserve Center Marshall	1.50	29,682
	San Antonio, TX I SA			
		Army National Guard Reserve Center New Braunfels	1.84	1,009,217
		Brooks City Base	1.96	1,009,217
		(6) Defense Finance and Accounting Service, San Antonic	2.10	1,009,217
		Fort Sam Houston	1.89	1,009,217
		Lackland Air Force Base	1.88	1,009,217
		Leased Space - TX	2.02	1,009,217
		Randolph Air Force Base	2.65	1,009,217
	Texarkana, TX-Te rkana, AR MSA			
		Lone Star Army Ammunition Plant	1.54	67,895
		Red River Army Depot	1.67	67,895
	Wichita Falls, TX I SA			
		Sheppard Air Force Base	1.66	93,033
Texas Total			**51.98**	**24,866,138**
Utah				
	Ogden-Clearfield, T MSA			
		Hill Air Force Base	2.13	239,699
	Salt Lake City, UT SA			
		Deseret Chemical Depot	1.58	701,532
		Fort Douglas	1.77	701,532
Utah Total			**5.48**	**1,642,763**
Vermont				
	Burlington-South E rlington, VT MSA			
		Burlington International Airport Air Guard Station	1.70	145,790
Vermont Total			**1.70**	**145,790**

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State Nar	ROI Name	Base Name	Job Multipliers	ROI Employment
Virginia				
	King George Cou y, VA			
		Naval Surface Warfare Center Dahlgren	2.21	14,171
	Richmond, VA MS			
		Defense Supply Center Richmond	1.67	715,302
		Fort Lee	1.60	715,302
		Leased Space - VA	1.77	715,302
		Richmond International Airport Air Guard Station	1.73	715,302
	Virginia Beach-No olk-Newport News, VA-NC MSA			
		Fort Eustis	1.96	978,888
		Fort Monroe	2.24	978,888
		Langley Air Force Base	2.06	978,888
		Naval Air Station Oceana	1.77	978,888
		Naval Amphibious Base Little Creek	2.30	978,888
		Naval Medical Center Portsmouth	2.07	978,888
		Naval Shipyard Norfolk	2.35	978,888
		Naval Station Norfolk	1.97	978,888
		Naval Support Activity Norfolk	2.14	978,888
		Naval Weapons Station Yorktown	2.39	978,888
	Washington-Arling on-Alexandria, DC-VA-MD-WV MD			
		Arlington Service Center	1.73	2,771,791
		Center for Naval Research	1.75	2,771,791
		22 Defense Finance and Accounting Service, Arlington	1.75	2,771,791
		Fort Belvoir	1.70	2,771,791
		Headquarters Battalion, Headquarters Marine Corps, H	1.67	2,771,791
		Leased Space - VA	17.11	27,717,910
		Marine Corps Base Quantico	1.70	2,771,791
		U.S. Marine Corps Direct Reporting Program Manager	1.75	2,771,791
Virginia Total			**59.37**	**59,784,706**
Washington				
	Bremerton-Silverda e, WA MSA			
		Human Resources Support Center Northwest	2.04	119,170
		Naval Station Bremerton	2.05	119,170
		Submarine Base Bangor	2.00	119,170
	Oak Harbor, WA Mi A			
		Naval Air Station Whidbey Island	2.17	35,843
	Portland-Vancouve Beaverton, OR-WA MSA			
		Vancover Barracks	1.60	1,232,839
	Seattle-Bellevue-Ev rett, WA MD			
		Army National Guard Reserve Center Everett	1.56	1,690,448
		U.S. Army Reserve Center Fort Lawton	1.71	1,690,448
	Spokane, WA MSA			
		1LT Richard H. Walker U.S. Army Reserve Center	1.84	249,887
		Fairchild Air Force Base	2.09	249,887
	Tacoma, WA MD			
		Fort Lewis	1.81	339,431
		McChord Air Force Base	1.83	339,431
		Navy-Marine Corps Reserve Center Tacoma	1.75	339,431
Washington Total			**22.45**	**6,525,155**

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State Nar ROI Name	Base Name	Job Multipliers ROI	Employment
West Virginia			
Charleston, WV M A			
	Yeager Airport Air Guard Station	1.57	176,245
Fairmont, WV MiS			
	Fairmont U.S. Army Reserve Center	1.53	26,404
Hagerstown-Marti sburg, MD-WV MSA			
	Ewvra Sheppard Air Guard Station	1.70	116,091
Huntington-Ashla d, WV-KY-OH MSA			
	Bias U.S. Army Reserve Center, Huntington	1.00	139,908
Wheeling, WV-OH ISA			
	Navy-Marine Corps Reserve Center Moundsville	1.31	80,664
West Virginia Total		**7.12**	**539,312**
Wisconsin			
La Crosse, WI-MN ISA			
	Navy Reserve Center La Crosse	1.29	89,588
Madison, WI MSA			
	Armed Forces Reserve Center Madison	1.44	401,730
	Dane County Airport	1.64	401,730
	Navy-Marine Corps Reserve Center Madison	1.42	401,730
	Olson U.S. Army Reserve Center, Madison	1.37	401,730
	U.S. Army Reserve Center O'Connell	1.33	401,730
Milwaukee-Waukes a-West Allis, WI MSA			
	Gen Mitchell International Airport ARS	1.80	986,431
Monroe County, WI			
	Fort McCoy	1.58	23,884
Wisconsin Total		**11.87**	**3,108,553**
Wyoming			
Cheyenne, WY MSA			
	Army Aviation Support Facility Cheyenne	1.43	55,849
	Cheyenne Airport Air Guard Station	1.61	55,849
Hot Springs County WY			
	Army National Guard Reserve Center Thermopolis	1.53	3,204
Wyoming Total		**4.57**	**114,902**

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area Employmt
Alabama				
	Anniston-Oxford, AL MSA			
		Anniston Army Depot		
			DoN-0165 R	0.1%
			IND-0083A	0.3%
			IND-0083B	0.0%
			S&S-0043R	0.0%
			S&S-0051R	-0.3%
			USA-0036 R	2.8%
		Anniston Army Depot Total		3.0%
	Anniston-Oxford, AL MSA Total			3.0%
	Birmingham-Hoover, AL MSA			
		Birmingham Armed Forces Reserve Center		
			USA-0131v3	-0.1%
		Birmingham Armed Forces Reserve Center Total		-0.1%
		Birmingham International Airport Air Guard Station		
			USAF-0080 V3	0.0%
		Birmingham International Airport Air Guard Station Total		0.0%
		Fort Hanna Army National Guard Reserve Center Birmingham		
			USA-0233 V3	0.0%
		Fort Hanna Army National Guard Reserve Center Birmingham Total		0.0%
	Birmingham-Hoover, AL MSA Total			-0.1%
	Enterprise-Ozark, AL MSA			
		Fort Rucker		
			E&T-0062 V3	7.9%
			TECH-0005 R V2	-0.5%
		Fort Rucker Total		7.4%
		Gary U.S. Army Reserve Center Enterprize		
			USA-0233 V3	0.0%
		Gary U.S. Army Reserve Center Enterprize Total		0.0%
	Enterprise-Ozark, AL MSA Total			7.4%
	Huntsville, AL MSA			
		Redstone Arsenal		
			E&T-0064 V3	-0.9%
			H&SA-0047Rv2	1.2%
			H&SA-0092Rv2	0.9%
			S&S-0035R	-0.1%
			TECH-0005 R V2	0.1%
			TECH-0013	-0.1%
			USA-0121R	0.1%
			USA-0223R	0.0%
		Redstone Arsenal Total		1.3%
	Huntsville, AL MSA Total			1.3%
	Mobile, AL MSA			
		Armed Forces Reserve Center Mobile		
			DoN-0130 V2	0.0%
		Armed Forces Reserve Center Mobile Total		0.0%

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Alabama	Mobile, AL MSA		
		Fort Ganey Army National Guard Reserve Center Mobile	
			USA-0233 V3 0.0%
		Fort Ganey Army National Guard Reserve Center Mobile Total	0.0%
		Navy-Marine Corps Reserve Center, Mobile AL	
			DoN-0130 V2 0.0%
		Navy-Marine Corps Reserve Center, Mobile AL Total	0.0%
		Wright U.S. Army Reserve Center	
			USA-0233 V3 0.0%
		Wright U.S. Army Reserve Center Total	0.0%
	Mobile, AL MSA Total		0.0%
	Montgomery, AL MSA		
		BG William P. Screws U.S. Army Reserve Center Montgomery	
			USA-0233 V3 0.0%
		BG William P. Screws U.S. Army Reserve Center Montgomery Total	0.0%
		Dannelly Field Air Guard Station	
			USAF-0037v2 0.0%
			USAF-0080 V3 0.0%
		Dannelly Field Air Guard Station Total	0.0%
		Maxwell Air Force Base	
			E&T-0014 V5 0.0%
			TECH-0042CR -1.1%
			USAF-0066v2 0.0%
		Maxwell Air Force Base Total	-1.0%
		Navy Recruiting District Headquarters Montgomery	
			DoN-0062 V2 [illegible]
		Navy Recruiting District Headquarters Montgomery Total	[illegible]
		The Adjutant General Bldg, AL Army National Guard Montgomery	
			USA-0233 V3 -0.1%
		The Adjutant General Bldg, AL Army National Guard Montgomery T	-0.1%
	Montgomery, AL MSA Total		-1.1%
	Troy, AL MISA		
		Anderson U.S. Army Reserve Center Troy	
			USA-0233 V3 -0.2%
		Anderson U.S. Army Reserve Center Troy Total	-0.2%
	Troy, AL MISA Total		-0.2%
	Tuscaloosa, AL MSA		
		Navy Reserve Center Tuscaloosa AL	
			DoN-0011 V2 0.0%
		Navy Reserve Center Tuscaloosa AL Total	0.0%
	Tuscaloosa, AL MSA Total		0.0%
	Tuskegee, AL MISA		
		Abbott U.S. Army Reserve Center Tuskegee	
			USA-0233 V3 0.0%
		Abbott U.S. Army Reserve Center Tuskegee Total	0.0%
	Tuskegee, AL MISA Total		[illegible]
Alabama Total			**10.2%**

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Alaska				
	Anchorage, AK MSA			
		Elmendorf Air Force Base		
			USAF-0018 V3	0.2%
			USAF-0054 V3	-0.7%
			USAF-0089 V2	-0.3%
		Elmendorf Air Force Base Total		-0.7%
		Fort Richardson		
			H&SA-0010 R	-0.2%
			H&SA-0031v2	-0.1%
		Fort Richardson Total		-0.2%
		Kulis Air Guard Station		
			USAF-0089 V2	-0.4%
		Kulis Air Guard Station Total		-0.4%
	Anchorage, AK MSA Total			-1.4%
	Fairbanks, AK MSA			
		Eielson Air Force Base		
			USAF-0056	-8.6%
		Eielson Air Force Base Total		-8.6%
	Fairbanks, AK MSA Total			-8.6%
Alaska Total				-10.0%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Arizona				
	Phoenix-Mesa-Scottsdale, AZ MSA			
		Air Force Research Lab, Mesa City		
			TECH-0009R	0.0%
		Air Force Research Lab, Mesa City Total		0.0%
		Leased Space - AZ		
			H&SA-0099V3	0.0%
		Leased Space - AZ Total		0.0%
		Luke Air Force Base		
			E&T-0052 V2	0.0%
			USAF-0036 V3	0.0%
			USAF-0102v2	0.0%
			USAF-0113 V3	0.0%
		Luke Air Force Base Total		0.0%
		Phoenix Sky Harbor International Airport		
			USAF-0080 V3	0.0%
		Phoenix Sky Harbor International Airport Total		0.0%
	Phoenix-Mesa-Scottsdale, AZ MSA Total			0.0%
	Sierra Vista-Douglas, AZ MISA			
		Fort Huachuca		
			H&SA-0031v2	0.1%
			S&S-0035R	-0.7%
		Fort Huachuca Total		-0.6%
	Sierra Vista-Douglas, AZ MISA Total			-0.6%
	Tucson, AZ MSA			
		Allen Hall Armed Forces Reserve Center, Tucson		
			USA-0247 V2	0.0%
		Allen Hall Armed Forces Reserve Center, Tucson Total		0.0%
	Tucson, AZ MSA Total			0.0%
	Yuma, AZ MSA			
		Marine Corps Air Station Yuma		
			IND-0103R	0.0%
		Marine Corps Air Station Yuma Total		0.0%
	Yuma, AZ MSA Total			0.0%
Arizona Total				-0.6%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Arkansas				
	El Dorado, AR MIS A			
		El Dorado Armed Forces Reserve Center		
			USA-0228	-0.1%
		El Dorado Armed Forces Reserve Center Total		-0.1%
	El Dorado, AR MIS A Total			-0.1%
	Fort Smith, AR-OK MSA			
		Fort Smith Regional		
			USAF-0036 V3	-0.1%
		Fort Smith Regional Total		-0.1%
	Fort Smith, AR-OK MSA Total			-0.1%
	Little Rock-North L tle Rock, AR MSA			
		Camp Pike (90th)		
			USA-0168 V3	-0.1%
		Camp Pike (90th) Total		-0.1%
		Little Rock Air Force Base		
			USAF-0018 V3	0.5%
			USAF-0066v2	0.1%
			USAF-0067v2	0.0%
			USAF-0068v2	0.1%
			USAF-0102v2	0.0%
			USAF-0121 V3	0.2%
			USAF-0122 V3	0.8%
			USAF-0130	0.1%
		Little Rock Air Force Base Total		1.7%
	Little Rock-North Li le Rock, AR MSA Total			1.7%
	Pine Bluff, AR MSA			
		Stone U.S. Army Reserve Center, Pine Bluff		
			USA-0228	-0.1%
		Stone U.S. Army Reserve Center, Pine Bluff Total		-0.1%
	Pine Bluff, AR MSA Total			-0.1%
Arkansas Total				1.3%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
California				
	Bakersfield, CA MSA			
		Edwards Air Force Base		
			H&SA-0135v3	0.0%
			TECH-0042CR	0.0%
			USAF-0113 V3	0.0%
		Edwards Air Force Base Total		0.0%
		Naval Air Weapons Station China Lake		
			IND-0103R	0.0%
			TECH-0018B	0.0%
			TECH-0018DR	1.8%
			TECH-0054	0.3%
		Naval Air Weapons Station China Lake Total		2.0%
	Bakersfield, CA MSA Total			2.1%
	Fresno, CA MSA			
		Fresno Air Terminal		
			USAF-0036 V3	0.1%
			USAF-0054 V3	0.0%
			USAF-0068v2	0.0%
		Fresno Air Terminal Total		0.1%
	Fresno, CA MSA Total			0.1%
	Hanford-Corcoran, CA MSA			
		Naval Air Station Lemoore		
			IND-0103R	0.1
		Naval Air Station Lemoore Total		0.1%
	Hanford-Corcoran, CA MSA Total			0.1%
	Los Angeles-Long Beach-Glendale, CA MD			
		Armed Forces Reserve Center Bell		
			DoN-0089A V2	0.0%
		Armed Forces Reserve Center Bell Total		0.0%
		Army National Guard Reserve Center Bell		
			USA-0240 V2	0.0%
		Army National Guard Reserve Center Bell Total		0.0%
		Leased Space - CA		
			H&SA-0099V3	0.0%
			H&SA-0108Rv2	0.0%
		Leased Space - CA Total		0.0%
		Marine Corps Reserve Center Pasadena CA		
			DoN-0054 V2	0.0%
		Marine Corps Reserve Center Pasadena CA Total		0.0%
		Navy-Marine Corps Reserve Center, Encino		
			DoN-0054 V2	0.0%
		Navy-Marine Corps Reserve Center, Encino Total		0.0%
		Navy-Marine Corps Reserve Center, Los Angeles		
			DoN-0089A V2	0.
		Navy-Marine Corps Reserve Center, Los Angeles Total		0.0%

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California Los Angeles-Long Be ch-Glendale, CA MD Total			0.0%
Modesto, CA MSA			
	Riverbank Army Ammunition Plant		
		IND-0112	0.0%
	Riverbank Army Ammunition Plant Total		0.0%
Modesto, CA MSA T tal			0.0%
Oakland-Fremont-Ha ward, CA MD			
	Camp Parks (91st)		
		USA-0168 V3	0.0%
	Camp Parks (91st) Total		0.0%
	Defense Finance and Accounting Service, Oakland		
		H&SA-0018 V5	0.0%
	Defense Finance and Accounting Service, Oakland Total		0.0%
Oakland-Fremont-Ha ward, CA MD Total			0.0%
Oxnard-Thousand Oa s-Ventura, CA MSA			
	Channel Islands Air Guard Station		
		USAF-0068v2	0.0%
		USAF-0122 V3	0.0%
	Channel Islands Air Guard Station Total		0.0%
	Naval Base Ventura County		
		DoN-0161B R	0.5%
		IND-0103R	0.0%
		TECH-0018DR	-1.2%
		TECH-0042A R	-0.1%
		TECH-0054	-0.3%
	Naval Base Ventura County Total		-1.1%
Oxnard-Thousand O s-Ventura, CA MSA Total			-1.0%
Riverside-San Berna lino-Ontario, CA MSA			
	Defense Finance and Accounting Service, San Bernardino		
		H&SA-0018 V5	0.0%
	Defense Finance and Accounting Service, San Bernardino Total		0.0%
	March Air Reserve Base		
		USAF-0083v2	0.0%
	March Air Reserve Base Total		0.0%
	Marine Corps Logistics Base Barstow		
		DoN-0165 R	-0.1%
		S&S-0051R	0.0%
	Marine Corps Logistics Base Barstow Total		-0.1%
	Naval Support Activity Corona		
		DoN-0161B R	-0.1%
	Naval Support Activity Corona Total		-0.1%
Riverside-San Berna dino-Ontario, CA MSA Total			-0.2%
Salinas, CA MSA			
	Defense Finance and Accounting Service, Seaside		
		H&SA-0018 V5	-0.1%
	Defense Finance and Accounting Service, Seaside Total		-0.1%
	Fort Hunter Liggett		

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Colorado				
	Colorado Springs, CO MSA			
		Fort Carson		
			MED-0054 R	0.0%
			USA-0224R	2.2%
		Fort Carson Total		**2.2%**
		Leased Space - CO		
			H&SA-0108Rv2	0.0%
		Leased Space - CO Total		**0.0%**
		Peterson Air Force Base		
			H&SA-0108Rv2	0.0%
			USAF-0018 V3	0.2%
		Peterson Air Force Base Total		**0.3%**
		Schriever Air Force Base		
			USAF-0121 V3	0.1%
		Schriever Air Force Base Total		**0.1%**
		United States Air Force Academy		
			MED-0054 R	0.0%
		United States Air Force Academy Total		**0.0%**
	Colorado Springs, CO MSA Total			**2.5%**
	Denver-Aurora, CO MSA			
		Air Reserve Personnel Center		
			H&SA-0018 V5	0.0%
			H&SA-0145	-0.1%
		Air Reserve Personnel Center Total		**0.0%**
		Buckley Air Force Base		
			USAF-0047v2	0.0%
			USAF-0055v2	0.0%
		Buckley Air Force Base Total		**0.0%**
	Denver-Aurora, CO MSA Total			**0.0%**
Colorado Total				**2.5%**

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te Name	Economic	Area	Base Name	Candidate Number	ea Employmt
Connecticu					
	Bridgeport-Stamfor	-Norwalk, CT MSA			
			Turner U.S. Army Reserve Center, Fairfield		
				USA-0236 V2	0.0%
			Turner U.S. Army Reserve Center, Fairfield Total		0.0%
	Bridgeport-Stamfor	-Norwalk, CT MSA Total			0.0%
	Hartford-West Hart	ord-East Hartford, CT MSA			
			Bradley International Airport Air Guard Station		
				USAF-0033 V3	0.0%
				USAF-0044v3	0.0%
			Bradley International Airport Air Guard Station Total		0.0%
			U.S. Army Reserve Center Area Maintenance Support Facility Middletown		
				USA-0236 V2	0.0%
			U.S. Army Reserve Center Area Maintenance Support Facility Middletov		0.0%
	Hartford-West Har	ord-East Hartford, CT MSA Total			0.0%
	New Haven-Milfor	, CT MSA			
			SGT Libby U.S. Army Reserve Center, New Haven		
				USA-0236 V2	0.0%
			SGT Libby U.S. Army Reserve Center, New Haven Total		0.0%
	New Haven-Milfor	, CT MSA Total			0.0%
	Norwich-New Lon	on, CT MSA			
			Submarine Base New London		
				DoN-0033 R	-9.4%
				H&SA-0133v2	0.0%
			Submarine Base New London Total		-9.4%
	Norwich-New Lon	on, CT MSA Total			-9.4%
Connecticut Total					-9.4%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Delaware				
	Dover, DE MSA			
		Dover Air Force Base		
			MED-0002R	0.6%
			USAF-0064 V3	0.0%
		Dover Air Force Base Total		0.7%
	Dover, DE MSA Total			0.7%
	Wilmington, DE-MD-NJ MD			
		Kirkwood U.S. Army Reserve Center, Newark		
			USA-0164 V3	0.0%
		Kirkwood U.S. Army Reserve Center, Newark Total		0.0%
		New Castle County Airport Air Guard Station		
			USAF-0064 V3	-0.1%
		New Castle County Airport Air Guard Station Total		-0.1%
	Wilmington, DE-MD-NJ MD Total			-0.1%
Delaware Total				**0.6%**

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
District of Columbia				
	Washi gton-Arlington-Alexandria, DC-VA-MD-WV MD			
		Bolling Air Force Base		
			H&SA-0010 R	0.0%
			H&SA-0031v2	0.0%
			H&SA-0099V3	0.0%
			H&SA-0122	0.0%
		Bolling Air Force Base Total		0.0%
		Leased Space - DC		
			H&SA-0071v3	0.0%
			H&SA-0078 Rv2	0.0%
		Leased Space - DC Total		0.0%
		Naval District Washington		
			DoN-0078	0.0%
			H&SA-0078 Rv2	0.0%
			H&SA-0099V3	0.0%
			H&SA-0108Rv2	0.0%
			TECH-0031	0.0%
			TECH-0042A R	0.0%
		Naval District Washington Total		0.0%
		Potomac Annex		
			MED-0028R	0.0%
		Potomac Annex Total		0.0%
		Walter Reed Army Medical Center		
			DoN-0033 R	0.0%
			MED-0002R	-0.4%
			MED-0028R	0.0%
		Walter Reed Army Medical Center Total		-0.3%
	Wasl ngton-Arlington-Alexandria, DC-VA-MD-WV MD Total			-0.4%
District of Columbia Total				-0.4%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Florida				
	Fort Walton Beach-Crestview-Destin, FL MSA			
		Eglin Air Force Base		
			E&T-0052 V2	1.2%
			TECH-0018A	0.1%
			TECH-0042CR	-0.1%
			USA-0040 V4	2.1%
		Eglin Air Force Base Total		3.4%
		Hurlburt Field		
			USAF-0102v2	-0.1%
		Hurlburt Field Total		-0.1%
	Fort Walton Beach-Crestview-Destin, FL MSA Total			3.3%
	Jacksonville, FL MSA			
		Jacksonville International Airport Air Guard Station		
			USAF-0044v3	0.0%
			USAF-0054 V3	0.0%
			USAF-0106v2	0.0%
		Jacksonville International Airport Air Guard Station Total		0.0%
		Naval Air Station Jacksonville		
			DoN-0041 R	0.0%
			DoN-0074A	0.1%
			DoN-0138 R	0.6%
			H&SA-0135v3	0.0%
			IND-0103R	-0.1%
			S&S-0051R	0.0%
			TECH-0042A R	0.0%
		Naval Air Station Jacksonville Total		0.6%
		Naval Station Mayport		
			DoN-0002 R	0.1%
			IND-0103R	0.0%
		Naval Station Mayport Total		0.1%
	Jacksonville, FL MSA Total			0.7%
	Miami-Miami Beach-Kendall, FL MD			
		Homestead Air Reserve Station		
			USAF-0112v2	0.0%
			USAF-0113 V3	0.0%
		Homestead Air Reserve Station Total		0.0%
	Miami-Miami Beach-Kendall, FL MD Total			0.0%
	Orlando, FL MSA			
		Defense Finance and Accounting Service, Orlando		
			H&SA-0018 V5	0.0%
		Defense Finance and Accounting Service, Orlando Total		0.0%
	Orlando, FL MSA Total			0.0%
	Palm Bay-Melbourne-Titusville, FL MSA			
		Patrick Air Force Base		
			TECH-0018E	-0.1%
		Patrick Air Force Base Total		-0.1%

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Florida	Palm Bay-M lbourne-Titusville, FL MSA Total			-0.1%
	Panama City Lynn Haven, FL MSA			
		Naval Support Activity Panama City		
			H&SA-0045v2	-0.1%
		Naval Support Activity Panama City Total		-0.1%
		Tyndall Air Force Base		
			MED-0028R	-0.1%
			USAF-0105v2	0.0%
			USAF-0106v2	-0.1%
		Tyndall Air Force Base Total		-0.1%
	Panama City Lynn Haven, FL MSA Total			-0.2%
	Pensacola-F ry Pass-Brent, FL MSA			
		Naval Air Station Pensacola		
			DoN-0033 R	0.1%
			DoN-0041 R	0.0%
			DoN-0085 V2	-0.3%
			E&T-0046 R	0.7%
			E&T-0052 V2	-0.4%
			H&SA-0018 V5	-0.8%
			H&SA-0130v4	-0.9%
			H&SA-0135v3	0.0%
			MED-0028R	0.0%
			TECH-0042A R	-0.1%
		Naval Air Station Pensacola Total		-1.9%
	Pensacola-F ry Pass-Brent, FL MSA Total			-1.9%
	Tampa-St. P tersburg-Clearwater, FL MSA			
		MacDill Air Force Base		
			MED-0054 R	0.0%
			USAF-0081v2	0.0%
			USAF-0117v3	0.0%
		MacDill Air Force Base Total		0.0%
		Navy Reserve Center ST Petersburg		
			DoN-0050 V2	0.0%
		Navy Reserve Center ST Petersburg Total		0.0%
	Tampa-St. P tersburg-Clearwater, FL MSA Total			0.0%
Florida Total				1.7%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Georgia				
	Albany, GA MSA			
		Marine Corps Logistics Base Albany		
			DoN-0165 R	0.1%
			IND-0083B	0.0%
			S&S-0035R	0.0%
			S&S-0051R	-0.1%
			USA-0036 R	0.4%
		Marine Corps Logistics Base Albany Total		0.3%
	Albany, GA MSA Total			0.3%
	Athens-Clarke County, GA MSA			
		Naval Supply Corps School Athens		
			DoN-0126	-0.9%
		Naval Supply Corps School Athens Total		-0.9%
	Athens-Clarke County, GA MSA Total			-0.9%
	Atlanta-Sandy Springs-Marietta, GA MSA			
		Dobbins Air Reserve Base		
			DoN-0056 V2	0.0%
			DoN-0068AR	0.0%
			USAF-0130	0.0%
		Dobbins Air Reserve Base Total		0.0%
		Fort Gillem		
			DoN-0068AR	0.0%
			USA-0121R	-0.1%
		Fort Gillem Total		-0.1%
		Fort McPherson		
			USA-0222R	-0.2%
		Fort McPherson Total		-0.2%
		Leased Space - GA		
			H&SA-0108Rv2	0.0%
		Leased Space - GA Total		0.0%
		Naval Air Station Atlanta		
			DoN-0068AR	-0.1%
		Naval Air Station Atlanta Total		-0.1%
		Peachtree Leases Atlanta		
			USA-0222R	0.0%
		Peachtree Leases Atlanta Total		0.0%
	Atlanta-Sandy Springs-Marietta, GA MSA Total			-0.4%
	Columbus, GA-AL MSA			
		Fort Benning		
			USA-0046R V2	-0.1%
			USA-0121R	0.1%
			USA-0243R	8.5%
		Fort Benning Total		8.5%

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Georgia	Columbus, GA-A L MSA		
		Fort Benning Bldg 15	
			USA-0143 V3 -0.1%
		Fort Benning Bldg 15 Total	**-0.1%**
		U.S. Army Reserve Center Columbus	
			USA-0143 V3 0.0%
		U.S. Army Reserve Center Columbus Total	**0.0%**
	Columbus, GA-A L MSA Total		**8.5%**
	Rome, GA MSA		
		Inspector/Instructor Rome GA	
			DoN-0056 V2 0.0%
		Inspector/Instructor Rome GA Total	**0.0%**
	Rome, GA MSA Total		**0.0%**
	Savannah, GA M SA		
		Savannah International Airport Air Guard Station	
			USAF-0036 V3 0.0%
			USAF-0064 V3 0.0%
		Savannah International Airport Air Guard Station Total	**0.0%**
	Savannah, GA M SA Total		**0.0%**
	St. Marys, GA M ISA		
		Submarine Base Kings Bay	
			DoN-0033 R 21.1%
			TECH-0018E 0.8%
		Submarine Base Kings Bay Total	**21.9%**
	St. Marys, GA M ISA Total		**21.9%**
	Valdosta, GA M SA		
		Moody Air Force Base	
			E&T-0046 R -1.8%
			USAF-0056 0.8%
			USAF-0122 V3 2.5%
		Moody Air Force Base Total	**1.5%**
	Valdosta, GA M SA Total		**1.5%**
	Warner Robins, GA MSA		
		Robins Air Force Base	
			DoN-0068AR 0.9%
			H&SA-0031v2 -0.2%
			H&SA-0145 0.1%
			S&S-0035R 0.6%
			S&S-0051R 1.9%
			TECH-0005 R V2 -0.1%
			TECH-0006 R 0.0%
			USAF-0120v2 -1.2%
		Robins Air Force Base Total	**1.8%**
	Warner Robins GA MSA Total		**1.8%**
Georgia Total			**32.7%**

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Georgia				
	Albany, GA MSA			
		Marine Corps Logistics Base Albany		
			DoN-0165 R	0.1%
			IND-0083B	0.0%
			S&S-0035R	0.0%
			S&S-0051R	-0.1%
			USA-0036 R	0.4%
		Marine Corps Logistics Base Albany Total		0.3%
	Albany, GA MSA Total			0.3%
	Athens-Clarke County, GA MSA			
		Naval Supply Corps School Athens		
			DoN-0126	-0.9%
		Naval Supply Corps School Athens Total		-0.9%
	Athens-Clarke County, GA MSA Total			-0.9%
	Atlanta-Sandy Springs-Marietta, GA MSA			
		Dobbins Air Reserve Base		
			DoN-0056 V2	0.0%
			DoN-0068AR	0.0%
			USAF-0130	0.0%
		Dobbins Air Reserve Base Total		0.0%
		Fort Gillem		
			DoN-0068AR	0.0%
			USA-0121R	-0.1%
		Fort Gillem Total		-0.1%
		Fort McPherson		
			USA-0222R	-0.2%
		Fort McPherson Total		-0.2%
		Leased Space - GA		
			H&SA-0108Rv2	0.0%
		Leased Space - GA Total		0.0%
		Naval Air Station Atlanta		
			DoN-0068AR	-0.1%
		Naval Air Station Atlanta Total		-0.1%
		Peachtree Leases Atlanta		
			USA-0222R	0.0%
		Peachtree Leases Atlanta Total		0.0%
	Atlanta-Sandy Springs-Marietta, GA MSA Total			-0.4%
	Columbus, GA-AL MSA			
		Fort Benning		
			USA-0046R V2	-0.1%
			USA-0121R	0.1%
			USA-0243R	8.5%
		Fort Benning Total		8.5%

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Georgia	Columbus, GA-A L MSA			
		Fort Benning Bldg 15		
			USA-0143 V3	-0.1%
		Fort Benning Bldg 15 Total		-0.1%
		U.S. Army Reserve Center Columbus		
			USA-0143 V3	0.0%
		U.S. Army Reserve Center Columbus Total		0.0%
	Columbus, GA-A L MSA Total			8.5%
	Rome, GA MSA			
		Inspector/Instructor Rome GA		
			DoN-0056 V2	0.0%
		Inspector/Instructor Rome GA Total		0.0%
	Rome, GA MSA Total			0.0%
	Savannah, GA MSA			
		Savannah International Airport Air Guard Station		
			USAF-0036 V3	0.0%
			USAF-0064 V3	0.0%
		Savannah International Airport Air Guard Station Total		0.0%
	Savannah, GA MSA Total			0.0%
	St. Marys, GA MSA			
		Submarine Base Kings Bay		
			DoN-0033 R	21.1%
			TECH-0018E	0.8%
		Submarine Base Kings Bay Total		21.9%
	St. Marys, GA MSA Total			21.9%
	Valdosta, GA MSA			
		Moody Air Force Base		
			E&T-0046 R	-1.8%
			USAF-0056	0.8%
			USAF-0122 V3	2.5%
		Moody Air Force Base Total		1.5%
	Valdosta, GA MSA Total			1.5%
	Warner Robins GA MSA			
		Robins Air Force Base		
			DoN-0068AR	0.9%
			H&SA-0031v2	-0.2%
			H&SA-0145	0.1%
			S&S-0035R	0.6%
			S&S-0051R	1.9%
			TECH-0005 R V2	-0.1%
			TECH-0006 R	0.0%
			USAF-0120v2	-1.2%
		Robins Air Force Base Total		1.8%
	Warner Robins GA MSA Total			1.8%
Georgia Total				32.7%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Guam				
	Guam County, GU			
		Andersen Air Force Base		
			H&SA-0010 R	-0.3%
		Andersen Air Force Base Total		-0.3%
	Guam County, GU Total			-0.3%
Guam Total				-0.3%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Hawaii				
	Honolulu, HI MSA			
		Hickam Air Force Base		
			H&SA-0010 R	-0.1%
			USAF-0102v2	0.0%
			USAF-0117v3	0.1%
		Hickam Air Force Base Total		-0.1%
		Naval Station Pearl Harbor		
			DoN-0133 R	0.1%
			H&SA-0018 V.	-0.1%
			H&SA-0031v2	0.0%
			S&S-0043R	0.0%
		Naval Station Pearl Harbor Total		0.0%
	Honolulu, HI MSA Total			-0.1%
	Kapaa, HI MSA			
		Army National Guard Reserve Center Honokaa		
			USA-0114 V3	-0.6%
		Army National Guard Reserve Center Honokaa Total		-0.6%
	Kapaa, HI MSA Total			-0.6%
Hawaii Total				-0.6%

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State Name	Economic Area	Base Name	Candidate Number	ea Employmt
Idaho				
	Boise City-Nampa, ID MSA			
		Boise Air Terminal Air Guard Station		
			USAF-0037v2	0.0%
			USAF-0128	0.0%
		Boise Air Terminal Air Guard Station Total		0.0%
	Boise City-Nampa, ID MSA Total			0.0%
	Mountain Home, ID MISA			
		Mountain Home Air Force Base		
			USAF-0054 V3	-5.8%
			USAF-0113 V3	-0.4%
		Mountain Home Air Force Base Total		-6.2%
	Mountain Home, ID MISA Total			-6.2%
	Pocatello, ID MSA			
		Navy Reserve Center Pocatello		
			DoN-0012 V2	0.0%
		Navy Reserve Center Pocatello Total		0.0%
	Pocatello, ID MSA Total			0.0%
Idaho Total				-6.3%

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State Name	Economic Area	Base Name	Candidate Number	Area Employmt
Illinois				
	Carbondale, IL MISA			
		Army National Guard Reserve Center Carbondale		
			USA-0245v2	-0.1%
		Army National Guard Reserve Center Carbondale Total		-0.1%
	Carbondale, IL MISA Total			-0.1%
	Chicago-Naperville-Joliet, IL MD			
		Navy Reserve Center Forest Park		
			DoN-0049 V2	0.0%
		Navy Reserve Center Forest Park Total		0.0%
	Chicago-Naperville-Joliet, IL MD Total			0.0%
	Davenport-Moline-Rock Island, IA-IL MSA			
		Rock Island Arsenal		
			H&SA-0018 V5	-0.2%
			H&SA-0031v2	-0.2%
			H&SA-0092Rv2	-0.1%
			IND-0083A	-0.1%
			S&S-0035R	-0.6%
			USA-0121R	0.2%
		Rock Island Arsenal Total		-1.1%
	Davenport-Moline-Rock Island, IA-IL MSA Total			-1.1%
	Lake County-Kenosha County, IL-WI MD			
		Fort Sheridan		
			USA-0167 V3	0.0%
		Fort Sheridan Total		0.0%
		Naval Station Great Lakes		
			DoN-0041 R	0.0%
			DoN-0074A	0.0%
			DoN-0078	0.0%
			MED-0016R	-0.9%
			MED-0028R	0.0%
			MED-0054 R	-0.1%
		Naval Station Great Lakes Total		-0.9%
	Lake County-Kenosha County, IL-WI MD Total			-0.9%
	Peoria, IL MSA			
		Greater Peoria Regional Airport		
			USAF-0060 V2	0.0%
		Greater Peoria Regional Airport Total		0.0%
	Peoria, IL MSA Total			0.0%
	Springfield, IL MSA			
		Capital Airport Air Guard Station		
			USAF-0111v2	-0.2%
		Capital Airport Air Guard Station Total		-0.2%
	Springfield, IL MSA Total			-0.2%

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State Name	Economic Area	Base Name	Candidate Number	rea Employmt
Illinois				
	St. Louis, MO-IL MSA			
		Scott Air Force Base		
			H&SA-0114Rv3	0.1%
			MED-0054 R	0.0%
			USAF-0102v2	0.0%
			USAF-0117v3	0.0%
		Scott Air Force Base Total		0.1%
	St. Louis, MO-IL MSA Total			0.1%
Illinois Total				-2.2%

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State Name	Economic Area	Base Name	Candidate Number	Area Employmt
Indiana				
	Evansville IN-KY MSA			
		Navy Reserve Center Evansville		
			DoN-0018 V2	0.0%
		Navy Reserve Center Evansville Total		0.0%
	Evansville IN-KY MSA Total			0.0%
	Fort Wayn IN MSA			
		Fort Wayne International Airport Air Guard Station		
			USAF-0111v2	0.2%
		Fort Wayne International Airport Air Guard Station Total		0.2%
	Fort Wayn IN MSA Total			0.2%
	Indianapol , IN MSA			
		Defense Finance and Accounting Service, Indianapolis		
			H&SA-0018 V5	0.6%
			H&SA-0031v2	0.0%
		Defense Finance and Accounting Service, Indianapolis Total		0.6%
		Leased Space - IN		
			H&SA-0145	0.0%
		Leased Space - IN Total		0.0%
		Navy Recruiting District Headquarters Indianapolis		
			DoN-0062 V2	0.0%
		Navy Recruiting District Headquarters Indianapolis Total		0.0%
		U.S. Army Reserve Center Seston		
			USA-0246 V2	0.0%
		U.S. Army Reserve Center Seston Total		0.0%
	Indianapol , IN MSA Total			0.6%
	Lafayette, N MSA			
		U.S. Army Reserve Center Lafeyette		
			USA-0246 V2	0.0%
		U.S. Army Reserve Center Lafeyette Total		0.0%
	Lafayette, N MSA Total			0.0%
	Martin Co ty, IN			
		Naval Support Activity Crane		
			IND-0103R	-2.6%
			MED-0028R	-1.1%
			TECH-0018B	-4.0%
			TECH-0018DR	-4.4%
		Naval Support Activity Crane Total		-12.1%
	Martin Co ty, IN Total			-12.1%
	Peru, IN M SA			
		Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill		
			DoN-0055 V2	-0.1%
		Navy Marine Corps Reserve Center Grissom Air Reserve Base,		-0.1%
	Peru, IN M SA Total			-0.1%
	Terre Haut , IN MSA			
		Hulman Regional Airport Air Guard Station		
			USAF-0111v2	-0.3%
		Hulman Regional Airport Air Guard Station Total		-0.3%
		Newport Chemical Depot		

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State Name	Economic Area	Base Name	Candidate Number	rea Employmt
Indiana	Terre Haute, IN MSA	Newport Chemical Depot	IND-0119	-0.9%
		Newport Chemical Depot Total		-0.9%
	Terre Haute, IN MSA Total			-1.2%
Indiana Total				-12.7%

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State Name	conomic Area	Base Name	Candidate Number	rea Employmt
Iowa				
	Cedar F pids, IA MSA			
		Navy Reserve Center Cedar Rapids		
			DoN-0010 V2	0.0%
		Navy Reserve Center Cedar Rapids Total		0.0%
	Cedar F pids, IA MSA Total			0.0%
	Des Mc ıes, IA MSA			
		Army National Guard Reserve Center Camp Dodge		
			USA-0244v2	-0.1%
		Army National Guard Reserve Center Camp Dodge Total		-0.1%
		Des Moines International Airport Air Guard Station		
			USAF-0037v2	0.0%
			USAF-0047v2	0.1%
			USAF-0111v2	0.0%
			USAF-0112v2	-0.1%
		Des Moines International Airport Air Guard Station Total		0.0%
	Des Mc ıes, IA MSA Total			-0.1%
	Dubuqu , IA MSA			
		Navy-Marine Corps Reserve Center Dubuque		
			DoN-0115 V2	0.0%
		Navy-Marine Corps Reserve Center Dubuque Total		0.0%
	Dubuqu , IA MSA Total			0.0%
	Sioux C y, IA-NE-SD MSA			
		Navy Reserve Center Sioux City		
			DoN-0024 V2	0.0%
		Navy Reserve Center Sioux City Total		0.0%
		Sioux Gateway Airport Air Guard		
			USAF-0084 V2	0.4%
		Sioux Gateway Airport Air Guard Total		0.4%
	Sioux C y, IA-NE-SD MSA Total			0.4%
Iowa Total				0.3%

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State Name	Economic Area	Base Name	Candidate Number	rea Employmt
Kansas				
	Kansas City, MO-KS MSA			
		Fort Leavenworth		
			H&SA-0135v3	0.0%
		Fort Leavenworth Total		0.0%
	Kansas City, MO-KS MSA Total			0.0%
	Manhattan, KS MISA			
		Fort Riley		
			H&SA-0031v2	0.3%
			USA-0221	6.2%
		Fort Riley Total		6.5%
	Manhattan, KS MISA Total			6.5%
	Parsons, KS MISA			
		Kansas Army Ammunition Plant		
			IND-0106	-1.8%
		Kansas Army Ammunition Plant Total		-1.8%
	Parsons, KS MISA Total			-1.8%
	Topeka, KS MSA			
		Forbes Field Air Guard Station		
			USAF-0079v2	0.0%
			USAF-0117v3	0.2%
		Forbes Field Air Guard Station Total		0.3%
	Topeka, KS MSA Total			0.3%
	Wichita, KS MSA			
		McConnell Air Force Base		
			USAF-0083v2	0.0%
			USAF-0099 V2	0.0%
			USAF-0117v3	0.0%
			USAF-0120v2	0.1%
		McConnell Air Force Base Total		0.2%
		U.S. Army Reserve Center Wichita		
			USA-0166 V3	0.0%
		U.S. Army Reserve Center Wichita Total		0.0%
	Wichita, KS MSA Total			0.2%
Kansas Total				5.1%

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State Name	Economic Area	Base Name	Candidate Number	Area Employmt
Kentucky				
Clarksvill	TN-KY MSA			
		Fort Campbell		
			USA-0121R	0.1%
			USA-0221	-0.6%
		Fort Campbell Total		-0.5%
Clarksvill	TN-KY MSA Total			-0.5%
Elizabeth	wn, KY MSA			
		Fort Knox		
			H&SA-0092Rv2	0.2%
			H&SA-0135v3	-0.3%
			H&SA-0145	8.3%
			MED-0054 R	-0.6%
			USA-0113R	0.7%
			USA-0131v3	0.1%
			USA-0223R	0.0%
			USA-0243R	-12.9%
		Fort Knox Total		-4.5%
Elizabeth	wn, KY MSA Total			-4.5%
Lexington	ayette, KY MSA			
		Defense Finance and Accounting Service, Lexington		
			H&SA-0018 V5	0.0%
		Defense Finance and Accounting Service, Lexington Total		0.0%
		Navy Reserve Center Lexington		
			DoN-0021 V2	0.0%
		Navy Reserve Center Lexington Total		0.0%
Lexington	ayette, KY MSA Total			0.0%
Louisville	Y-IN MSA			
		Louisville International Airport Air Guard Station		
			USAF-0060 V2	0.0%
			USAF-0066v2	0.0%
		Louisville International Airport Air Guard Station Total		0.0%
		Navy Recruiting Command Louisville		
			TECH-0018B	-0.1%
		Navy Recruiting Command Louisville Total		-0.1%
		U.S. Army Reserve Center Louisville		
			USA-0131v3	0.0%
		U.S. Army Reserve Center Louisville Total		0.0%
Louisville,	Y-IN MSA Total			-0.1%
Maysville,	Y MISA			
		U.S. Army Reserve Center Maysville		
			USA-0237 V2	-0.2%
		U.S. Army Reserve Center Maysville Total		-0.2%
Maysville,	Y MISA Total			-0.2%
Paducah, I	Y-IL MISA			
		Army National Guard Reserve Center Paducah		
			USA-0237 V2	-0.1%
		Army National Guard Reserve Center Paducah Total		-0.1%
Paducah, I	Y-IL MISA Total			-0.1%
Kentucky Total				-5.3%

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State Name	Economic Area	Base Name	Candidate Number	rea Employmt
Louisiana				
	Baton Rouge, LA MSA			
		Baton Rouge Army National Guard Reserve Center		
			DoN-0118 V2	0.0%
			USA-0230 V2	0.0%
		Baton Rouge Army National Guard Reserve Center Total		0.0%
		Navy-Marine Corps Reserve Center Baton Rouge		
			DoN-0118 V2	0.0%
		Navy-Marine Corps Reserve Center Baton Rouge Total		0.0%
		Roberts U.S. Army Reserve Center, Baton Rouge		
			USA-0230 V2	0.0%
		Roberts U.S. Army Reserve Center, Baton Rouge Total		0.0%
	Baton Rouge, LA MSA Total			-0.1%
	New Orleans-Metairie-Kenner, LA MSA			
		Leased Space - Slidell		
			H&SA-0045v2	0.0%
		Leased Space - Slidell Total		0.0%
		Naval Air Station New Orleans		
			DoN-0068AR	0.0%
			DoN-0157 R	0.1%
			DoN-0158A R	0.3%
			IND-0103R	0.0%
		Naval Air Station New Orleans Total		0.4%
		Naval Air Station New Orleans Air Reserve Station		
			USAF-0055v2	-0.1%
			USAF-0079v2	0.0%
			USAF-0106v2	0.0%
		Naval Air Station New Orleans Air Reserve Station Total		-0.1%
		Naval Support Activity New Orleans		
			DoN-0158A R	-0.6%
		Naval Support Activity New Orleans Total		-0.6%
	New Orleans-Metairie-Kenner, LA MSA Total			-0.3%
	Shreveport-Bossier City, LA MSA			
		Barksdale Air Force Base		
			USAF-0055v2	0.0%
			USAF-0056	0.0%
		Barksdale Air Force Base Total		0.1%
	Shreveport-Bossier City, LA MSA Total			0.1%
Louisiana Total				-0.3%

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State Name	Economic Area	Base Name	Candidate Number	Area Employmt
Maine				
	Aroostoo County, ME			
		Defense Finance and Accounting Service, Limestone		
			H&SA-0018 V5	-0.9%
		Defense Finance and Accounting Service, Limestone Total		-0.9%
	Aroostoo County, ME Total			-0.9%
	Bangor, ME MSA			
		Bangor International Airport Air Guard Station		
			USAF-0077 V3	0.1%
			USAF-0080 V3	0.1%
			USAF-0121 V3	0.3%
		Bangor International Airport Air Guard Station Total		0.5%
		Naval Reserve Center, Bangor		
			DoN-0045	0.0%
		Naval Reserve Center, Bangor Total		0.0%
	Bangor, ME MSA Total			0.5%
	Portland-South Portland-Biddeford ME MSA			
		Naval Air Station Brunswick		
			DoN-0138 R	-1.3%
		Naval Air Station Brunswick Total		-1.3%
		Naval Shipyard Portsmouth		
			DoN-0133 R	-2.8%
		Naval Shipyard Portsmouth Total		-2.8%
	Portland-South Portland-Biddeford ME MSA Total			-4.0%
Maine Total				-4.5%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Maryland				
	Baltimore-Towson, MD MSA			
		Aberdeen Proving Ground		
			E&T-0064 V3	-0.5%
			H&SA-0031v2	0.0%
			H&SA-0065v2	0.1%
			H&SA-0092Rv	0.0%
			MED-0002R	0.0%
			MED-0028R	0.0%
			MED-0057R	0.0%
			S&S-0035R	0.0%
			TECH-0009R	0.0%
			USA-0223R	0.6%
		Aberdeen Proving Ground Total		**0.3%**
		Fort Meade		
			H&SA-0045v2	0.5%
			H&SA-0071v3	0.1%
			H&SA-0099V3	0.1%
			USA-0223R	0.0%
		Fort Meade Total		**0.7%**
		Leased Space - MD		
			H&SA-0099V3	0.0%
			H&SA-0108Rv	0.0%
		Leased Space - MD Total		**0.0%**
		Martin State Airport Air Guard Station		
			USAF-0033 V3	0.0%
			USAF-0129	0.0%
		Martin State Airport Air Guard Station Total		**0.0%**
		Naval Station Annapolis		
			IND-0095R	0.0%
		Naval Station Annapolis Total		**0.0%**
	Baltimore-Towson, MD MSA Total			**0.9%**
	Bethesda-Frederick-Gaithersburg, MD MD			
		Army Research Laboratory, Adelphi		
			TECH-0018B	0.0%
		Army Research Laboratory, Adelphi Total		**0.0%**
		Bethesda/Chevy Chase		
			MED-0028R	0.0%
		Bethesda/Chevy Chase Total		**0.0%**
		Fort Detrick		
			MED-0002R	0.0%
			MED-0028R	0.0%
		Fort Detrick Total		**0.0%**

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Maryland	Bethes ı-Frederick-Gaithersbu	Leased Space - MD		
			MED-0028R	0.0%
		Leased Space - MD Total		0.0%
		National Naval Medical Center Bethesda		
			MED-0002R	0.2%
			TECH-0040R	0.2%
		National Naval Medical Center Bethesda Total		0.5%
		Naval Surface Weapons Station Carderock		
			TECH-0031	0.0%
		Naval Surface Weapons Station Carderock Total		0.0%
		PFC Flair U.S. Army Reserve Center, Frederick		
			USA-0178v3	0.0%
		PFC Flair U.S. Army Reserve Center, Frederick Total		0.0%
	Bethes ı-Frederick-Gaithersburg, MD MD Total			0.5%
	Lexing ɔn Park, MD MISA			
		Defense Finance and Accounting Service, Patuxent River		
			H&SA-0018 V	-0.2%
		Defense Finance and Accounting Service, Patuxent River To		-0.2%
		Leased Space - MD		
			H&SA-0078 R	-0.7%
		Leased Space - MD Total		-0.7%
		Naval Air Station Patuxent River		
			H&SA-0078 R	0.7%
			IND-0103R	0.0%
			TECH-0005 R	0.3%
			TECH-0018DR	-1.0%
			TECH-0042A F	-0.1%
		Naval Air Station Patuxent River Total		-0.2%
	Lexingt ɔn Park, MD MISA Total			-1.1%
	Washin ton-Arlington-Alexandria, DC-VA-MD-WV MD			
		Andrews Air Force Base		
			H&SA-0108Rv	0.0%
			H&SA-0132RV	0.1%
			MED-0054 R	0.0%
			USAF-0063 V2	0.0%
			USAF-0114 V3	0.0%
			USAF-0129	0.0%
		Andrews Air Force Base Total		0.0%
		Naval Air Facility Washington		
			H&SA-0010 R	0.0%
		Naval Air Facility Washington Total		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Maryland	Washington-Arlington-Alexand	Naval Surface Warfare Center Indian Head		
			TECH-0018B	0.0%
			TECH-0018DR	0.0%
		Naval Surface Warfare Center Indian Head Total		0.0%
		Navy Reserve Center Adelphi		
			DoN-0019 V2	0.0%
		Navy Reserve Center Adelphi Total		0.0%
	Washington-Arlington-Alexandria, DC-VA-MD-WV MD Total			0.0%
Maryland Total				0.3%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Massachusetts				
	Barnstable Town, MA MSA			
		Otis Air Guard Base		
			USAF-0044v3	-0.6%
		Otis Air Guard Base Total		-0.6%
	Barnstable Town, MA MSA Total			-0.6%
	Boston-Quincy, MA MD			
		Naval Shipyard Puget Sound-Boston Detachment		
			IND-0095R	0.0%
		Naval Shipyard Puget Sound-Boston Detachment Total		0.0%
	Boston-Quincy, MA MD Total			0.0%
	Cambridge-Newton-Framingham, MA MD			
		Hanscom Air Force Base		
			TECH-0009R	0.0%
			TECH-0042CR	0.2%
		Hanscom Air Force Base Total		0.2%
		Malony U.S. Army Reserve Center		
			USA-0212 V4	0.0%
		Malony U.S. Army Reserve Center Total		0.0%
		Natick Soldier Systems Center		
			H&SA-0099V3	0.0%
			S&S-0035R	0.0%
		Natick Soldier Systems Center Total		0.0%
	Cambridge-Newton-Framingham, MA MD Total			0.1%
	Springfield, MA MSA			
		Armed Forces Reserve Center Westover (new)		
			USA-0212 V4	0.0%
		Armed Forces Reserve Center Westover (new) Total		0.0%
		Barnes Municipal Airport Air Guard Station		
			USAF-0033 V3	0.1%
			USAF-0044v3	0.0%
		Barnes Municipal Airport Air Guard Station Total		0.1%
		Westover Air Force Base		
			DoN-0033 R	0.0%
		Westover Air Force Base Total		0.0%
		Westover U.S. Army Reserve Center, Cicopee		
			USA-0212 V4	0.0%
		Westover U.S. Army Reserve Center, Cicopee Total		0.0%
	Springfield, MA MSA Total			0.1%
Massachusetts Total				-0.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Michigan				
	Battle Creek, MI MSA			
		W. K. Kellogg Airport Air Guard Station		
			USAF-0049v2	-0.6%
		W. K. Kellogg Airport Air Guard Station Total		-0.6%
	Battle Creek, MI MSA Total			-0.6%
	Detroit-Livonia-Dearborn, MI MD			
		Detroit Arsenal		
			S&S-0035R	0.1%
			S&S-0043R	0.0%
			TECH-0013	0.0%
			TECH-0031	0.0%
			USA-0063 V3	0.0%
		Detroit Arsenal Total		0.1%
	Detroit-Livonia-Dearborn, MI MD Total			0.1%
	Lansing-East Lansing, MI MSA			
		Parisan U.S. Army Reserve Center, Lansing		
			USA-0235 V2	0.0%
		Parisan U.S. Army Reserve Center, Lansing Total		0.0%
	Lansing-East Lansing, MI MSA Total			0.0%
	Marquette, MI MISA			
		Navy Reserve Center Marquette		
			DoN-0023 V2	0.0%
		Navy Reserve Center Marquette Total		0.0%
	Marquette, MI MISA Total			0.0%
	Warren-Farmington Hills-Troy, MI MD			
		Selfridge Air National Guard Base		
			USAF-0033 V3	0.0%
			USAF-0049v2	0.0%
			USAF-0081v2	0.0%
		Selfridge Air National Guard Base Total		0.0%
		Selfridge Army Activity		
			USA-0063 V3	0.0%
		Selfridge Army Activity Total		0.0%
	Warren-Farmington Hills-Troy, MI MD Total			0.0%
Michigan Total				-0.5%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Minnesota				
	Duluth, MN-WI MSA			
		Navy Reserve Center Duluth		
			DoN-0020 V2	0.0%
		Navy Reserve Center Duluth Total		0.0%
	Duluth, MN-WI MSA Total			0.0%
	Minneapolis-St. Paul-Bloomington, MN-WI MSA			
		Fort Snelling		
			USA-0166 V3	0.0%
		Fort Snelling Total		0.0%
	Minneapolis-St. Paul-Bloomington, MN-WI MSA Total			0.0%
Minnesota Total				0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Mississippi				
	Columbus, MS MISA			
		Columbus Air Force Base		
			E&T-0046 R	0.5%
			USAF-0122 V3	0.0%
		Columbus Air Force Base Total		0.5%
	Columbus, MS MISA Total			0.5%
	Gulfport-Biloxi, MS MSA			
		Human Resources Support Center Southeast		
			H&SA-0031v2	-0.2%
		Human Resources Support Center Southeast Total		-0.2%
		Keesler Air Force Base		
			MED-0054 R	-0.4%
		Keesler Air Force Base Total		-0.4%
	Gulfport-Biloxi, MS MSA Total			-0.6%
	Jackson, MS MSA			
		Jackson International Airport Air Guard Station		
			USAF-0077 V3	0.0%
		Jackson International Airport Air Guard Station Total		0.0%
	Jackson, MS MSA Total			0.0%
	Meridian, MS MISA			
		Key Field Air Guard Station		
			USAF-0077 V3	-1.2%
		Key Field Air Guard Station Total		-1.2%
		Naval Air Station Meridian		
			E&T-0014 V5	-0.1%
		Naval Air Station Meridian Total		-0.1%
	Meridian, MS MISA Total			-1.3%
	Pascagoula, MS MSA			
		Naval Station Pascagoula		
			DoN-0002 R	-2.6%
		Naval Station Pascagoula Total		-2.6%
	Pascagoula, MS MSA Total			-2.6%
	Picayune, MS MISA			
		Mississippi Army Ammunition Plant		
			IND-0110	-0.5%
		Mississippi Army Ammunition Plant Total		-0.5%
	Picayune, MS MISA Total			-0.5%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Mississippi				
	Vicksburg MS MISA			
		U.S. Army Reserve Center Vicksburg		
			USA-0233 V3	-0.1%
		U.S. Army Reserve Center Vicksburg Total		-0.1%
	Vicksburg MS MISA Total			-0.1%
Mississippi Total				-4.6%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Missouri				
	Cape Girardeau-Jackson, MO-IL MISA			
		Navy Reserve Center Cape Girardeau		
			DoN-0013 V2	0.0%
		Navy Reserve Center Cape Girardeau Total		0.0%
	Cape Girardeau-Jackson, MO-IL MISA Total			0.0%
	Fort Leonard Wood, MO MISA			
		Fort Leonard Wood		
			E&T-0029 V3	0.5%
			USA-0046R V2	-0.9%
		Fort Leonard Wood Total		-0.4%
	Fort Leonard Wood, MO MISA Total			-0.4%
	Kansas City, MO-KS MSA			
		Defense Finance and Accounting Service, Kansas City		
			H&SA-0018 V2	-0.1%
		Defense Finance and Accounting Service, Kansas City Total		-0.1%
		Marine Corps Support Center Kansas City		
			DoN-0157 R	0.0%
		Marine Corps Support Center Kansas City Total		0.0%
		Navy Recruiting District Headquarters Kansas		
			DoN-0062 V2	0.0%
		Navy Recruiting District Headquarters Kansas Total		0.0%
	Kansas City, MO-KS MSA Total			-0.1%
	St. Joseph, MO-KS MSA			
		Rosecrans Memorial Airport Air Guard Station		
			USAF-0063 V2	0.1%
		Rosecrans Memorial Airport Air Guard Station Total		0.1%
	St. Joseph, MO-KS MSA Total			0.1%
	St. Louis, MO-IL MSA			
		Army National Guard Reserve Center Jefferson Barracks		
			USA-0250v2	0.0%
		Army National Guard Reserve Center Jefferson Barracks T		0.0%
		Defense Finance and Accounting Service, St. Louis		
			H&SA-0018 V2	0.0%
		Defense Finance and Accounting Service, St. Louis Total		0.0%
		Lambert International Airport- St Louis		
			USAF-0044v3	0.0%
		Lambert International Airport- St Louis Total		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Missouri	St. Louis, MO-IL MSA	Leased Space - MO		
			H&SA-0145	-0.2%
		Leased Space - MO Total		-0.2%
	St. Louis, MO-IL MSA Total			-0.3%
	Warrensburg, MO MISA			
		Whiteman Air Force Base		
			USAF-0055v2	0.4%
		Whiteman Air Force Base Total		0.4%
	Warrensburg, MO MISA Total			0.4%
Missouri Total				-0.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Montana				
	Great Falls, MT MSA			
		Galt Hall U.S. Army Reserve Center, Great Falls		
			USA-0251 V3	-0.1%
		Galt Hall U.S. Army Reserve Center, Great Falls Total		-0.1%
		Great Falls International Airport Air Guard Station		
			USAF-0037v2	-0.4%
		Great Falls International Airport Air Guard Station Total		-0.4%
	Great Falls, MT MSA Total			-0.4%
Montana Total				-0.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Nebraska				
	Columb s, NE MISA			
		Army National Guard Reserve Center Columbus		
			USA-0241v2	-0.2%
		Army National Guard Reserve Center Columbus Total		-0.2%
	Columb s, NE MISA Total			-0.2%
	Grand I land, NE MISA			
		Army National Guard Reserve Center Grand Island		
			USA-0241v2	-0.1%
		Army National Guard Reserve Center Grand Island Total		-0.1%
	Grand I land, NE MISA Total			-0.1%
	Kearne NE MISA			
		Army National Guard Reserve Center Kearny		
			USA-0241v2	0.0%
		Army National Guard Reserve Center Kearny Total		0.0%
	Kearne NE MISA Total			0.0%
	Lincoln NE MSA			
		Navy Reserve Center Lincoln		
			DoN-0022 V2	0.0%
		Navy Reserve Center Lincoln Total		0.0%
	Lincoln NE MSA Total			0.0%
	Omaha- ouncil Bluffs, NE-IA MSA			
		Naval Recruiting District Headquarters Omaha		
			DoN-0062 V2	0.0%
		Naval Recruiting District Headquarters Omaha Total		0.0%
		Offutt Air Force Base		
			H&SA-0018 V	-0.1%
			USAF-0122 V3	0.0%
		Offutt Air Force Base Total		0.0%
	Omaha- ouncil Bluffs, NE-IA MSA Total			-0.1%
Nebraska Total				-0.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Nevada				
	Fallon, NV MISA			
		Naval Air Station Fallon		
			IND-0103R	-0.1%
		Naval Air Station Fallon Total		-0.1%
	Fallon, NV MISA Total			-0.1%
	Las Vegas-Paradise, NV MSA			
		Nellis Air Force Base		
			USAF-0044v3	0.0%
			USAF-0054 V3	0.1%
			USAF-0055v2	0.0%
			USAF-0056	0.1%
			USAF-0113 V3	0.0%
			USAF-0114 V3	0.0%
		Nellis Air Force Base Total		0.3%
	Las Vegas-Paradise, NV MSA Total			0.3%
	Reno-Sparks, NV MSA			
		Hawthorne Army Depot		
			IND-0108	-0.1%
		Hawthorne Army Depot Total		-0.1%
		Reno-Tahoe International Airport Air Guard Station		
			USAF-0068v2	-0.1%
		Reno-Tahoe International Airport Air Guard Station Total		-0.1%
	Reno-Sparks, NV MSA Total			-0.2%
Nevada Total				-0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New Hampshir				
	Rockingh m County-Strafford County, NH MD			
		Armed Forces Reserve Center Pease Air Force Base		
			USAF-0083v2	0.0%
		Armed Forces Reserve Center Pease Air Force Base Total		0.0%
		Doble U.S. Army Reserve Center Portsmouth		
			USA-0219 V3	0.0%
		Doble U.S. Army Reserve Center Portsmouth Total		0.0%
	Rockingh m County-Strafford County, NH MD Total			0.0%
New Hampshire Total				0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New Jersey				
	Atlantic City, NJ MSA			
		Atlantic City International Airport Air Guard Station		
			USAF-0044v3	0.2%
			USAF-0079v2	0.1%
		Atlantic City International Airport Air Guard Station Total		0.3%
	Atlantic City, NJ MSA Total			0.3%
	Camden, NJ MD			
		Fort Dix		
			DoN-0057 V2	0.0%
			DoN-0084AR	0.0%
			H&SA-0010 R	0.0%
			H&SA-0133v2	0.0%
			USA-0167 V3	0.1%
		Fort Dix Total		0.1%
		McGuire Air Force Base		
			DoN-0084AR	0.2%
			USAF-0064 V3	0.0%
		McGuire Air Force Base Total		0.2%
		SFC Nelson V. Brittin U.S. Army Reserve Center		
			USA-0076 V3	0.0%
		SFC Nelson V. Brittin U.S. Army Reserve Center Total		0.0%
	Camden, NJ MD Total			0.3%
	Edison, NJ MD			
		Fort Monmouth		
			USA-0223R	-0.8%
		Fort Monmouth Total		-0.8%
		Kilmer U.S. Army Reserve Center, Edison		
			USA-0167 V3	0.0%
		Kilmer U.S. Army Reserve Center, Edison Total		0.0%
		Naval Air Engineering Station Lakehurst		
			H&SA-0010 R	0.0%
			TECH-0005 R	0.0%
		Naval Air Engineering Station Lakehurst Total		0.0%
		Naval Weapons Station Earle		
			DoN-0033 R	0.0%
			TECH-0018B	0.0%
		Naval Weapons Station Earle Total		0.0%
	Edison, NJ MD Total			-0.8%
	Newark-Union, NJ-PA MD			
		Picatinny Arsenal		
			TECH-0018B	0.1%
		Picatinny Arsenal Total		0.1%
	Newark-Union, NJ-PA MD Total			0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New Jersey				
	Trentor Ewing, NJ MSA			
		Inspector/Instructor Center West Trenton		
			DoN-0057 V2	0.0%
		Inspector/Instructor Center West Trenton Total		0.0%
	Trentor Ewing, NJ MSA Total			0.0%
New Jersey Total				-0.2%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New Mexico				
	Alamogordo, NM MISA			
		Holloman Air Force Base		
			MED-0057R	-0.1%
		Holloman Air Force Base Total		-0.1%
	Alamogordo, NM MISA Total			-0.1%
	Albuquerque, NM MSA			
		Jenkins Armed Forces Reserve Center Albuquerque		
			USA-0215 V3	0.0%
		Jenkins Armed Forces Reserve Center Albuquerque Total		0.0%
		Kirtland Air Force Base		
			H&SA-0135v3	0.0%
			TECH-0009R	0.1%
			USAF-0114 V3	0.0%
		Kirtland Air Force Base Total		0.1%
	Albuquerque, NM MSA Total			0.1%
	Clovis, NM MISA			
		Cannon Air Force Base		
			USAF-0114 V3	-20.5%
		Cannon Air Force Base Total		-20.5%
	Clovis, NM MISA Total			-20.5%
	Las Cruces, NM MSA			
		White Sands Missile Range		
			TECH-0009R	-0.5%
		White Sands Missile Range Total		-0.5%
	Las Cruces, NM MSA Total			-0.5%
New Mexico Total				-21.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New York				
	(1) Albany-Schenectady-Troy, NY MSA			
		Schenectady County Air Guard Station		
			USAF-0067v2	0.0% ✓
		Schenectady County Air Guard Station Total		0.0%
	Albany-Schenectady-Troy, NY MSA Total			0.0%
	(2) Buffalo-Niagara Falls, NY MSA			
		Army National Guard Reserve Center Niagara Falls		
			USA-0242	0.0%
		Army National Guard Reserve Center Niagara Falls Total		0.0%
		Navy Recruiting District Headquarters Buffalo		
			DoN-0062 V2	0.0%
		Navy Recruiting District Headquarters Buffalo Total		0.0%
		Niagara Falls International Airport Air Guard Station		
			USAF-0121 V3	-0.2%
		Niagara Falls International Airport Air Guard Station Tota		-0.2%
	Buffalo-Niagara Falls, NY MSA Total			-0.2%
	(3) Elmira, NY MSA			
		Navy Reserve Center Horsehead		
			DoN-0015 V2	0.0%
		Navy Reserve Center Horsehead Total		0.0%
	Elmira, NY MSA Total			0.0%
	(4) Glens Falls NY MSA			
	Right on border w/ + Lacy	Navy Reserve Center Glenn Falls		
			DoN-0043 V2	0.0%
		Navy Reserve Center Glenn Falls Total		0.0%
	Glens Falls NY MSA Total			0.0%
	Nassau-Suffolk, NY MD			
		Armed Forces Reserve Center Amityville		
			USA-0242	0.0%
		Armed Forces Reserve Center Amityville Total		0.0%
	Nassau-Suffolk, NY MD Total			0.0%
	New York-Wayne-White Plains, NY-NJ MD			
		Fort Totten / Pyle		
			USA-0167 V3	0.0%
		Fort Totten / Pyle Total		0.0%
	New York-Wayne-White Plains, NY-NJ MD Total			0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
New York	Poughkeepsie-Newburgh-Middletown, NY MSA			
		Carpenter U.S. Army Reserve Center,Poughkeepie		
			USA-0167 V3	0.0%
		Carpenter U.S. Army Reserve Center,Poughkeepie Total		0.0%
		United States Military Academy		
			USA-0223R	0.1%
		United States Military Academy Total		0.1%
	Poughkeepsie-Newburgh-Middletown, NY MSA Total			0.1%
	Utica-Rome, NY MSA			
		Defense Finance and Accounting Service, Rome		
			H&SA-0018 V:	-0.4%
		Defense Finance and Accounting Service, Rome Total		-0.4%
		Rome Laboratory		
			TECH-0009R	-0.2%
		Rome Laboratory Total		-0.2%
	Utica-Rome, NY MSA Total			-0.5%
	Watertown-Fort Drum, NY MISA			
		Navy Reserve Center Watertown		
			DoN-0047 V2	0.0%
		Navy Reserve Center Watertown Total		0.0%
	Watertown-Fort Drum, NY MISA Total			0.0%
New York Total				-0.6%

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State Name	conomic Area	Base Name	Candidate Number	Total Changes/ Econ Area
North Carolina				
	Albema le, NC MISA			
		Niven U.S. Army Reserve Center, Albermarle		
			USA-0171R	-0.2%
		Niven U.S. Army Reserve Center, Albermarle Total		-0.2%
	Albema le, NC MISA Total			-0.2%
	Ashevil e, NC MSA			
		Navy Reserve Center Asheville		
			DoN-0009 V2	0.0%
		Navy Reserve Center Asheville Total		0.0%
	Ashevil e, NC MSA Total			0.0%
	Charlot -Gastonia-Concord, NC-SC MSA			
		Charlotte/Douglas International Airport		
			USAF-0064 V3	0.0%
		Charlotte/Douglas International Airport Total		0.0%
	Charlot -Gastonia-Concord, NC-SC MSA Total			0.0%
	Durhan NC MSA			
		Army Research Office, Durham		
			TECH-0040R	-0.1%
		Army Research Office, Durham Total		-0.1%
	Durhan NC MSA Total			-0.1%
	Fayette lle, NC MSA			
		Fort Bragg		
			USA-0040 V4	2.2%
			USAF-0122 V3	1.5%
		Fort Bragg Total		3.7%
		Pope Air Force Base		
			USA-0121R	0.0%
			USA-0222R	2.0%
			USAF-0122 V3	-5.5%
			USAF-0130	0.1%
		Pope Air Force Base Total		-3.5%
	Fayette lle, NC MSA Total			0.2%
	Goldsb o, NC MSA			
		Seymore Johnson Air Force Base		
			USAF-0106v2	0.1%
			USAF-0117v3	1.0%
		Seymore Johnson Air Force Base Total		1.1%
	Goldsb o, NC MSA Total			1.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
North Carolina	Jacksonville, NC MSA			
		Marine Corps Base Camp Lejeune		
			H&SA-0135v3	-0.4%
			IND-0103R	0.0%
		Marine Corps Base Camp Lejeune Total		-0.3%
	Jacksonville, NC MSA Total			-0.3%
	New Bern, NC MISA			
		Marine Corps Air Station Cherry Point		
			DoN-0084AR	0.2%
			IND-0103R	-1.8%
			MED-0054 R	-0.2%
			S&S-0051R	0.0%
		Marine Corps Air Station Cherry Point Total		-1.8%
	New Bern, NC MISA Total			-1.8%
North Carolina Total				-1.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
North Dakota				
	Grand Forks, ND-MN MSA			
		Grand Forks Air Force Base		
			USAF-0117v3	-7.4%
		Grand Forks Air Force Base Total		-7.4%
	Grand Forks, ND-MN MSA Total			-7.4%
North Dakota Total				-7.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Ohio				
	Akron, OH MSA			
		Armed Forces Reserve Center Akron		
			DoN-0113 V2	0.0%
		Armed Forces Reserve Center Akron Total		0.0%
		Navy-Marine Corps Reserve Center Akron		
			DoN-0113 V2	0.0%
		Navy-Marine Corps Reserve Center Akron Total		0.0%
	Akron, OH MSA Total			0.0%
	Cleveland-Elyria-Mentor, OH MSA			
		Defense Finance and Accounting Service, Cleveland		
			H&SA-0018 V:	-0.1%
		Defense Finance and Accounting Service, Cleveland Total		-0.1%
		Navy-Marine Corps Reserve Center Cleveland		
			DoN-0113 V2	0.0%
		Navy-Marine Corps Reserve Center Cleveland Total		0.0%
	Cleveland-Elyria-Mentor, OH MSA Total			-0.1%
	Columbus, OH MSA			
		Army National Guard Reserve Center Westerville		
			USA-0248 V3	0.0%
		Army National Guard Reserve Center Westerville Total		0.0%
		Defense Supply Center Columbus		
			H&SA-0018 V:	0.2%
			H&SA-0031v2	0.0%
			S&S-0035R	0.0%
			S&S-0043R	0.0%
			S&S-0051R	0.0%
			USA-0223R	0.0%
		Defense Supply Center Columbus Total		0.3%
		Leased Space - OH		
			H&SA-0099V3	0.0%
			H&SA-0108Rv	0.0%
		Leased Space - OH Total		0.0%
		Rickenbacker Army National Guard Bldg 943 Columbus		
			USA-0248 V3	0.0%
		Rickenbacker Army National Guard Bldg 943 Columbus To		0.0%
		Rickenbacker International Airport Air Guard Station		
			USAF-0047v2	0.0%
		Rickenbacker International Airport Air Guard Station Tota		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Ohio	Columbu , OH MSA	U.S. Army Reserve Center Whitehall		
			USA-0248 V3	0.0%
		U.S. Army Reserve Center Whitehall Total		0.0%
	Columbu , OH MSA Total			0.2%
	Dayton, H MSA			
		Defense Finance and Accounting Service, Dayton		
			H&SA-0018 V	-0.1%
		Defense Finance and Accounting Service, Dayton Total		-0.1%
		Glenn Research Center		
			TECH-0009R	0.0%
		Glenn Research Center Total		0.0%
		Wright Patterson Air Force Base		
			H&SA-0031v2	0.0%
			MED-0028R	0.0%
			MED-0057R	0.4%
			TECH-0005 R	0.0%
			TECH-0006 R	0.0%
			TECH-0009R	0.1%
			TECH-0042CR	-0.2%
		Wright Patterson Air Force Base Total		0.2%
	Dayton, H MSA Total			0.1%
	Hardin C unty, OH			
		Parrott U.S. Army Reserve Center Kenton		
			USA-0248 V3	-0.1%
		Parrott U.S. Army Reserve Center Kenton Total		-0.1%
	Hardin C unty, OH Total			-0.1%
	Mansfiel , OH MSA			
		Army National Guard Reserve Center Mansfield		
			USA-0248 V3	-0.1%
		Army National Guard Reserve Center Mansfield Total		-0.1%
		Mansfield Lahm Municipal Airport Air Guard Station		
			USAF-0066v2	-0.7%
		Mansfield Lahm Municipal Airport Air Guard Station Tota		-0.7%
		Scouten U.S. Army Reserve Center Mansfield		
			USA-0248 V3	-0.1%
		Scouten U.S. Army Reserve Center Mansfield Total		-0.1%
	Mansfiel , OH MSA Total			-0.9%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Ohio	Springfield, OH MSA			
		Springfield-Beckley Municipal Airport Air Guard Station		
			USAF-0047v2	-0.6%
		Springfield-Beckley Municipal Airport Air Guard Station T		-0.6%
	Springfield, OH MSA Total			-0.6%
	Toledo, OH MSA			
		Toledo Express Airport Air Guard Station		
			USAF-0066v2	0.0%
			USAF-0112v2	0.1%
		Toledo Express Airport Air Guard Station Total		0.1%
	Toledo, OH MSA Total			0.1%
	Youngstown-Warren-Boardman, OH-PA MSA			
		Youngstown-Warren Regional Airport		
			USAF-0122 V3	0.0%
		Youngstown-Warren Regional Airport Total		0.0%
	Youngstown-Warren-Boardman, OH-PA MSA Total			0.0%
Ohio Total				-1.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Oklahoma				
	Altus, OI MISA			
		Altus Air Force Base		
			USAF-0102v2	-0.2%
		Altus Air Force Base Total		-0.2%
	Altus, OI MISA Total			-0.2%
	Enid, OK MISA			
		Vance Air Force Base		
			E&T-0046 R	0.5%
			USAF-0122 V3	0.0%
		Vance Air Force Base Total		0.6%
	Enid, OK MISA Total			0.6%
	Johnston ounty, OK			
		Army National Guard Reserve Center Tishomingo		
			USA-0229v3	-1.0%
		Army National Guard Reserve Center Tishomingo Total		-1.0%
	Johnston ounty, OK Total			-1.0%
	Lawton, (K MSA			
		Fort Sill		
			E&T-0061 V3	7.0%
			H&SA-0018 V:	-0.7%
			H&SA-0135v3	-0.3%
			USA-0168 V3	0.1%
			USA-0221	2.9%
		Fort Sill Total		9.0%
	Lawton, C K MSA Total			9.0%
	Muskogee OK MISA			
		Ashworth U.S. Army Reserve Center Muskogee		
			USA-0229v3	-0.1%
		Ashworth U.S. Army Reserve Center Muskogee Total		-0.1%
	Muskogee OK MISA Total			-0.1%
	Oklahoma City, OK MSA			
		Krowse U.S. Army Reserve Center Oklahoma City		
			USA-0229v3	0.0%
		Krowse U.S. Army Reserve Center Oklahoma City Total		0.0%
		Oklahoma City (95th)		
			USA-0168 V3	0.0%
		Oklahoma City (95th) Total		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Oklahoma	Oklahoma City, OK MSA	Tinker Air Force Base		
			H&SA-0031v2	0.0%
			S&S-0035R	0.0%
			S&S-0043R	0.0%
			S&S-0051R	0.0%
			TECH-0006 R	0.0%
			USA-0036 R	0.1%
			USAF-0063 V2	0.0%
			USAF-0079v2	0.0%
		Tinker Air Force Base Total		0.1%
		Will Rogers World Airport Air Guard Station		
			USAF-0063 V2	0.0%
		Will Rogers World Airport Air Guard Station Total		0.0%
	Oklahoma City, OK MSA Total			0.1%
	Tulsa, OK MSA			
		Armed Forces Reserve Center Broken Arrow		
			DoN-0129 V2	0.0%
		Armed Forces Reserve Center Broken Arrow Total		0.0%
		Army National Guard Reserve Center Broken Arrow RC		
			USA-0229v3	0.0%
		Army National Guard Reserve Center Broken Arrow RC T		0.0%
		Navy-Marine Corps Reserve Center Tulsa		
			DoN-0129 V2	0.0%
		Navy-Marine Corps Reserve Center Tulsa Total		0.0%
		Tulsa International Airport Air Guard Station		
			USAF-0036 V3	0.0%
			USAF-0054 V3	0.0%
			USAF-0112v2	0.0%
		Tulsa International Airport Air Guard Station Total		0.0%
	Tulsa, OK MSA Total			0.0%
Oklahoma Total				8.4%

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State Name	conomic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Oregon				
	Medfor , OR MSA			
		Navy Reserve Center Central Point		
			DoN-0016 V2	0.0%
		Navy Reserve Center Central Point Total		0.0%
	Medfor , OR MSA Total			0.0%
	Pendlet n-Hermiston, OR MISA			
		Umatilla Army Depot		
			IND-0120	-2.0%
		Umatilla Army Depot Total		-2.0%
	Pendlet n-Hermiston, OR MISA Total			-2.0%
	Portlan -Vancouver-Beaverton, OR-WA MSA			
		Portland International Airport Air Guard Station		
			USAF-0079v2	-0.1%
		Portland International Airport Air Guard Station Total		-0.1%
	Portlan -Vancouver-Beaverton, OR-WA MSA Total			-0.1%
Oregon Total				-2.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Pennsylvania				
	Allentown-Bethlehem-Easton, PA-NJ MSA			
		Navy-Marine Corps Reserve Center Lehigh		
			DoN-0017A	0.0%
		Navy-Marine Corps Reserve Center Lehigh Total		0.0%
	Allentown-Bethlehem-Easton, PA-NJ MSA Total			0.0%
	Bloomsburg-Berwick, PA MISA			
		U.S. Army Reserve Center Bloomsburg		
			USA-0253v3	-0.1%
		U.S. Army Reserve Center Bloomsburg Total		-0.1%
	Bloomsburg-Berwick, PA MISA Total			-0.1%
	Chambersburg, PA MISA			
		Letterkenny Army Depot		
			DoN-0165 R	0.1%
			IND-0083A	0.1%
			IND-0083B	0.0%
			USA-0036 R	0.8%
		Letterkenny Army Depot Total		1.0%
	Chambersburg, PA MISA Total			1.0%
	Harrisburg-Carlisle, PA MSA			
		Defense Distribution Depot Susquehanna		
			S&S-0043R	0.0%
		Defense Distribution Depot Susquehanna Total		0.0%
		Naval Support Activity Mechanicsburg		
			S&S-0035R	0.0%
			S&S-0043R	0.0%
		Naval Support Activity Mechanicsburg Total		0.0%
	Harrisburg-Carlisle, PA MSA Total			0.0%
	Johnstown, PA MSA			
		Marine Corps Reserve Center Johnstown		
			DoN-0084AR	-0.2%
		Marine Corps Reserve Center Johnstown Total		-0.2%
	Johnstown, PA MSA Total			-0.2%
	Lewisburg, PA MISA			
		U.S. Army Reserve Center Lewisburg		
			USA-0253v3	-0.1%
		U.S. Army Reserve Center Lewisburg Total		-0.1%
	Lewisburg, PA MISA Total			-0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Pennsylvania	Philadelphia, PA MD			
		Bristol U.S. Army Reserve Center, Philadelphia		
			USA-0253v3	0.0%
		Bristol U.S. Army Reserve Center, Philadelphia Total		0.0%
		Engineering Field Activity Northeast		
			DoN-0074A	0.0%
		Engineering Field Activity Northeast Total		0.0%
		Human Resources Support Center Northeast		
			H&SA-0031v2	0.0%
		Human Resources Support Center Northeast Total		0.0%
		Naval Air Station Willow Grove		
			DoN-0084AR	-0.1%
			IND-0103R	0.0%
		Naval Air Station Willow Grove Total		-0.1%
		Naval Support Activity Philadelphia		
			H&SA-0031v2	0.0%
			S&S-0035R	0.0%
		Naval Support Activity Philadelphia Total		0.0%
		Navy Crane Center Lester		
			DoN-0074A	0.0%
		Navy Crane Center Lester Total		0.0%
		Navy Philadelphia Business Center		
			IND-0095R	0.0%
		Navy Philadelphia Business Center Total		0.0%
		North Penn U.S. Army Reserve Center, Norristown		
			USA-0253v3	0.0%
		North Penn U.S. Army Reserve Center, Norristown Total		0.0%
		W. Reese U.S. Army Reserve Center/OMS, Chester		
			USA-0253v3	0.0%
		W. Reese U.S. Army Reserve Center/OMS, Chester Total		0.0%
	Philadelphia, PA MD Total			-0.1%
	Pittsburgh, PA MSA			
		Kelly Support Center		
			USA-0167 V3	0.0%
		Kelly Support Center Total		0.0%
		Navy-Marine Corps Reserve Center Pittsburgh		
			DoN-0025 V2	0.0%
		Navy-Marine Corps Reserve Center Pittsburgh Total		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Pennsylvania	Pittsburgh, PA MSA	Pitt U.S. Army Reserve Center, Corapolis		
			USA-0167 V3	0.0%
		Pitt U.S. Army Reserve Center, Corapolis Total		0.0%
		Pittsburgh International Airport Air Reserve Station		
			USAF-0122 V3	0.0%
		Pittsburgh International Airport Air Reserve Station Total		0.0%
	Pittsburgh, PA MSA Total			-0.1%
	Reading, PA MSA			
		Navy-Marine Corps Reserve Center Reading		
			DoN-0017A	0.0%
		Navy-Marine Corps Reserve Center Reading Total		0.0%
	Reading, PA MSA Total			0.0%
	Scranton--Wilkes-Barre, PA MSA			
		Serrenti U.S. Army Reserve Center, Scranton		
			USA-0253v3	0.0%
		Serrenti U.S. Army Reserve Center, Scranton Total		0.0%
		Tobyhanna Army Depot		
			DoN-0165 R	0.1%
			IND-0083B	0.0%
			IND-0086	0.1%
			S&S-0051R	0.0%
			USA-0036 R	0.0%
		Tobyhanna Army Depot Total		0.2%
	Scranton--Wilkes-Barre, PA MSA Total			0.1%
	Williamsport, PA MSA			
		U.S. Army Reserve Williamsport		
			USA-0253v3	-0.1%
		U.S. Army Reserve Williamsport Total		-0.1%
	Williamsport, PA MSA Total			-0.1%
Pennsylvania Total				0.5%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Puerto Rico				
	Aguadill -Isabela-San Sebastian, PR MSA			
		Aguadillla-Ramey U.S. Army Reserve Center/BMA-126		
			USA-0234	0.0%
		Aguadillla-Ramey U.S. Army Reserve Center/BMA-126 Tot		0.0%
	Aguadill -Isabela-San Sebastian, PR MSA Total			0.0%
	San Juan Caguas-Guaynabo, PR MSA			
		Army National Guard Reserve Center Humacao		
			USA-0234	0.0%
		Army National Guard Reserve Center Humacao Total		0.0%
		Camp Euripedes Rubio, Puerto Nuevo		
			USA-0234	0.0%
		Camp Euripedes Rubio, Puerto Nuevo Total		0.0%
		Fort Buchanan		
			H&SA-0092Rv	0.0%
		Fort Buchanan Total		0.0%
		Lavergne U.S. Army Reserve Center Bayamon		
			USA-0234	0.0%
		Lavergne U.S. Army Reserve Center Bayamon Total		0.0%
	San Juan Caguas-Guaynabo, PR MSA Total			0.0%
Puerto Rico Total				-0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Rhode Island				
	Providence-New Bedford-Fall River, RI-MA MSA			
		Bristol U.S. Army Reserve Center		
			USA-0158 V3	0.0%
		Bristol U.S. Army Reserve Center Total		**0.0%**
		Harwood U.S. Army Reserve Center, Providence		
			USA-0158 V3	0.0%
		Harwood U.S. Army Reserve Center, Providence Total		**0.0%**
		Naval Station Newport		
			DoN-0033 R	0.0%
			DoN-0078	0.0%
			DoN-0085 V2	0.1%
			DoN-0126	0.1%
			DoN-0168A R	-0.1%
			E&T-0014 V5	0.0%
			TECH-0042A F	0.0%
		Naval Station Newport Total		**0.1%**
		Quonset State Airport Air Guard Station		
			USAF-0122 V3	0.0%
			USAF-0129	0.0%
		Quonset State Airport Air Guard Station Total		**0.0%**
	Providence-New Bedford-Fall River, RI-MA MSA Total			**0.1%**
Rhode Island Total				**0.1%**

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
South Carolina				
	Charles n-North Charleston, SC MSA			
		Defense Finance and Accounting Service, Charleston		
			H&SA-0018 V5	-0.3%
		Defense Finance and Accounting Service, Charleston Total		-0.3%
		Naval Weapons Station Charleston		
			H&SA-0010 R	-0.2%
			H&SA-0135v3	0.0%
			TECH-0042A R	-0.3%
		Naval Weapons Station Charleston Total		-0.5%
		South Naval Facilities Engineering Command		
			DoN-0074A	-0.4%
		South Naval Facilities Engineering Command Total		-0.4%
	Charles n-North Charleston, SC MSA Total			-1.2%
	Columb a, SC MSA			
		Fort Jackson		
			E&T-0014 V5	0.0%
			H&SA-0133v2	0.0%
			USA-0046R V2	0.1%
			USA-0131v3	0.1%
		Fort Jackson Total		0.2%
		McEntire Air Guard Station		
			USAF-0054 V3	0.2%
		McEntire Air Guard Station Total		0.2%
	Columb a, SC MSA Total			0.4%
	Hilton I ead Island-Beaufort, SC MISA			
		Marine Corps Air Station Beaufort		
			IND-0103R	0.0%
		Marine Corps Air Station Beaufort Total		0.0%
	Hilton I ead Island-Beaufort, SC MISA Total			0.0%
	Sumter, SC MSA			
		Shaw Air Force Base		
			USA-0121R	0.1%
			USA-0222R	2.5%
			USAF-0033 V3	-0.1%
			USAF-0054 V3	0.1%
			USAF-0056	-0.1%
			USAF-0113 V3	0.0%
		Shaw Air Force Base Total		2.6%
	Sumter, SC MSA Total			2.6%
South Carolina Total				1.8%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
South Dakota				
	Rapid City, SD MSA			
		Ellsworth Air Force Base		
			USAF-0018 V3	-8.5%
		Ellsworth Air Force Base Total		-8.5%
	Rapid City, SD MSA Total			-8.5%
	Sioux Falls, SD MSA			
		Joe Foss Field Air Guard Station		
			USAF-0111v2	0.0%
			USAF-0114 V3	0.1%
		Joe Foss Field Air Guard Station Total		0.1%
	Sioux Falls, SD MSA Total			0.1%
South Dakota Total				-8.4%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Tennessee				
	Kingspor -Bristol-Bristol, TN-VA MSA			
		U.S. Army Reserve Area Maintenance Support Facility Kingsport		
			USA-0238v2	0.0%
		U.S. Army Reserve Area Maintenance Support Facility Kin		0.0%
	Kingspor Bristol-Bristol, TN-VA MSA Total			0.0%
	Knoxville TN MSA			
		McGee Tyson APT Air Guard Station		
			USAF-0077 V3	0.1%
			USAF-0080 V3	0.0%
			USAF-0081v2	0.0%
			USAF-0083v2	0.0%
		McGee Tyson APT Air Guard Station Total		0.2%
	Knoxville TN MSA Total			0.2%
	Memphis, N-MS-AR MSA			
		Memphis International Airport Air Guard Station		
			USAF-0060 V2	0.0%
		Memphis International Airport Air Guard Station Total		0.0%
		Naval Support Activity Mid South		
			DoN-0158A R	0.1%
			H&SA-0130v4	0.1%
		Naval Support Activity Mid South Total		0.2%
	Memphis, N-MS-AR MSA Total			0.2%
	Nashville-I vidson--Murfreesboro, TN MSA			
		Nashville International Airport Air Guard Station		
			USAF-0060 V2	0.0%
		Nashville International Airport Air Guard Station Total		0.0%
	Nashville-I vidson--Murfreesboro, TN MSA Total			0.0%
Tennessee Total				0.3%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Texas				
	Abilene, TX MSA			
		Dyess Air Force Base		
			USAF-0018 V3	0.8%
		Dyess Air Force Base Total		0.8%
	Abilene, TX MSA Total			0.8%
	Beaumont-Port Arthur, TX MSA			
		Navy Reserve Center Orange,TX		
			DoN-0052 V2	0.0%
		Navy Reserve Center Orange,TX Total		0.0%
	Beaumont-Port Arthur, TX MSA Total			0.0%
	Corpus Christi, TX MSA			
		Corpus Christi Army Depot		
			S&S-0051R	-0.1%
		Corpus Christi Army Depot Total		-0.1%
		Naval Air Station Corpus Christi		
			DoN-0032R	-0.9%
			DoN-0041 R	-0.1%
		Naval Air Station Corpus Christi Total		-1.0%
		Naval Station Ingleside		
			DoN-0032R	-2.2%
		Naval Station Ingleside Total		-2.2%
	Corpus Christi, TX MSA Total			-3.3%
	Dallas-Plano-Irving, TX MD			
		Army National Guard Reserve Center # 2 Dallas		
			USA-0225v3	0.0%
		Army National Guard Reserve Center # 2 Dallas Total		0.0%
		Army National Guard Reserve Center California Crossing		
			USA-0225v3	0.0%
		Army National Guard Reserve Center California Crossing T		0.0%
	Dallas-Plano-Irving, TX MD Total			0.0%
	Del Rio, TX MISA			
		Laughlin Air Force Base		
			E&T-0046 R	1.5%
			USAF-0122 V3	0.0%
		Laughlin Air Force Base Total		1.5%
	Del Rio, TX MISA Total			1.5%
	El Paso, TX MSA			
		Army National Guard Reserve Center (Hondo Pass) El Paso		
			USA-0225v3	-0.1%
		Army National Guard Reserve Center (Hondo Pass) El Paso		-0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Texas	El Paso, TX MSA	Fort Bliss		
			E&T-0061 V3	-1.8%
			USA-0221	8.0%
		Fort Bliss Total		6.2%
	El Paso, TX MSA Total			6.1%
	Fort Worth-Arlington, TX MD			
		Carswell ARS, Naval Air Station Fo		
			USAF-0063 V2	0.0%
		Carswell ARS, Naval Air Station Fo Total		0.0%
		Carswell ARS, Naval Air Station Fort Worth		
			USAF-0113 V3	0.0%
		Carswell ARS, Naval Air Station Fort Worth Total		0.0%
		Naval Air Station Joint Reserve Base Ft. Worth		
			DoN-0068AR	0.0%
			DoN-0078	0.0%
			DoN-0158A R	0.0%
			IND-0103R	0.0%
		Naval Air Station Joint Reserve Base Ft. Worth Total		0.1%
	Fort Worth-Arlington, TX MD Total			0.1%
	Houston-Baytown-Sugar Land, TX MSA			
		Army National Guard Reserve Center Ellington		
			USA-0225v3	0.0%
		Army National Guard Reserve Center Ellington Total		0.0%
		Ellington Field Air Guard Station		
			USAF-0050 V4	0.0%
		Ellington Field Air Guard Station Total		0.0%
		U.S. Army Reserve Center # 2 Houston		
			USA-0225v3	0.0%
		U.S. Army Reserve Center # 2 Houston Total		0.0%
	Houston-Baytown-Sugar Land, TX MSA Total			0.0%
	Killeen-Temple-Fort Hood, TX MSA			
		Fort Hood		
			USA-0221	-4.6%
			USA-0224R	4.4%
		Fort Hood Total		-0.2%
	Killeen-Temple-Fort Hood, TX MSA Total			-0.2%
	Lubbock, TX MSA			
		Navy Reserve Center Lubbock, TX		
			DoN-0048 V2	0.0%
		Navy Reserve Center Lubbock, TX Total		0.0%
	Lubbock, TX MSA Total			0.0%
	Lufkin, TX MSA			

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Texas	Lufkin, TX MISA	U.S. Army Reserve Center Lufkin		
			USA-0225v3	0.0%
		U.S. Army Reserve Center Lufkin Total		0.0%
	Lufkin, TX MISA Total			0.0%
	Marshall, TX MISA			
		Army National Guard Reserve Center Marshall		
			USA-0225v3	-0.1%
		Army National Guard Reserve Center Marshall Total		-0.1%
	Marshall, TX MISA Total			-0.1%
	San Antonio, TX MSA			
		Army National Guard Reserve Center New Braunfels		
			USA-0225v3	0.0%
		Army National Guard Reserve Center New Braunfels Total		0.0%
		Brooks City-Base		
			MED-0057R	-0.6%
		Brooks City-Base Total		-0.6%
		Defense Finance and Accounting Service, San Antonio		
			H&SA-0018 V:	-0.1%
		Defense Finance and Accounting Service, San Antonio Total		-0.1%
		Fort Sam Houston		
			DoN-0033 R	0.0%
			H&SA-0010 R	0.0%
			H&SA-0092Rv	0.2%
			MED-0002R	0.0%
			MED-0016R	1.5%
			MED-0028R	0.0%
			MED-0057R	0.0%
			USA-0222R	0.0%
		Fort Sam Houston Total		1.8%
		Lackland Air Force Base		
			E&T-0016 V2	0.0%
			E&T-0053 V2	0.0%
			H&SA-0122	0.0%
			H&SA-0135v3	0.0%
			IND-0086	0.0%
			MED-0016R	-0.6%
			MED-0057R	0.1%
			S&S-0035R	-0.1%
			TECH-0042CR	0.0%
			USAF-0047v2	0.0%
			USAF-0099 V2	0.0%
			USAF-0111v2	0.0%
			USAF-0121 V3	0.0%
		Lackland Air Force Base Total		-0.6%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Texas	San Antonio, TX MSA	Leased Space - TX		
			H&SA-0071v3	0.0%
			H&SA-0109v2	0.0%
		Leased Space - TX Total		**-0.1%**
		Randolph Air Force Base		
			E&T-0046 R	-0.1%
			H&SA-0010 R	0.0%
			H&SA-0031v2	0.1%
			H&SA-0145	0.1%
			MED-0057R	0.0%
			USAF-0063 V2	0.0%
			USAF-0122 V3	0.0%
		Randolph Air Force Base Total		**0.0%**
	San Antonio, TX MSA Total			**0.5%**
	Texarkana, TX-Texarkana, AR MSA			
		Lone Star Army Ammunition Plant		
			IND-0122	-0.3%
		Lone Star Army Ammunition Plant Total		**-0.3%**
		Red River Army Depot		
			USA-0036 R	-6.1%
		Red River Army Depot Total		**-6.1%**
	Texarkana, TX-Texarkana, AR MSA Total			**-6.5%**
	Wichita Falls, TX MSA			
		Sheppard Air Force Base		
			E&T-0046 R	0.1%
			E&T-0052 V2	-0.5%
			MED-0016R	-4.3%
			USAF-0122 V3	0.0%
		Sheppard Air Force Base Total		**-4.7%**
	Wichita Falls, TX MSA Total			**-4.7%**
Texas Total				-5.8%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Utah				
	Ogden-Clearfield, UT MSA			
		Hill Air Force Base		
			H&SA-0031v2	-0.1%
			S&S-0035R	0.0%
			S&S-0051R	-0.1%
			TECH-0006 R	0.0%
			TECH-0018A	0.0%
			USAF-0113 V3	-0.1%
			USAF-0114 V3	0.2%
		Hill Air Force Base Total		-0.1%
	Ogden-Clearfield, UT MSA Total			-0.1%
	Salt Lake City, UT MSA			
		Deseret Chemical Depot		
			IND-0117	-0.1%
		Deseret Chemical Depot Total		-0.1%
		Fort Douglas		
			USA-0166 V3	0.0%
		Fort Douglas Total		0.0%
	Salt Lake City, UT MSA Total			-0.1%
Utah Total				-0.2%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Vermont				
	Burlingto	-South Burlington, VT MSA		
		Burlington International Airport Air Guard Station		
			USAF-0044v3	0.1%
		Burlington International Airport Air Guard Station Total		0.1%
	Burlingto	-South Burlington, VT MSA Total		0.1%
Vermont Total				0.1%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Virginia				
	King George County, VA			
		Naval Surface Warfare Center Dahlgren		
			MED-0028R	-2.3%
			TECH-0018B	-1.3%
			TECH-0018DR	-2.3%
			TECH-0042A F	1.8%
		Naval Surface Warfare Center Dahlgren Total		**-4.1%**
	King George County, VA Total			**-4.1%**
	Richmond, VA MSA			
		Defense Supply Center Richmond		
			S&S-0035R	0.0%
			S&S-0043R	0.0%
			S&S-0051R	0.0%
		Defense Supply Center Richmond Total		**0.0%**
		Fort Lee		
			E&T-0016 V2	0.1%
			E&T-0053 V2	0.0%
			E&T-0064 V3	1.3%
			H&SA-0053Rv	0.1%
			H&SA-0109v2	0.1%
		Fort Lee Total		**1.6%**
		Leased Space - VA		
			H&SA-0109v2	-0.1%
		Leased Space - VA Total		**-0.1%**
		Richmond International Airport Air Guard Station		
			USAF-0112v2	0.0%
		Richmond International Airport Air Guard Station Total		**0.0%**
	Richmond, VA MSA Total			**1.6%**
	Virginia Beach-Norfolk-Newport News, VA-NC MSA			
		Fort Eustis		
			E&T-0062 V3	-0.5%
			E&T-0064 V3	-0.4%
			H&SA-0010 R	-0.1%
			H&SA-0114Rv	-0.1%
			H&SA-0133v2	0.0%
			MED-0054 R	0.0%
			USA-0113R	0.6%
			USA-0222R	0.0%
		Fort Eustis Total		**-0.4%**
		Fort Monroe		
			USA-0113R	-0.8%
		Fort Monroe Total		**-0.8%**

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State Name	E	onomic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Virginia	Virginia	each-Norfolk-Newpo	Langley Air Force Base		
				TECH-0009R	0.0%
				USAF-0056	0.0%
				USAF-0089 V2	0.2%
				USAF-0102v2	0.0%
				USAF-0105v2	0.0%
				USAF-0106v2	0.0%
				USAF-0113 V3	0.0%
				USAF-0121 V3	0.0%
			Langley Air Force Base Total		**0.2%**
			Naval Air Station Oceana		
				E&T-0052 V2	0.0%
				IND-0103R	0.0%
			Naval Air Station Oceana Total		**0.0%**
			Naval Amphibious Base Little Creek		
				TECH-0042A F	0.0%
			Naval Amphibious Base Little Creek Total		**0.0%**
			Naval Medical Center Portsmouth		
				DoN-0033 R	0.0%
				MED-0016R	-0.1%
			Naval Medical Center Portsmouth Total		**-0.1%**
			Naval Shipyard Norfolk		
				DoN-0033 R	0.0%
				DoN-0074A	0.0%
				DoN-0133 R	0.3%
				IND-0024	0.1%
				IND-0095R	0.0%
			Naval Shipyard Norfolk Total		**0.5%**
			Naval Station Norfolk		
				DoN-0032R	0.2%
				DoN-0033 R	0.7%
				DoN-0074A	0.0%
				DoN-0078	0.0%
				DoN-0168A R	0.0%
				H&SA-0018 V:	-0.1%
				H&SA-0109v2	0.0%
				H&SA-0114Rv	0.0%
				H&SA-0135v3	0.0%
				IND-0024	-0.1%
				IND-0103R	0.0%
				S&S-0043R	0.0%
				S&S-0051R	-0.1%
				TECH-0042A F	0.0%
			Naval Station Norfolk Total		**0.6%**

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Virginia	Virginia Beach-Norfolk-Newpo	Naval Support Activity Norfolk		
			DoN-0074A	0.0%
			DoN-0158A R	0.1%
			H&SA-0135v3	0.1%
		Naval Support Activity Norfolk Total		0.2%
		Naval Weapons Station Yorktown		
			TECH-0018DR	0.0%
			TECH-0042A F	0.0%
		Naval Weapons Station Yorktown Total		0.0%
	Virginia Beach-Norfolk-Newport News, VA-NC MSA Total			0.0%
	Washington-Arlington-Alexandria, DC-VA-MD-WV MD			
		Arlington Service Center		
			H&SA-0045v2	-0.1%
			H&SA-0078 R	0.1%
		Arlington Service Center Total		0.0%
		Center for Naval Research		
			TECH-0040R	0.0%
		Center for Naval Research Total		0.0%
		Defense Finance and Accounting Service, Arlington		
			H&SA-0018 V	0.0%
		Defense Finance and Accounting Service, Arlington Total		0.0%
		Fort Belvoir		
			E&T-0029 V3	0.0%
			H&SA-0047Rv	0.0%
			H&SA-0053Rv	0.6%
			H&SA-0069v2	0.2%
			H&SA-0071v3	0.0%
			H&SA-0092Rv	-0.1%
			H&SA-0108Rv	0.0%
			MED-0002R	0.1%
			MED-0028R	0.0%
			S&S-0035R	0.0%
			TECH-0018A	0.0%
			TECH-0040R	0.0%
			USA-0223R	0.0%
		Fort Belvoir Total		0.7%
		Headquarters Battalion, Headquarters Marine Corps, Henderson Hall		
			H&SA-0010 R	0.0%
			H&SA-0132RV	0.0%
		Headquarters Battalion, Headquarters Marine Corps, Hend		0.0%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Virginia	Washingt n-Arlington-Alexand	Leased Space - VA		
			H&SA-0031v2	0.0%
			H&SA-0045v2	-0.2%
			H&SA-0047Rv	-0.1%
			H&SA-0053Rv	-0.6%
			H&SA-0065v2	0.0%
			H&SA-0069v2	-0.2%
			H&SA-0071v3	0.0%
			H&SA-0078 Rv	-0.1%
			H&SA-0092Rv	-0.1%
			H&SA-0099V3	0.0%
			H&SA-0108Rv	0.0%
			H&SA-0114Rv	-0.1%
			H&SA-0132RV	-0.1%
			H&SA-0145	-0.1%
			MED-0028R	0.0%
			TECH-0040R	0.0%
			USA-0223R	0.0%
		Leased Space - VA Total		**-1.6%**
		Marine Corps Base Quantico		
			H&SA-0108Rv	0.2%
			H&SA-0135v3	0.0%
		Marine Corps Base Quantico Total		**0.2%**
		U.S. Marine Corps Direct Reporting Program Manager Advanced Amph		
			TECH-0013	0.0%
		U.S. Marine Corps Direct Reporting Program Manager Adv		**0.0%**
	Washingto -Arlington-Alexandria, DC-VA-MD-WV MD Total			**-0.7%**
Virginia Total				**-3.2%**

State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Washington				
	Bremerton-Silverdale, WA MSA			
		Human Resources Support Center Northwest		
			H&SA-0031v2	0.0%
		Human Resources Support Center Northwest Total		0.0%
		Naval Station Bremerton		
			DoN-0133 R	2.3%
			IND-0095R	0.2%
			S&S-0043R	0.0%
			S&S-0051R	-0.1%
		Naval Station Bremerton Total		2.4%
		Submarine Base Bangor		
			H&SA-0135v3	0.0%
		Submarine Base Bangor Total		0.0%
	Bremerton-Silverdale, WA MSA Total			2.5%
	Oak Harbor, WA MISA			
		Naval Air Station Whidbey Island		
			IND-0103R	0.8%
		Naval Air Station Whidbey Island Total		0.8%
	Oak Harbor, WA MISA Total			0.8%
	Portland-Vancouver-Beaverton, OR-WA MSA			
		Vancover Barracks		
			USA-0166 V3	0.0%
		Vancover Barracks Total		0.0%
	Portland-Vancouver-Beaverton, OR-WA MSA Total			0.0%
	Seattle-Bellevue-Everett, WA MD			
		Army National Guard Reserve Center Everett		
			USA-0232	0.0%
		Army National Guard Reserve Center Everett Total		0.0%
		U.S. Army Reserve Center Fort Lawton		
			USA-0166 V3	0.0%
		U.S. Army Reserve Center Fort Lawton Total		0.0%
	Seattle-Bellevue-Everett, WA MD Total			0.0%
	Spokane, WA MSA			
		1LT Richard H. Walker U.S. Army Reserve Center		
			USA-0232	0.0%
		1LT Richard H. Walker U.S. Army Reserve Center Total		0.0%
		Fairchild Air Force Base		
			USAF-0084 V2	-0.2%
		Fairchild Air Force Base Total		-0.2%
	Spokane, WA MSA Total			-0.2%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Washington				
	Tacoma, WA MD			
		Fort Lewis		
			H&SA-0135v3	0.0%
			MED-0022	0.1%
			USA-0166 V3	0.1%
		Fort Lewis Total		**0.1%**
		McChord Air Force Base		
			H&SA-0010 R	-0.2%
			MED-0022	-0.1%
			USAF-0079v2	0.0%
		McChord Air Force Base Total		**-0.3%**
		Navy-Marine Corps Reserve Center Tacoma		
			DoN-0053 V2	0.0%
		Navy-Marine Corps Reserve Center Tacoma Total		**0.0%**
	Tacoma, WA MD Total			**-0.2%**
Washington Total				**2.9%**

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
West Virginia				
	Charleston, WV MSA			
		Yeager Airport Air Guard Station		
			USAF-0122 V3	-0.1%
		Yeager Airport Air Guard Station Total		-0.1%
	Charleston, WV MSA Total			-0.1%
	Fairmont, WV MISA			
		Fairmont U.S. Army National Guard Reserve Center		
			USA-0231	-0.5%
		Fairmont U.S. Army National Guard Reserve Center Total		-0.5%
	Fairmont, WV MISA Total			-0.5%
	Hagerstown-Martinsburg, MD-WV MSA			
		Eastern West Virginia Regional Airport Sheppard Air Guard Station		
			USAF-0122 V3	0.0%
		Eastern West Virginia Regional Airport Sheppard Air Guar		0.0%
	Hagerstown-Martinsburg, MD-WV MSA Total			0.0%
	Huntington-Ashland, WV-KY-OH MSA			
		Bias U.S. Army Reserve Center, Huntington		
			USA-0231	0.0%
		Bias U.S. Army Reserve Center, Huntington Total		0.0%
	Huntington-Ashland, WV-KY-OH MSA Total			0.0%
	Wheeling, WV-OH MSA			
		Navy-Marine Corps Reserve Center Moundsville		
			DoN-0025 V2	0.0%
		Navy-Marine Corps Reserve Center Moundsville Total		0.0%
	Wheeling, WV-OH MSA Total			0.0%
West Virginia Total				-0.7%

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State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Wisconsin				
	La Crosse WI-MN MSA			
		Navy Reserve Center La Crosse		
			DoN-0115 V2	0.0%
		Navy Reserve Center La Crosse Total		0.0%
	La Crosse WI-MN MSA Total			0.0%
	Madison, WI MSA			
		Armed Forces Reserve Center Madison		
			DoN-0115 V2	0.0%
		Armed Forces Reserve Center Madison Total		0.0%
		Dane County Airport		
			USAF-0111v2	0.0%
			USAF-0114 V3	0.0%
		Dane County Airport Total		0.0%
		Navy-Marine Corps Reserve Center Madison		
			DoN-0115 V2	0.0%
		Navy-Marine Corps Reserve Center Madison Total		0.0%
		Olson U.S. Army Reserve Center, Madison		
			USA-0200 V3	0.0%
		Olson U.S. Army Reserve Center, Madison Total		0.0%
		U.S. Army Reserve Center O'Connell		
			USA-0200 V3	0.0%
		U.S. Army Reserve Center O'Connell Total		0.0%
	Madison, WI MSA Total			0.0%
	Milwaukee-Waukesha-West Allis, WI MSA			
		Gen Mitchell International Airport ARS		
			USAF-0077 V3	0.0%
			USAF-0130	-0.1%
		Gen Mitchell International Airport ARS Total		0.0%
	Milwaukee-Waukesha-West Allis, WI MSA Total			0.0%
	Monroe County, WI			
		Fort McCoy		
			USA-0166 V3	2.0%
			USA-0243R	-3.5%
		Fort McCoy Total		-1.5%
	Monroe County, WI Total			-1.5%
Wisconsin Total				-1.6%

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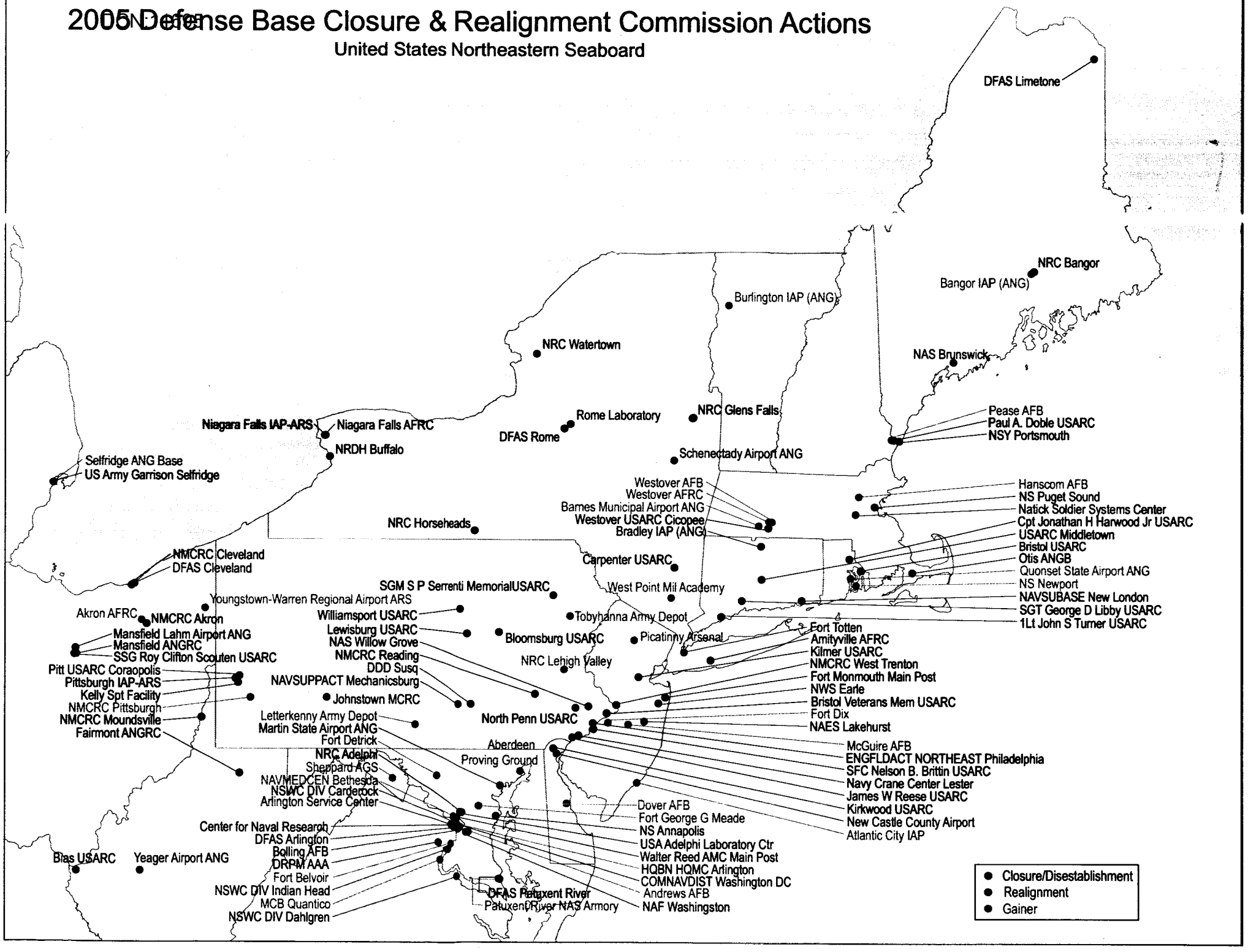
State Name	Economic Area	Base Name	Candidate Number	Total Changes/ Econ Area
Wyoming				
	Cheyenne, WY MSA			
		Army Aviation Support Facility Cheyenne		
			USA-0193 R	-0.1%
		Army Aviation Support Facility Cheyenne Total		-0.1%
		Cheyenne Airport Air Guard Station		
			USAF-0128	0.2%
		Cheyenne Airport Air Guard Station Total		0.2%
	Cheyenne, WY MSA Total			0.2%
	Hot Springs County, WY			
		Army National Guard Reserve Center Thermopolis		
			USA-0193 R	-0.9%
		Army National Guard Reserve Center Thermopolis Total		-0.9%
	Hot Springs County, WY Total			-0.9%
Wyoming Total				-0.7%

2005 Defense Base Closure & Realignment Commission Actions

United States Northeastern Seaboard



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BRAC Recommendations (190) and Affected Bases

DoD Baseline	One Time Costs ($M)	6-Year Net ($M)	20-Year NPV ($M)
Army	$9,963.050	$8,225.430	$3,058.750
Navy	$2,281.000	($138.845)	($7,884.750)
Air Force	$1,883.145	($2,634.214)	($14,560.251)
JCSG	$10,465.723	($704.336)	($29,569.300)
Total Cost	$24,592.918	$4,748.035	($48,955.551)

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
1	**Fort Wainwright, AK**	**Army - 5**	$0.05	2 yrs	($0.19)	($0.70)

Lead Team & Analyst: Army (Dean Rhody) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Wainwright	AK	0	0	0	0	0	0
Realign	Fort Greely	AK	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
2	**Fort Gillem, GA**	**Army - 6**	$56.80	1 yr	($85.46)	($421.50)

Lead Team & Analyst: Army (Don Manuel) Support Team & Analyst: Army (Dean Rhody)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Fort Gillem	GA	-517	-570	0	-1,087	-736	-1,823
Realign	Undistributed or Overseas Reductions	US	78	79	0	157	0	157
Gainer	Shaw Air Force Base	SC	26	0	0	26	18	44
Gainer	Pope Air Force Base	NC	8	0	0	8	5	13
Gainer	Fort Campbell	KY	73	10	0	83	60	143
Gainer	Rock Island Arsenal	IL	157	120	0	277	173	450
Gainer	Fort Benning	GA	0	93	0	93	51	144
Gainer	Redstone Arsenal	AL	104	63	0	167	93	260
	Net jobs for this Recommendation		**-71**	**-205**	**0**	**-276**	**-336**	**-612**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
3	**Fort McPherson, GA**	**Army - 8**	$197.80	2 yrs	($111.39)	($895.20)

Lead Team & Analyst: Army (Don Manuel) Support Team & Analyst: Army (Dean Rhody)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Peachtree Leases Atlanta	GA	-65	-97	0	[illegible]	[illegible]	[illegible]
Closure	Fort McPherson	GA	-2,260	-1,881	0	-4,141	-2,705	-6,846
Realign	Undistributed or Overseas Reductions	US	190	102	0	292	0	292
Gainer	Fort Eustis	VA	2	64	0	66	90	156
Gainer	Fort Sam Houston	TX	1	36	0	37	40	77
Gainer	Shaw Air Force Base	SC	748	49	0	797	584	1,381
Gainer	Pope Air Force Base	NC	1,096	1,115	0	2,211	1,604	3,815
	Net jobs for this Recommendation		**-288**	**-612**	**0**	**-900**	**-501**	**-1,401**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
4	**Fort Bragg, NC**	**Army - 10**	$334.80	Never	$446.12	$639.25

Lead Team & Analyst: Army (Kevin Felix) Support Team & Analyst: Army (Mike Avenick)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	GE	-716	0	0	-716	0	-716
Gainer	Fort Bragg	NC	2,518	22	0	2,540	1,697	4,237
Gainer	Eglin Air Force Base	FL	1,352	50	0	1,402	1,158	2,560
	Net jobs for this Recommendation		**3,154**	**72**	**0**	**3,226**	**2,855**	**6,081**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
5	**Fort Monmouth, NJ**	**Army - 11**	$822.30	6 yrs	$395.61	($1,025.80)

Lead Team & Analyst: Army (Wes Hood) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Fort Monmouth	NJ	-620	-4,652	0	-5,272	-4,464	-9,736
Realign	**Fort Belvoir**	VA	-13	-681	0	-694	-523	-1,217
Realign	Crystal City Lease, VA	VA	-3	-14	0	-17	-11	-28
Realign	Undistributed or Overseas Reductions	US	44	108	0	152	0	152
Realign	Fort Knox	KY	0	-11	0	-11	-9	-20
Realign	Redstone Arsenal	AL	-7	-30	0	-37	-26	-63
Gainer	Defense Supply Center Columbus	OH	0	49	0	49	40	89
Gainer	United States Military Academy	NY	226	38	0	264	157	421
Gainer	Fort Meade	MD	0	2	0	2	1	3
Gainer	**Aberdeen Proving Ground**	MD	188	4,853	0	5,041	4,789	9,830
	Net jobs for this Recommendation		**-185**	**-338**	**0**	**-523**	**-46**	**-569**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
6	**Fort Hood, TX**	**Army - 15**	$435.80	Never	$579.49	$980.40

Lead Team & Analyst: Army (Kevin Felix) Support Team & Analyst: Army (Mike Avenick)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	GE	-62	0	0	-62	0	-62
Gainer	Fort Hood	TX	4,998	-53	0	4,945	3,222	8,167
Gainer	Fort Carson	CO	4,152	192	0	4,344	3,283	7,627
	Net jobs for this Recommendation		**9,088**	**139**	**0**	**9,227**	**6,505**	**15,732**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
7	**Red River Army Depot**	**Army - 16**	$456.20	4 yrs	$216.64	($539.00)

Lead Team & Analyst: Army (Liz Bieri) **Support Team & Analyst:** Army (Don Manuel)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Red River Army Depot	TX	-9	-2,491	0	-2,500	-1,675	-4,175
Realign	Undistributed or Overseas Reductions	US	0	56	0	56	0	56
Gainer	Tobyhanna Army Depot	PA	0	66	0	66	46	112
Gainer	Letterkenny Army Depot	PA	0	344	0	344	187	531
Gainer	Tinker Air Force Base	OK	0	440	0	440	557	997
Gainer	Marine Corps Logistics Base Albany	GA	0	156	0	156	123	279
Gainer	Anniston Army Depot	AL	0	979	0	979	726	1,705
	Net jobs for this Recommendation		**-9**	**-450**	**0**	**-459**	**-36**	**-495**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
8	**Fort Monroe, VA**	**Army - 19**	$72.40	1 yr	($146.96)	($686.60)

Lead Team & Analyst: Army (Don Manuel) **Support Team & Analyst:** Army (Dean Rhody)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Fort Monroe	VA	-1,393	-1,948	-223	-3,564	-4,418	-7,982
Realign	Undistributed or Overseas Reductions	US	86	94	0	180	0	180
Gainer	Fort Eustis	VA	960	1,368	223	2,551	3,155	5,706
Gainer	Fort Knox	KY	90	185	0	275	202	477
	Net jobs for this Recommendation		**-257**	**-301**	**0**	**-558**	**-1,061**	**-1,619**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
9	**Maneuver Training**	**Army - 20**	$773.10	5 yrs	$244.05	($948.10)

Lead Team & Analyst: Army (Mike Avenick) **Support Team & Analyst:** Army (Kevin Felix)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort McCoy	WI	-382	-115	0	-497	-336	-833
Realign	Fort Knox	KY	-5,479	-621	0	-6,100	-2,421	-8,521
Realign	Undistributed or Overseas Reductions	KO	-166	0	0	-166	0	-166
Realign	Undistributed or Overseas Reductions	GE	-1,563	0	0	-1,563	0	-1,563
Gainer	Fort Benning	GA	9,393	530	0	9,923	4,032	13,955
	Net jobs for this Recommendation		**1,803**	**-206**	**0**	**1,597**	**1,275**	**2,872**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
10	**Operational Army (IGPBS)**	**Army - 22**	$3,946.00	Never	$5,229.01	$7,846.70

Lead Team & Analyst: Army (Kevin Felix) Support Team & Analyst: Army (Mike Avenick)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Hood	TX	-5,071	-65	0	-5,136	-3,385	-8,521
Realign	Fort Campbell	KY	-433	-1	0	-434	-313	-747
Realign	Undistributed or Overseas Reductions	KO	-16	0	0	-16	0	-16
Realign	Undistributed or Overseas Reductions	GE	-12,364	0	0	-12,364	0	-12,364
Gainer	Fort Bliss	TX	14,388	482	0	14,870	11,533	26,403
Gainer	Fort Sill	OK	1,055	44	0	1,099	730	1,829
Gainer	Fort Riley	KS	2,415	334	0	2,749	1,737	4,486
	Net jobs for this Recommendation		**-26**	**794**	**0**	**768**	**10,302**	**11,070**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
11	**RC Transformation, AL**	**Army - 25**	$109.20	6 yrs	$31.09	($140.30)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Vicksburg	MS	-26	-2	0	-28	-14	-42
Closure	Wright U.S. Army Reserve Center	AL	-8	-1	0	-9	-3	-12
Closure	The Adjutant General Bldg, AL Army National Guard Montgomery	AL	-85	0	0	-85	-56	-141
Closure	Gary U.S. Army Reserve Center Enterprise	AL	-9	-1	0	-10	-8	-18
Closure	Fort Hanna Army National Guard Reserve Center Birmingham	AL	-28	0	0	-28	-12	-40
Closure	Fort Ganey Army National Guard Reserve Center Mobile	AL	-13	0	0	-13	-5	-18
Closure	BG William P. Screws U.S. Army Reserve Center Montgomery	AL	-15	-3	0	-18	-11	-29
Closure	Anderson U.S. Army Reserve Center Troy	AL	-15	0	0	-15	-8	-23
Closure	Abbott U.S. Army Reserve Center Tuskegee	AL	-2	-1	0	-3	-1	-4
	Net jobs for this Recommendation		**-201**	**-8**	**0**	**-209**	**-118**	**-327**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
12	**RC Transformation, AZ**	**Army - 28**	$31.10	5 yrs	$5.32	($51.70)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Allen Hall Armed Forces Reserve Center, Tucson	AZ	-60	0	0	-60	-52	-112
	Net jobs for this Recommendation		**-60**	**0**	**0**	**-60**	**-52**	**-112**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
13	**RC Transformation, AR**	**Army - 30**	$118.90	31 yrs	$97.58	$38.20

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Stone U.S. Army Reserve Center Pine Bluff	AR	-30	-4	0	-34	-13	-47
Closure	El Dorado Armed Forces Reserve Center	AR	-24	0	0	-24	-12	-36
	Net jobs for this Recommendation		**-54**	**-4**	**0**	**-58**	**-25**	**-83**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
14	RC Transformation, CA	Army - 33	$78.70	10 yrs	$41.34	($46.00)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Moffett Field	CA	-3	0	0	-3	0	-3
Closure	Army National Guard Reserve Center Bell	CA	-72	0	0	-72	-34	-106
	Net jobs for this Recommendation		**-75**	**0**	**0**	**-75**	**-34**	**-109**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
15	RC Transformation, CT	Army - 35	$128.60	36 yrs	$107.03	$47.50

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Area Maintenance Support Facility Middletown	CT	-13	-5	0	-18	-7	-25
Closure	Turner U.S. Army Reserve Center Fairfield	CT	-13	-4	0	-17	-9	-26
Closure	SGT Libby U.S. Army Reserve Center New Haven	CT	-14	-7	0	-21	-11	-32
	Net jobs for this Recommendation		**-40**	**-16**	**0**	**-56**	**-27**	**-83**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
16	RC Transformation, DE	Army - 37	$13.60	19 yrs	$9.80	$0.90

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Kirkwood U.S. Army Reserve Center Newark	DE	-7	-2	0	-9	-3	-12
	Net jobs for this Recommendation		**-7**	**-2**	**0**	**-9**	**-3**	**-12**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
17	RC Transformation, GA	Army - 39	$21.40	5 yrs	$3.51	($44.80)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Columbus	GA	-9	0	0	-9	-5	-14
Closure	Fort Benning Bldg 15	GA	-53	-3	0	-56	-32	-88
	Net jobs for this Recommendation		**-62**	**-3**	**0**	**-65**	**-37**	**-102**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
18	RC Transformation, HI	Army - 40	$56.60	7 yrs	$26.35	($62.40)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center [illegible]	[illegible]	-118	0	0	-118	-100	-218
	Net jobs for this Recommendation		**-118**	**0**	**0**	**-118**	**-100**	**-218**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
19	RC Transformation, IL	Army - 42	$42.60	14 yrs	$28.10	($6.50)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Carbondale	IL	-32	0	0	-32	-17	-49
	Net jobs for this Recommendation		**-32**	**0**	**0**	**-32**	**-17**	**-49**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
20	**RC Transformation, IN**	**Army - 44**	$47.60	22 yrs	$33.68	$6.10

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Seston	IN	-12	0	0	-12	-4	-16
Closure	U.S. Army Reserve Center Lafayette	IN	-21	0	0	-21	-11	-32
	Net jobs for this Recommendation		**-33**	**0**	**0**	**-33**	**-15**	**-48**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
21	**RC Transformation, IA**	**Army - 46**	$68.90	3 yrs	($16.54)	($201.70)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Army National Guard Reserve Center Camp Dodge	IA	-217	-1	0	-218	-83	-301
	Net jobs for this Recommendation		**-217**	**-1**	**0**	**-218**	**-83**	**-301**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
22	**RC Transformation, KY**	**Army - 48**	$25.30	6 yrs	$6.89	($34.10)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Maysville	KY	-16	-2	0	-18	-9	-27
Closure	Army National Guard Reserve Center Paducah	KY	-31	0	0	-31	-16	-47
	Net jobs for this Recommendation		**-47**	**-2**	**0**	**-49**	**-25**	**-74**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
23	**RC Transformation, LA**	**Army - 50**	$30.70	2 yrs	($17.67)	($147.60)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Roberts U.S. Army Reserve Center, Baton Rouge	LA	-30	0	0	-30	-14	-44
Closure	Baton Rouge Army National Guard Reserve Center	LA	-128	0	0	-128	-62	-190
	Net jobs for this Recommendation		**-158**	**0**	**0**	**-158**	**-76**	**-234**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
24	**RC Transformation, MD**	**Army - 52**	$6.30	3 yrs	($1.37)	($17.80)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	PFC Flair U.S. Army Reserve Center, Frederick	MD	-20	-2	0	-22	-15	-37
	Net jobs for this Recommendation		**-20**	**-2**	**0**	**-22**	**-15**	**-37**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
25	RC Transformation, MA	Army - 54	$85.50	100 yrs	$79.73	$60.40

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve ECS 65 Ayer	MA	0	0	0	0	0	0
Closure	U.S. Army Reserve Ayer Area 3713	MA	0	0	0	0	0	0
Closure	Regional Training Site Maintenance (98), U.S. Army Reserve Fort Devens	MA	0	0	0	0	0	0
Closure	Fort Devens, 323d Maintenance Facility	MA	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Ayer	MA	0	0	0	0	0	0
Closure	Army National Guard Combined Support Maintenance Shop Devens	MA	0	0	0	0	0	0
Realign	Armed Forces Reserve Center Ayer	MA	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
26	RC Transformation, MI	Army - 55	$7.90	3 yrs	($1.44)	($21.60)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Parisan U.S. Army Reserve Center Lansing	MI	-25	0	0	-25	-11	-36
	Net jobs for this Recommendation		**-25**	**0**	**0**	**-25**	**-11**	**-36**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
27	RC Transformation, MN	Army - 57	$17.30	Never	$17.77	$17.10

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Faribault	MN	0	0	0	0	0	0
Closure	U.S. Army Reserve Cambridge	MN	0	0	0	0	0	0
Closure	Army National Guard Faribault	MN	0	0	0	0	0	0
Closure	Army National Guard Cambridge	MN	0	0	0	0	0	0
Realign	Armed Forces Reserve Center New Faribault	MN	0	0	0	0	0	0
Realign	Armed Forces Reserve Center New Cambridge	MN	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
28	RC Transformation, MO	Army - 58	$28.60	3 yrs	$0.90	($61.00)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: [illegible]

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Jefferson Barracks	MO	-67	0	0	-67	-54	-121
	Net jobs for this Recommendation		**-67**	**0**	**0**	**-67**	**-54**	**-121**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
29	RC Transformation, MT	Army - 60	$26.00	23 yrs	$19.75	$4.30

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Galt Hall U.S. Army Reserve Center, Great Falls	MT	-14	-3	0	-17	-8	-25
	Net jobs for this Recommendation		**-14**	**-3**	**0**	**-17**	**-8**	**-25**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
30	**RC Transformation, NE**	**Army - 62**	$33.10	5 yrs	$6.03	($53.70)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Kearny	NE	-8	0	0	-8	-4	-12
Closure	Army National Guard Reserve Center Grand Island	NE	-31	0	0	-31	-16	-47
Closure	Army National Guard Reserve Center Columbus	NE	-31	0	0	-31	-16	-47
	Net jobs for this Recommendation		**-70**	**0**	**0**	**-70**	**-36**	**-106**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
31	**RC Transformation, NH**	**Army - 65**	$54.20	26 yrs	$44.57	$12.90

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Doble U.S. Army Reserve Center Portsmouth	NH	-39	-5	0	-44	-29	-73
	Net jobs for this Recommendation		**-39**	**-5**	**0**	**-44**	**-29**	**-73**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
32	**RC Transformation, NJ**	**Army - 66**	$15.10	5 yrs	$2.03	($26.60)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	SFC Nelson V. Brittin U.S. Army Reserve Center	NJ	-34	-1	0	-35	-29	-64
	Net jobs for this Recommendation		**-34**	**-1**	**0**	**-35**	**-29**	**-64**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
33	**RC Transformation, NM**	**Army - 68**	$17.90	6 yrs	$4.64	($24.60)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Jenkins Armed Forces Reserve Center Albuquerque	NM	-35	-1	0	-36	-29	-65
	Net jobs for this Recommendation		**-35**	**-1**	**0**	**-36**	**-29**	**-65**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
34	**RC Transformation, NY**	**Army - 69**	$103.80	47 yrs	$88.49	$46.50

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Niagara Falls	NY	-1	0	0	-1	0	-1
Closure	Armed Forces Reserve Center Amityville	NY	-24	-4	0	-28	-8	-36
	Net jobs for this Recommendation		**-25**	**-4**	**0**	**-29**	**-8**	**-37**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
35	**RC Transformation, NC**	**Army - 72**	$9.20	2 yrs	($5.11)	($30.20)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Niven U.S. Army Reserve Center, Albermarle	NC	-34	5	0	-29	-14	-43
	Net jobs for this Recommendation		**-34**	**5**	**0**	**-29**	**-14**	**-43**

DCN:11695

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
36	RC Transformation, ND	Army - 73	$7.90	Never	$8.11	$8.00

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Johnson U.S. Army Reserve Center Fargo	ND	0	0	0	0	0	0
Realign	Fargo, ND Armed Forces Reserve Center	ND	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
37	RC Transformation, OH	Army - 75	$134.80	18 yrs	$93.62	$1.30

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Whitehall	OH	-25	0	0	-25	-9	-34
Closure	Scouten U.S. Army Reserve Center Mansfield	OH	-22	-2	0	-24	-22	-46
Closure	Parrott U.S. Army Reserve Center Kenton	OH	-9	-1	0	-10	-4	-14
Closure	Army National Guard Reserve Center Westerville	OH	-12	0	0	-12	-4	-16
Closure	Army National Guard Reserve Center Mansfield	OH	-37	0	0	-37	-34	-71
Realign	Rickenbacker Army National Guard Bldg 943 Columbus	OH	-4	0	0	-4	-1	-5
	Net jobs for this Recommendation		**-109**	**-3**	**0**	**-112**	**-74**	**-186**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
38	RC Transformation, OK	Army - 77	$168.70	11 yrs	$98.56	($63.80)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Krowse U.S. Army Reserve Center Oklahoma City	OK	-78	-6	0	-84	-77	-161
Closure	Ashworth U.S. Army Reserve Center Muskogee	OK	-14	-2	0	-16	-8	-24
Closure	Army National Guard Reserve Center Tishomingo	OK	-30	0	0	-30	-16	-46
Closure	Army National Guard Reserve Center Broken Arrow RC	OK	-26	0	0	-26	-9	-35
	Net jobs for this Recommendation		**-148**	**-8**	**0**	**-156**	**-110**	**-266**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
39	RC Transformation, OR	Army - 80	$24.10	100 yrs	$23.49	$19.80

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Sharff U.S. Army Reserve Center Portland	OR	0	0	0	0	0	0
Closure	Sears U.S. Army Reserve Center, Portland	OR	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Lake Oswego	OR	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Jackson Band	OR	0	0	0	0	0	0
Realign	Army National Guard Reserve Center Maison	OR	0	0	0	0	0	0
Realign	Army National Guard Reserve Center Camp Withycombe	OR	0	0	0	0	0	0
Realign	Armed Forces Reserve Center Camp With (New)	OR	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
40	**RC Transformation, PA**	**Army - 82**	$142.70	10 yrs	$81.06	($58.40)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	W. Reese U.S. Army Reserve Center/OMS Chester	PA	-9	-1	0	-10	-4	-14
Closure	U.S. Army Reserve Williamsport	PA	-25	-4	0	-29	-16	-45
Closure	U.S. Army Reserve Center Lewisburg	PA	-9	-2	0	-11	-5	-16
Closure	U.S. Army Reserve Center Bloomsburg	PA	-20	-2	0	-22	-11	-33
Closure	Serrenti U.S. Army Reserve Center Scranton	PA	-47	-8	0	-55	-20	-75
Closure	North Penn U.S. Army Reserve Center, Norristown	PA	-22	-1	0	-23	-10	-33
Closure	Bristol U.S. Army Reserve Center Philadelphia	PA	-9	-2	0	-11	-5	-16
	Net jobs for this Recommendation		**-141**	**-20**	**0**	**-161**	**-71**	**-232**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
41	**RC Transformation, PR**	**Army - 85**	$87.00	15 yrs	$64.01	($8.60)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Lavergne U.S. Army Reserve Center Bayamon	PR	-25	-1	0	-26	-18	-44
Closure	Army National Guard Reserve Center Humacao	PR	-26	0	0	-26	-18	-44
Realign	Camp Euripedes Rubio, Puerto Nuevo	PR	-43	0	0	-43	-29	-72
Realign	Aguadillla-Ramey U.S. Army Reserve Center/BMA-126	PR	-10	0	0	-10	-5	-15
	Net jobs for this Recommendation		**-104**	**-1**	**0**	**-105**	**-70**	**-175**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
42	**RC Transformation, RI**	**Army - 87**	$32.40	6 yrs	$9.44	($35.30)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Harwood U.S. Army Reserve Center, Providence	RI	-20	-4	0	-24	-30	-54
Closure	Bristol U.S. Army Reserve Center	RI	-24	0	0	-24	-28	-52
	Net jobs for this Recommendation		**-44**	**-4**	**0**	**-48**	**-58**	**-106**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
43	**RC Transformation, TN**	**Army - 89**	$36.90	18 yrs	$28.17	$1.10

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Area Maintenance Support Facility Kingsport	TN	-30	-2	0	-32	-6	-38
	Net jobs for this Recommendation		**-30**	**-2**	**0**	**-32**	**-6**	**-38**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
44	RC Transformation, TX	Army - 91	$375.60	12 yrs	$220.58	($133.20)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Lufkin	TX	-10	0	0	-10	-5	-15
Closure	U.S. Army Reserve Center # 2 Houston	TX	-2	0	0	-2	0	-2
Closure	Army National Guard Reserve Center New Braunfels	TX	-106	0	0	-106	-89	-195
Closure	Army National Guard Reserve Center Marshall	TX	-15	-1	0	-16	-8	-24
Closure	Army National Guard Reserve Center Ellington	TX	-14	-45	0	-59	-41	-100
Closure	Army National Guard Reserve Center California Crossing	TX	-47	0	0	-47	-25	-72
Closure	Army National Guard Reserve Center (Hondo Pass) El Paso	TX	-106	0	0	-106	-81	-187
Closure	Army National Guard Reserve Center # 2 Dallas	TX	-90	0	0	-90	-48	-138
	Net jobs for this Recommendation		**-390**	**-46**	**0**	**-436**	**-297**	**-733**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
45	RC Transformation, VT	Army - 95	$61.40	100 yrs	$57.17	$41.70

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Chester	VT	0	0	0	0	0	0
Closure	U.S. Army Reserve Center Berlin	VT	0	0	0	0	0	0
Closure	U.S. Army Reserve Area Maintenance Support Facility #160, Rutland	VT	0	0	0	0	0	0
Closure	Courcelle Brothers U.S. Army Reserve Center, Rutland	VT	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Windsor	VT	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Rutland	VT	0	0	0	0	0	0
Closure	Army National Guard Reserve Center North Springfield	VT	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Ludlow	VT	0	0	0	0	0	0
Realign	Armed Forces Reserve Center White River Jct	VT	0	0	0	0	0	0
Realign	Armed Forces Reserve Center New Rutland	VT	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
46	RC Transformation, WA	Army - 97	$61.20	9 yrs	$33.27	($46.10)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Everett	WA	--	-	0	-57	-32	-89
Closure	[illegible] Reserve Center	WA	-38	0	0	-38	-32	-70
	Net jobs for this Recommendation		**-95**	**0**	**0**	**-95**	**-64**	**-159**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
47	RC Transformation, WV	Army - 99	$29.50	3 yrs	($4.17)	($77.00)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Fairmont U.S. Army National Guard Reserve Center	WV	-88	0	0	-88	-47	-135
Closure	Bias U.S. Army Reserve Center Huntington	WV	-1	0	0	-1	0	-1
	Net jobs for this Recommendation		**-89**	**0**	**0**	**-89**	**-47**	**-136**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
48	**RC Transformation, WI**	**Army - 102**	$10.70	Immediat	($37.67)	($139.70)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center O'Connell	WI	-11	-1	0	-12	-4	-16
Closure	Olson U.S. Army Reserve Center Madison	WI	-113	0	0	-113	-42	-155
	Net jobs for this Recommendation		**-124**	**-1**	**0**	**-125**	**-46**	**-171**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
49	**RC Transformation, WY**	**Army - 103**	$72.40	21 yrs	$53.80	$9.00

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Army National Guard Reserve Center Thermopolis	WY	-19	0	0	-19	-10	-29
Closure	Army Aviation Support Facility Cheyenne	WY	-23	0	0	-23	-10	-33
	Net jobs for this Recommendation		**-42**	**0**	**0**	**-42**	**-20**	**-62**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
50	**Single Drill Sergeant**	**Army - 105**	$1.80	1 yr	($7.57)	($31.30)

Lead Team & Analyst: Army (Dean Rhody) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Leonard Wood	MO	-181	-2	0	-183	-53	-236
Realign	Fort Benning	GA	-119	-2	0	-121	-49	-170
Gainer	Fort Jackson	SC	268	11	0	279	120	399
	Net jobs for this Recommendation		**-32**	**7**	**0**	**-25**	**18**	**-7**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
51	**U.S. Army Garrison, MI**	**Army - 106**	$9.50	Immediat	($91.39)	($260.90)

Lead Team & Analyst: Army (Wes Hood) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Selfridge Army Activity	MI	-126	-174	-76	-376	-225	-601
Realign	Undistributed or Overseas Reductions	US	113	37	0	150	0	150
Gainer	Detroit Arsenal	MI	1	5	0	6	3	9
	Net jobs for this Recommendation		**-12**	**-132**	**-76**	**-220**	**-222**	**-442**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
52	**USAR Command and Control New England**	**Army - 107**	$96.10	13 yrs	$61.19	($21.80)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Westover U.S. Army Reserve Center Chicopee	MA	-13	0	0	-13	-5	-18
Closure	Malony U.S. Army Reserve Center	MA	-100	-55	0	-155	-87	-242
Gainer	Armed Forces Reserve Center Westover (new)	MA	67	11	0	78	39	117
	Net jobs for this Recommendation		**-46**	**-44**	**0**	**-90**	**-53**	**-143**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
53	**USAR Command and Control Northeast**	**Army - 109**	$171.20	5 yrs	$44.32	($302.10)

Lead Team & Analyst: JC-S (Tim Abrell) **Support Team & Analyst:** Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Kelly Support Center	PA	-174	-136	0	-310	-183	-493
Closure	Carpenter U.S. Army Reserve Center Poughkeepsie	NY	-8	-1	0	-9	-4	-13
Closure	Kilmer U.S. Army Reserve Center Edison	NJ	-23	-21	0	-44	-31	-75
Realign	Pitt U.S. Army Reserve Center Coraopolis	PA	-119	-101	0	-220	-132	-352
Realign	Fort Totten / Pyle	NY	-75	-74	0	-149	-72	-221
Realign	Fort Sheridan	IL	-17	-17	0	-34	-52	-86
Gainer	Fort Dix	NJ	178	224	0	402	385	787
	Net jobs for this Recommendation		**-238**	**-126**	**0**	**-364**	**-89**	**-453**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
54	**USAR Command and Control Northwest**	**Army - 112**	$80.40	9 yrs	$43.37	($65.00)

Lead Team & Analyst: JC-S (Tim Abrell) **Support Team & Analyst:** Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Vancover Barracks	WA	-29	-16	0	-45	-27	-72
Closure	U.S. Army Reserve Center Fort Lawton	WA	-53	-54	0	-107	-75	-182
Realign	Fort Douglas	UT	-15	-38	0	-53	-41	-94
Realign	Fort Snelling	MN	-130	-124	0	-254	-155	-409
Realign	U.S. Army Reserve Center Wichita	KS	-22	-56	0	-78	-75	-153
Gainer	Fort McCoy	WI	100	166	0	266	202	468
Gainer	Fort Lewis	WA	63	33	0	96	81	177
	Net jobs for this Recommendation		**-86**	**-89**	**0**	**-175**	**-90**	**-265**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
55	**USAR Command and Control Southeast**	**Army - 115**	$29.90	16 yrs	$22.54	($1.50)

Lead Team & Analyst: JC-S (Tim Abrell) **Support Team & Analyst:** Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	U.S. Army Reserve Center Louisville	KY	-30	-13	0	-43	-21	-64
Realign	Birmingham Armed Forces Reserve Center	AL	-146	-159	0	-305	-192	-497
Gainer	Fort Jackson	SC	100	166	0	266	211	477
Gainer	Fort Knox	KY	30	13	0	43	27	70
	Net jobs for this Recommendation		**-46**	**7**	**0**	**-39**	**25**	**-14**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
56	**USAR Command and Control Southwest**	**Army - 117**	$55.50	23 yrs	$44.13	$9.80

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: Army (Wes Hood)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Oklahoma City (95th)	OK	-31	-22	0	-53	-55	-108
Realign	Los Alamitos (63rd)	CA	-92	-78	0	-170	-99	-269
Realign	Camp Parks (91st)	CA	-25	-18	0	-43	-25	-68
Realign	Camp Pike (90th)	AR	-86	-91	0	-177	-158	-335
Gainer	Fort Sill	OK	31	22	0	53	41	94
Gainer	Fort Hunter Liggett	CA	25	18	0	43	40	83
Gainer	Armed Forces Reserve Center Moffett Field	CA	90	166	0	256	107	363
	Net jobs for this Recommendation		**-88**	**-3**	**0**	**-91**	**-149**	**-240**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
57	**Marine Corps Logistics Base, Barstow, CA**	**DoN - 6**	$26.00	Immediat	($56.49)	($230.60)

Lead Team & Analyst: JC-S (Valerie Mills) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Marine Corps Logistics Base Barstow	CA	-137	-323	51	-409	-387	-796
Gainer	Tobyhanna Army Depot	PA	3	123	0	126	87	213
Gainer	Letterkenny Army Depot	PA	0	36	0	36	19	55
Gainer	Marine Corps Logistics Base Albany	GA	1	35	0	36	27	63
Gainer	Anniston Army Depot	AL	0	25	0	25	18	43
	Net jobs for this Recommendation		**-133**	**-104**	**51**	**-186**	**-236**	**-422**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
58	**Naval Support Activity Corona, CA**	**DoN - 7**	$80.20	15 yrs	$65.47	($0.40)

Lead Team & Analyst: Navy (David Epstein) Support Team & Analyst: JC-S (Valerie Mills)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Support Activity Corona	CA	-6	-886	0	-892	-903	-1,795
Gainer	Naval Base Ventura County	CA	5	849	0	854	1,108	1,962
	Net jobs for this Recommendation		**-1**	**-37**	**0**	**-38**	**205**	**167**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
59	**Naval Weapons Station Seal Beach Detachment, Concord, CA**	**DoN - 9**	$14.00	1 yr	($43.24)	($199.70)

Lead Team & Analyst: Navy (David Epstein) Support Team & Analyst: Navy (CW Furlow)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Weapons Station Seal Beach Det Concord	CA	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
60	**Submarine Base New London, CT**	**DoN - 10**	$679.60	3 yrs	$345.44	($1,576.40)

Lead Team & Analyst: Navy (Hal Tickle) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Submarine Base New London	CT	-7,093	-952	-412	-8,457	-7,349	-15,806
Gainer	Naval Station Norfolk	VA	2,983	100	0	3,083	3,280	6,363
Gainer	Naval Shipyard Norfolk	VA	0	106	85	191	239	430
Gainer	Naval Medical Center Portsmouth	VA	28	0	0	28	29	57
Gainer	Fort Sam Houston	TX	23	2	0	25	20	45
Gainer	Naval Station Newport	RI	23	47	0	70	103	173
Gainer	Naval Weapons Station Earle	NJ	2	0	0	2	1	3
Gainer	Westover Air Force Base	MA	2	0	0	2	0	2
Gainer	Submarine Base Kings Bay	GA	3,145	80	20	3,245	1,606	4,851
Gainer	Naval Air Station Pensacola	FL	53	1	0	54	67	121
Gainer	Walter Reed Army Medical Center	DC	17	16	0	33	22	55
	Net jobs for this Recommendation		**-817**	**-600**	**-307**	**-1,724**	**-1,982**	**-3,706**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
61	**Officer Training Command, Pensacola, FL**	**DoN - 12**	$3.60	4 yrs	($1.38)	($10.00)

Lead Team & Analyst: Navy (Joe Barrett) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Pensacola	FL	-274	-21	0	-295	-379	-674
Gainer	Naval Station Newport	RI	265	14	-3	276	335	611
	Net jobs for this Recommendation		**-9**	**-7**	**-3**	**-19**	**-44**	**-63**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
62	**Naval Air Station Atlanta, GA**	**DoN - 13**	$40.41	Immediat	($128.70)	($445.95)

Lead Team & Analyst: Navy (Bill Fetzer) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Air Station Atlanta	GA	-1,274	-156	-68	-1,498	-806	-2,304
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	TX	276	17	2	295	176	471
Gainer	Naval Air Station New Orleans	LA	50	3	0	53	35	88
Gainer	Robins Air Force Base	GA	327	23	0	350	240	590
Gainer	Fort Gillem	GA	6	0	0	6	2	8
Gainer	Dobbins Air Reserve Base	GA	64	8	0	[illegible]	[illegible]	[illegible]
	Net jobs for this Recommendation		**-551**	**-105**	**-66**	**-722**	**-316**	**-1,038**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
63	**Navy Supply Corps School Athens, GA**	**DoN - 14**	$23.80	7 yrs	$13.56	($21.80)

Lead Team & Analyst: Navy (David Epstein) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Supply Corps School Athens	GA	-393	-108	-16	-517	-318	-835
Realign	Undistributed or Overseas Reductions	US	4	0	0	4	2	6
Gainer	Naval Station Newport	RI	359	86	16	461	593	1,054
	Net jobs for this Recommendation		**-30**	**-22**	**0**	**-52**	**277**	**225**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
64	**Naval Support Activity New Orleans, LA**	DoN - 15	$164.60	3 yrs	$86.12	($276.40)

Lead Team & Analyst: Navy (Joe Barrett) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Support Activity New Orleans	LA	-1,997	-652	-62	-2,711	-2,015	-4,726
Gainer	Naval Support Activity Norfolk	VA	345	105	7	457	515	972
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	TX	54	19	0	73	50	123
Gainer	Naval Support Activity Mid South	TN	228	145	3	376	217	593
Gainer	Naval Air Station New Orleans	LA	1,181	335	3	1,519	1,111	2,630
	Net jobs for this Recommendation		**-189**	**-48**	**-49**	**-286**	**-122**	**-408**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
65	**Naval Air Station Brunswick, ME**	DoN - 18	$147.20	4 yrs	$112.62	($238.80)

Lead Team & Analyst: Navy (Hal Tickle) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Brunswick	ME	-2,317	-61	-42	-2,420	-1,844	-4,264
Gainer	Naval Air Station Jacksonville	FL	1,971	4	46	2,021	2,350	4,371
	Net jobs for this Recommendation		**-346**	**-57**	**4**	**-399**	**506**	**107**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
66	**Marine Corps Support Activity Kansas City, MO**	DoN - 19	$23.30	3 yrs	$8.03	($49.80)

Lead Team & Analyst: Navy (Joe Barrett) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Marine Corps Support Center Kansas City	MO	-191	-139	-3	-333	-249	-582
Gainer	Naval Air Station New Orleans	LA	176	106	0	282	221	503
	Net jobs for this Recommendation		**-15**	**-33**	**-3**	**-51**	**-28**	**-79**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
67	**Naval Station Pascagoula, MS**	DoN - 20	$17.90	Immediat	($220.02)	($665.70)

Lead Team & Analyst: Navy (Brian McDaniel) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Station Pascagoula	MS	-844	-112	-7	-963	-797	-1,760
Realign	Undistributed or Overseas Reductions	US	12	0	0	12	0	12
Gainer	Naval Station Mayport	FL	403	2	0	405	470	875
	Net jobs for this Recommendation		**-429**	**-110**	**-7**	**-546**	**-327**	**-873**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
68	**Naval Air Station JRB Willow Grove, PA, and Cambria Regional Airport, Johnston, PA**	DoN - 21	$126.30	2 yrs	($134.73)	($710.50)

Lead Team & Analyst: avy (Michael Delaney, Brad McRee, Tim MacGregc Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Air Station Willow Grove	PA	-726	-357	-5	-1,088	-628	-1,716
Realign	Marine Corps Reserve Center Johnstown	PA	-86	0	0	-86	-52	-138
Gainer	McGuire Air Force Base	NJ	497	36	0	533	448	981
Gainer	Fort Dix	NJ	24	2	0	26	21	47
Gainer	Marine Corps Air Station Cherry Point	NC	64	8	0	72	52	124
	Net jobs for this Recommendation		**-227**	**-311**	**-5**	**-543**	**-159**	**-702**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
69	**Naval Shipyard Portsmouth, Kittery, ME**	**DoN - 23**	$448.40	4 yrs	($21.42)	($1,262.40)

Lead Team & Analyst: Navy (C.W. Furlow) **Support Team & Analyst:** ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Shipyard Portsmouth	ME	-201	-4,032	-277	-4,510	-4,655	-9,165
Gainer	Naval Station Bremerton	WA	0	1,358	0	1,358	1,430	2,788
Gainer	Naval Shipyard Norfolk	VA	12	1,341	0	1,353	1,875	3,228
Gainer	Naval Station Pearl Harbor	HI	0	357	0	357	357	714
	Net jobs for this Recommendation		**-189**	**-976**	**-277**	**-1,442**	**-993**	**-2,435**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
70	**Naval Station Newport, RI**	**DoN - 25**	$11.80	13 yrs	$8.33	($2.10)

Lead Team & Analyst: Navy (David Epstein) **Support Team & Analyst:** ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Newport	RI	-53	-58	-89	-200	-288	-488
Gainer	Naval Station Norfolk	VA	53	58	89	200	232	432
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**-56**	**-56**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
71	**Naval Station Ingleside, TX, and Naval Air Station Corpus Christi, TX**	**DoN - 26**	$177.05	3 yrs	($44.33)	($614.20)

Lead Team & Analyst: Navy (Bill Fetzer) **Support Team & Analyst:** JC-S (Lesia Mandzia)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Station Ingleside	TX	-1,901	-260	-57	-2,218	-2,581	-4,799
Realign	Naval Air Station Corpus Christi	TX	-926	-30	-10	-966	-1,097	-2,063
Gainer	Naval Station Norfolk	VA	741	2	0	743	782	1,525
Gainer	Naval Station San Diego	CA	1,085	86	2	1,173	1,069	2,242
Gainer	Naval Base Point Loma	CA	311	30	0	341	310	651
	Net jobs for this Recommendation		**-690**	**-172**	**-65**	**-927**	**-1,517**	**-2,444**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
72	**Engineering Field Division/Activity**	**DoN - 28**	$37.90	4 yrs	$9.06	($81.80)

Lead Team & Analyst: Navy (C.W. Furlow) **Support Team & Analyst:** ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	South Naval Facilities Engineering Command	SC	-6	-492	-45	-543	-890	-1,433
Closure	Navy Crane Center Lester	PA	-1	-54	0	-55	-44	-99
Closure	Engineering Field Activity Northeast	PA	-4	-188	0	-192	-154	-346
Gainer	Naval Support Activity Norfolk		0	78	9	87	117	204
Gainer	Naval Station Norfolk	VA	1	156	0	157	217	374
Gainer	Naval Shipyard Norfolk	VA	1	54	0	55	76	131
Gainer	Naval Station Great Lakes	IL	1	65	1	67	112	179
Gainer	Naval Air Station Jacksonville	FL	3	301	12	316	434	750
	Net jobs for this Recommendation		**-5**	**-80**	**-23**	**-108**	**-132**	**-240**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
73	**Navy and Marine Corps Reserve Centers **(RollUp)**	**DoN - 29**	$62.35	Immediat	$17.09	($76.80)

Lead Team & Analyst: JC-S (Michael Delaney) Support Team & Analyst: Navy (Brian McDaniel)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Inspector/Instructor Center West Trenton	NJ	-11	-1	0	-12	-3	-15
Closure	Navy-Marine Corps Reserve Center Madison	WI	-23	-3	0	-26	-10	-36
Closure	Navy Reserve Center La Crosse	WI	-7	0	0	-7	-2	-9
Closure	Navy-Marine Corps Reserve Center Mobile	AL	-27	0	0	-27	-11	-38
Closure	Navy-Marine Corps Reserve Center Encino	CA	-33	0	0	-33	-15	-48
Closure	Navy-Marine Corps Reserve Center Reading	PA	-18	0	0	-18	-6	-24
Closure	Navy-Marine Corps Reserve Center Los Angeles	CA	-48	0	0	-48	-22	-70
Closure	Inspector/Instructor Rome	GA	-9	0	0	-9	-3	-12
Closure	Navy-Marine Corps Reserve Center Tulsa	OK	-32	0	0	-32	-11	-43
Closure	Navy-Marine Corps Reserve Center Dubuque	IA	-19	-5	0	-24	-7	-31
Closure	Navy-Marine Corps Reserve Center Cleveland	OH	-24	-1	0	-25	-7	-32
Closure	Navy-Marine Corps Reserve Center Akron	OH	-26	0	0	-26	-10	-36
Closure	Navy-Marine Corps Reserve Center Moundsville	WV	-16	0	0	-16	-5	-21
Closure	Navy-Marine Corps Reserve Center Baton Rouge	LA	-18	0	0	-18	-8	-26
Realign	Undistributed or Overseas Reductions	NJ	0	1	0	1	0	1
Realign	Undistributed or Overseas Reductions	US	9	0	0	9	0	9
Gainer	Armed Forces Reserve Center Mobile	AL	22	0	0	22	9	31
Gainer	Fort Dix	NJ	11	0	0	11	9	20
Gainer	Baton Rouge Army National Guard Reserve Center	LA	11	0	0	11	5	16
Gainer	Armed Forces Reserve Center Broken Arrow	OK	32	0	0	32	11	43
Gainer	Navy-Marine Corps Reserve Center Lehigh	PA	8	0	0	8	3	11
Gainer	Dobbins Air Reserve Base	GA	9	0	0	9	4	13
Gainer	Navy-Marine Corps Reserve Center Pittsburgh	PA	7	0	0	7	2	9
Gainer	Marine Corps Reserve Center Pasadena	CA	25	0	0	25	11	36
Gainer	Armed Forces Reserve Center Bell	CA	48	0	0	48	22	70
Gainer	Armed Forces Reserve Center Madison	WI	40	8	0	48	21	69
Gainer	Armed Forces Reserve Center Akron	OH	37	0	0	37	14	51
	Net jobs for this Recommendation		**-52**	**-1**	**0**	**-53**	**-9**	**-62**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
74	**Navy Recruiting Districts**	**DoN - 34**	$2.40	Immediat	($78.27)	($214.50)

Lead Team & Analyst: Navy (Joe Barrett) Support Team & Analyst: Navy (Brian McDaniel)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Navy Recruiting District Headquarters Buffalo	NY	-25	-6	-6	-37	-14	-51
Closure	Naval Recruiting District Headquarters Omaha	NE	-19	-7	-6	-32	-27	-59
Closure	Navy Recruiting District Headquarters Kansas	MO	-21	-6	-6	-33	-22	-55
Closure	Navy Recruiting District Headquarters Indianapolis	IN	-27	-5	-6	-38	-14	-52
Closure	Navy Recruiting District Headquarters Montgomery	AL	-31	-5	-5	-41	-25	-66
	Net jobs for this Recommendation		**-123**	**-29**	**-29**	**-181**	**-102**	**-283**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
75	**Navy Regions**	**DoN - 35**	$3.20	1 yr	($8.88)	($34.60)

Lead Team & Analyst: Navy (C.W. Furlow) Support Team & Analyst: Navy (Navy Analyst)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Corpus Christi	TX	0	-59	0	-59	-85	-144
Realign	Naval Air Station Pensacola	FL	0	-24	0	-24	-41	-65
Gainer	Naval Station Great Lakes	IL	0	33	0	33	56	89
Gainer	Naval Air Station Jacksonville	FL	0	5	0	5	6	11
	Net jobs for this Recommendation		**0**	**-45**	**0**	**-45**	**-64**	**-109**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
76	**Navy Reserve Centers** (Roll up)**	**DoN - 37**	$2.55	Immediat	($87.02)	($236.60)

Lead Team & Analyst: JC-S (Colleen Turner) Support Team & Analyst: Navy (Brian McDaniel)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Navy Reserve Center Duluth	MN	-8	0	0	-8	-2	-10
Closure	Navy Reserve Center St Petersburg	FL	-12	0	0	-12	-10	-22
Closure	Navy Reserve Center Cedar Rapids	IA	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Sioux City	IA	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Pocatello	ID	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Forest Park	IL	-15	0	0	-15	-4	-19
Closure	Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill	IN	-7	0	0	-7	-1	-8
Closure	Navy Reserve Center Evansville	IN	-7	0	0	-7	-1	-8
Closure	Navy Reserve Center Lexington	KY	-9	0	0	-9	-2	-11
Closure	Navy Reserve Center Adelphi	MD	-17	0	0	-17	-10	-27
Closure	Naval Reserve Center Bangor	ME	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Tuscaloosa	AL	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Marquette	MI	-7	0	0	-7	-1	-8
Closure	Navy-Marine Corps Reserve Center Tacoma	WA	-20	0	0	-20	-15	-35
Closure	Navy Reserve Center Cape Girardeau	MO	-7	0	0	-7	-1	-8
Closure	Navy Reserve Center Asheville	NC	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Lincoln	NE	-7	0	0	-7	-3	-10
Closure	Navy Reserve Center Glens Falls	NY	-7	0	0	-7	-1	-8
Closure	Navy Reserve Center Horseheads	NY	-7	0	0	-7	-6	-13
Closure	Navy Reserve Center Watertown	NY	-9	0	0	-9	-5	-14
Closure	Navy Reserve Center Central Point	OR	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Closure	Navy Reserve Center Lubbock	TX	-7	0	0	-7	-2	-9
Closure	Navy Reserve Center Orange	TX	-11	0	0	-11	-6	-17
Realign	Undistributed or Overseas Reductions	US	76	0	0	76	0	76
Gainer	Undistributed or Overseas Reductions	MN	1	0	0	1	0	1
	Net jobs for this Recommendation		**-129**	**0**	**0**	**-129**	**-84**	**-213**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
77	**Navy Reserve Readiness Commands**	**DoN - 44**	$2.60	Immediat	($30.94)	($91.70)

Lead Team & Analyst: JC-S (Michael Delaney) Support Team & Analyst: Navy (Brian McDaniel)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Joint Reserve Base Ft. Worth	TX	-54	-5	0	-59	-35	-94
Realign	Naval Station Newport	RI	-34	-15	0	-49	-64	-113
Realign	Naval District Washington	DC	-26	-11	0	-37	-24	-61
Gainer	Naval Station Norfolk	VA	42	17	0	59	67	126
Gainer	Naval Station Great Lakes	IL	15	3	0	18	26	44
	Net jobs for this Recommendation		**-57**	**-11**	**0**	**-68**	**-30**	**-98**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
78	**Birmingham International Airport Air Guard Station, AL**	**Air Force - 5**	$11.00	18 yrs	$7.69	($0.50)

Lead Team & Analyst: AF (Tim MacGregor) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Birmingham International Airport Air Guard Station	AL	-66	-117	0	-183	-123	-306
Gainer	McGee Tyson APT Air Guard Station	TN	46	58	0	104	89	193
Gainer	Bangor International Airport Air Guard Station	ME	10	29	0	39	26	65
Gainer	Phoenix Sky Harbor International Airport	AZ	10	29	0	39	39	78
Gainer	Dannelly Field Air Guard Station	AL	0	1	0	1	0	1
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**31**	**31**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
79	**Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC**	**Air Force - 6**	$141.40	Immediat	($594.03)	($2,780.60)

Lead Team & Analyst: AF (Craig Hall) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Shaw Air Force Base	SC	-23	0	0	-23	-16	-39
Realign	Eielson Air Force Base	AK	-2,821	-319	200	-2,940	-1,770	-4,710
Gainer	Langley Air Force Base	VA	2	0	0	2	2	4
Gainer	Nellis Air Force Base	NV	607	20	0	627	405	1,032
Gainer	Barksdale Air Force Base	LA	1	20	0	21	22	43
Gainer	Moody Air Force Base	GA	301	12	0	313	216	529
	Net jobs for this Recommendation		**-1,933**	**-267**	**200**	**-2,000**	**-1,141**	**-3,141**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
80	**Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK**	**Air Force - 7**	$81.40	4 yrs	$20.61	($146.70)

Lead Team & Analyst: AF (Craig Hall) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Kulis Air Guard Station	AK	-218	-241	0	-459	-376	-835
Realign	Elmendorf Air Force Base	AK	-580	191	0	-389	-246	-635
Gainer	Langley Air Force Base	VA	697	23	0	720	765	1,485
	Net jobs for this Recommendation		**-101**	**-27**	**0**	**-128**	**143**	**15**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
81	**Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ**	**Air Force - 8**	$17.60	16 yrs	$12.44	($2.00)

Lead Team & Analyst: JC-S (Brad McRee) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Luke Air Force Base	AZ	-11	-173	0	-184	-202	-386
Realign	Fort Smith Regional	AR	-19	-59	0	-78	-56	-134
Gainer	Tulsa International Airport Air Guard Station	OK	0	1	0	1	0	1
Gainer	Savannah International Airport Air Guard Station	GA	4	0	0	4	3	7
Gainer	Fresno Air Terminal	CA	43	204	0	247	164	411
	Net jobs for this Recommendation		**17**	**-27**	**0**	**-10**	**-91**	**-101**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
82	**Beale Air Force Base, CA and Selfridge Air National Guard Base, MI**	**Air Force - 10**	$45.40	14 yrs	$34.62	($6.40)

Lead Team & Analyst: AF (Nat Sillin) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Selfridge Air National Guard Base	MI	51	-69	0	-18	-35	-53
Realign	Beale Air Force Base	CA	-8	-171	0	-179	-131	-310
Gainer	McGee Tyson APT Air Guard Station	TN	3	56	0	59	64	123
Gainer	MacDill Air Force Base	FL	11	77	0	88	96	184
	Net jobs for this Recommendation		**57**	**-107**	**0**	**-50**	**-6**	**-56**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
83	**March Air Force Base, CA**	**Air Force - 11**	$10.80	5 yrs	$1.91	($15.50)

Lead Team & Analyst: AF (Justin Breitschopf) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	March Air Reserve Base	CA	-71	-40	0	-111	-89	-200
Gainer	McGee Tyson APT Air Guard Station	TN	1	20	0	21	22	43
Gainer	Armed Forces Reserve Center Pease Air Force Base	NH	20	28	0	48	40	88
Gainer	McConnell Air Force Base	KS	34	1	0	35	24	59
	Net jobs for this Recommendation		**-16**	**9**	**0**	**-7**	**-3**	**-10**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
84	**Onizuka Air Force Station, CA**	**Air Force - 12**	$123.70	5 yrs	$45.33	($211.00)

Lead Team & Analyst: AF (Craig Hall) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Onizuka Air Force Station	CA	-107	-171	0	[illegible]	[illegible]	[illegible]
Realign	Undistributed or Overseas Reductions	[illegible]	91	7	0	98	0	98
Gainer	Vandenberg Air Force Base	CA	35	23	0	58	42	100
	Net jobs for this Recommendation		**19**	**-141**	**0**	**-122**	**-72**	**-194**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
85	**Bradley International Airport AGS, CT, Barnes AGS, MA, Selfridge ANGB, MI, Shaw AB, S**	**Air Force - 14**	$3.20	2 yrs	($6.12)	($25.20)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Shaw Air Force Base	SC	-24	-1	0	-25	-17	-42
Realign	Selfridge Air National Guard Base	MI	0	-4	0	-4	-3	-7
Realign	Martin State Airport Air Guard Station	MD	0	-4	0	-4	-3	-7
Realign	Bradley International Airport Air Guard Station	CT	-17	-75	0	-92	-61	-153
Gainer	Barnes Municipal Airport Air Guard Station	MA	23	83	0	106	84	190
	Net jobs for this Recommendation		**-18**	**-1**	**0**	**-19**	**0**	**-19**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
86	**New Castle Airport Air Guard Station, DE**	**Air Force - 15**	$15.50	1 yr	($29.06)	($120.10)

Lead Team & Analyst: Navy (Jim Hanna) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	New Castle County Airport Air Guard Station	DE	-47	-101	0	-148	-100	-248
Gainer	McGuire Air Force Base	NJ	1	1	0	2	1	3
Gainer	Charlotte/Douglas International Airport	NC	6	0	0	6	2	8
Gainer	Savannah International Airport Air Guard Station	GA	13	21	0	34	34	68
Gainer	Dover Air Force Base	DE	3	5	0	8	8	16
	Net jobs for this Recommendation		**-24**	**-74**	**0**	**-98**	**-55**	**-153**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
87	**Robins Air Force Base, GA**	**Air Force - 16**	$6.70	Immediat	($31.95)	($175.10)

Lead Team & Analyst: AF (Tim MacGregor) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Robins Air Force Base	GA	-435	-36	0	-471	-323	-794
Gainer	McConnell Air Force Base	KS	307	12	0	319	228	547
	Net jobs for this Recommendation		**-128**	**-24**	**0**	**-152**	**-95**	**-247**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
88	**Boise Air Terminal Air Guard Station, ID**	**Air Force - 17**	$2.50	8 yrs	$1.60	($1.70)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Boise Air Terminal Air Guard Station	ID	-22	-62	0	-84	-73	-157
Gainer	Cheyenne Airport Air Guard Station	WY	21	58	0	79	48	127
	Net jobs for this Recommendation		**-1**	**-4**	**0**	**-5**	**-25**	**-30**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
89	**Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base**	**Air Force - 18**	$74.20	Immediat	($21.18)	($389.00)

Lead Team & Analyst: AF (Tanya Cruz) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Mountain Home Air Force Base	ID	-498	-30	0	-528	-304	-832
Realign	Elmendorf Air Force Base	AK	-769	-33	0	-802	-585	-1,387
Gainer	Shaw Air Force Base	SC	19	15	0	34	26	60
Gainer	McEntire Air Guard Station	SC	418	8	0	426	259	685
Gainer	Tulsa International Airport Air Guard Station	OK	9	26	0	35	27	62
Gainer	Nellis Air Force Base	NV	302	14	0	316	204	520
Gainer	Jacksonville International Airport Air Guard Station	FL	41	6	0	47	55	102
Gainer	Fresno Air Terminal	CA	14	49	0	63	40	103
	Net jobs for this Recommendation		**-464**	**55**	**0**	**-409**	**-278**	**-687**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
90	**Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN**	**Air Force - 20**	$19.90	13 yrs	$13.34	($6.30)

Lead Team & Analyst: JC-S (Brad McRee) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Dane County Airport	WI	-4	1	0	-3	-1	-4
Realign	Lackland Air Force Base	TX	-5	0	0	-5	-4	-9
Realign	Joe Foss Field Air Guard Station	SD	-4	0	0	-4	-1	-5
Realign	Hulman Regional Airport Air Guard Station	IN	-12	-124	0	-136	-94	-230
Realign	Capital Airport Air Guard Station	IL	-30	-133	0	-163	-105	-268
Realign	Des Moines International Airport Air Guard Station	IA	-4	0	0	-4	-1	-5
Gainer	Fort Wayne International Airport Air Guard Station	IN	57	256	0	313	172	485
	Net jobs for this Recommendation		**-2**	**0**	**0**	**-2**	**-34**	**-36**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
91	**New Orleans Air Reserve Station, LA**	**Air Force - 22**	$50.20	5 yrs	$32.50	($80.70)

Lead Team & Analyst: AF (Tanya Cruz) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	US	-2	-2	0	-4	0	-4
Realign	Naval Air Station New Orleans Air Reserve Station	LA	-4	-308	0	-312	-312	-624
Gainer	Nellis Air Force Base	NV	1	31	0	32	26	58
Gainer	Whiteman Air Force Base	MO	3	58	0	61	49	110
Gainer	Barksdale Air Force Base	LA	[illegible]	[illegible]	[illegible]	44	47	91
Gainer	Buckley Air Force Base	CO	4	33	0	37	31	68
	Net jobs for this Recommendation		**6**	**-148**	**0**	**-142**	**-159**	**-301**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
92	**Andrews AFB, MD, Will Rogers AGS, OK, Tinker AFB, OK, Randolph AFB, TX**	**Air Force - 23**	$21.70	2 yrs	($12.17)	($83.10)

Lead Team & Analyst: AF (Art Beauchamp, Colleen Turner) Support Team & Analyst: JC-S (Brad McRee, Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Randolph Air Force Base	TX	-16	0	0	-16	-13	-29
Realign	Will Rogers World Airport Air Guard Station	OK	84	-99	0	-15	-49	-64
Realign	Tinker Air Force Base	OK	-2	-16	0	-18	-21	-39
Realign	Andrews Air Force Base	MD	-85	-30	0	-115	-75	-190
Gainer	Carswell ARS, Naval Air Station Fort Worth	TX	8	33	0	41	39	80
Gainer	Rosecrans Memorial Airport Air Guard Station	MO	8	27	0	35	23	58
	Net jobs for this Recommendation		**-3**	**-85**	**0**	**-88**	**-96**	**-184**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
93	**Martin State Air Guard Station, MD**	**Air Force - 24**	$9.40	1 yr	($13.69)	($97.10)

Lead Team & Analyst: Navy (Jim Hanna) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Martin State Airport Air Guard Station	MD	-17	-102	0	-119	-109	-228
Gainer	Quonset State Airport Air Guard Station	RI	13	21	0	34	48	82
Gainer	Andrews Air Force Base	MD	1	0	0	1	0	1
Gainer	Channel Islands Air Guard Station	CA	0	21	0	0	0	
	Net jobs for this Recommendation		**-3**	**-60**	**0**	**-84**	**-61**	**-145**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
94	**Otis ANGB, MA, Lambert St. Louis International Airport AGS, MO, Atlantic City AGS, NJ**	**Air Force - 25**	$103.00	3 yrs	($12.25)	($336.10)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn, Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Otis Air Guard Base	MA	-62	-443	0	-505	-321	-826
Realign	Lambert International Airport, St Louis	MO	-34	-215	0	-249	-260	-509
Gainer	Burlington International Airport Air Guard Station	VT	3	53	0	56	38	94
Gainer	Nellis Air Force Base	NV	10	186	0	196	163	359
Gainer	Atlantic City International Airport Air Guard Station	NJ	40	167	0	207	161	368
Gainer	Barnes Municipal Airport Air Guard Station	MA	0	1	0	1	0	1
Gainer	Jacksonville International Airport Air Guard Station	FL	4	16	0	20	26	46
Gainer	Bradley International Airport Air Guard Station	CT	20	2	0	22	7	29
	Net jobs for this Recommendation		**-19**	**-233**	**0**	**-252**	**-186**	**-438**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
95	**W.K. Kellogg Airport Air Guard Station, MI**	**Air Force - 27**	$8.30	Immediat	($46.73)	($166.80)

Lead Team & Analyst: AF (Ken Small) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	W. K. Kellogg Airport Air Guard Station	MI	-68	-206	0	-274	-166	-440
Gainer	Selfridge Air National Guard Base	MI	18	164	0	182	132	314
	Net jobs for this Recommendation		**-50**	**-42**	**0**	**-92**	**-34**	**-126**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
96	**Duluth International Airport Air Guard Station, MN**	**Air Force - 28**	$2.10	5 yrs	($0.22)	($7.80)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Duluth International Airport Air Guard Station	MN	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
97	**Key Field Air Guard Station, MS**	**Air Force - 28**	$10.70	13 yrs	$6.89	($2.50)

Lead Team & Analyst: AF (Tim MacGregor) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Key Field Air Guard Station	MS	-33	-142	0	-175	-163	-338
Gainer	Gen Mitchell International Airport ARS	WI	24	56	0	80	56	136
Gainer	McGee Tyson APT Air Guard Station	TN	8	56	0	64	67	131
Gainer	Jackson International Airport Air Guard Station	MS	0	1	0	1	0	1
Gainer	Bangor International Airport Air Guard Station	ME	1	29	0	30	23	53
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**-17**	**-17**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
98	**Great Falls International Airport Air Guard Station**	**Air Force - 30**	$9.30	4 yrs	($0.73)	($18.10)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Great Falls International Airport Air Guard Station	MT	-26	-81	0	-107	-66	-173
Gainer	Boise Air Terminal Air Guard Station	ID	0	1	0	1	1	2
Gainer	Des Moines International Airport Air Guard Station	IA	8	39	0	47	33	80
Gainer	Dannelly Field Air Guard Station	AL	18	41	0	59	43	102
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**11**	**11**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
99	**Reno-Tahoe International Airport Air Guard Station, NV**	**Air Force - 31**	$22.90	9 yrs	$12.23	($22.70)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: JC-S (Colleen Turner)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Reno-Tahoe International Airport Air Guard Station	NV	-23	-124	0	-147	-115	-262
Gainer	Fresno Air Terminal	CA	0	1	0	1	0	1
Gainer	Channel Islands Air Guard Station	CA	0	5	0	5	6	11
Gainer	Little Rock Air Force Base	AR	21	114	0	135	134	269
	Net jobs for this Recommendation		**-2**	**-4**	**0**	**-6**	**25**	**19**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
100	**Cannon Air Force Base, NM**	**Air Force - 32**	$90.10	Immediat	($815.56)	($2,706.80)

Lead Team & Analyst: AF (David Combs) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Cannon Air Force Base	NM	-2,385	-384	-55	-2,824	-1,954	-4,778
Realign	Undistributed or Overseas Reductions	US	0	38	0	38	0	38
Gainer	Dane County Airport	WI	22	36	0	58	35	93
Gainer	Hill Air Force Base	UT	212	10	0	222	197	419
Gainer	Joe Foss Field Air Guard Station	SD	32	27	0	59	35	94
Gainer	Nellis Air Force Base	NV	248	12	0	260	169	429
Gainer	Kirtland Air Force Base	NM	1	14	0	15	14	29
Gainer	Andrews Air Force Base	MD	34	79	0	113	80	193
	Net jobs for this Recommendation		**-1,836**	**-168**	**-55**	**-2,059**	**-1,424**	**-3,483**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
101	**Niagara Falls Air Reserve Station, NY**	**Air Force - 33**	$65.20	2 yrs	($5.31)	($199.40)

Lead Team & Analyst: AF (Mike Flinn) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Niagara Falls International Airport Air Guard Station	NY	-115	-527	0	-642	-430	-1,072
Gainer	Langley Air Force Base	VA	1	31	0	32	44	76
Gainer	Lackland Air Force Base	TX	1	3	0	4	3	7
Gainer	Bangor International Airport Air Guard Station	ME	34	137	0	171	122	293
Gainer	Schriever Air Force Base	CO	44	51	0	95	84	179
Gainer	Little Rock Air Force Base	AR	368	13	0	381	282	663
	Net jobs for this Recommendation		**333**	**-292**	**0**	**41**	**105**	**146**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
102	**Schenectady County Airport Air Guard Station**	**Air Force - 34**	$3.50	8 yrs	$3.32	($2.40)

Lead Team & Analyst: AF (Mike Flinn) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Schenectady County Air Guard Station	NY	-10	-9	0	-19	-18	-37
Gainer	Little Rock Air Force Base	AR	7	5	0	12	10	22
	Net jobs for this Recommendation		**-3**	**-4**	**0**	**-7**	**-8**	**-15**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
103	**Pope AFB, NC, Pittsburgh International Airport ARS, PA, Yeager AGS, WV**	**Air Force - 35**	$218.15	Immediat	($652.52)	($2,515.35)

Lead Team & Analyst: AF (Mike Flinn, Brad McRee) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Pittsburgh International Airport Air Reserve Station	PA	-44	-278	0	-322	-258	-580
Realign	Sheppard Air Force Base	TX	-4	0	0	-4	-2	-6
Realign	Yeager Airport Air Guard Station	WV	-27	-129	0	-156	-88	-244
Realign	Pope Air Force Base	NC	-5,969	-384	-132	-6,485	-4,356	-10,841
Gainer	Vance Air Force Base	OK	4	0	0	4	3	7
Gainer	Channel Islands Air Guard Station	CA	4	10	0	14	16	30
Gainer	Moody Air Force Base	GA	926	38	0	964	667	1,631
Gainer	Columbus Air Force Base	MS	4	0	0	4	2	6
Gainer	Fort Bragg	NC	1,560	225	0	1,785	1,216	3,001
Gainer	Little Rock Air Force Base	AR	1,736	85	0	1,821	1,361	3,182
Gainer	Youngstown-Warren Regional Airport	OH	0	8	0	8	7	15
Gainer	Quonset State Airport Air Guard Station	RI	4	8	0	12	16	28
Gainer	Laughlin Air Force Base	TX	4	0	0	4	2	6
Gainer	Randolph Air Force Base	TX	4	0	0	4	3	7
Gainer	Eastern West Virginia Regional Airport Sheppard Air Guard Station	WV	7	3	0	10	7	17
Gainer	Offutt Air Force Base	NE	54	77	0	131	127	258
	Net jobs for this Recommendation		**-1,737**	**-337**	**-132**	**-2,206**	**-1,277**	**-3,483**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
104	**Grand Forks Air Force Base, ND**	**Air Force - 37**	$131.50	1 yr	($322.49)	($1,982.00)

Lead Team & Analyst: AF (Tim MacGregor) **Support Team & Analyst:** JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	US	0	80	0	80	0	80
Realign	Grand Forks Air Force Base	ND	-2,290	-355	0	-2,645	-2,283	-4,928
Gainer	Seymour Johnson Air Force Base	NC	319	16	0	335	279	614
Gainer	McConnell Air Force Base	KS	273	-171	0	102	7	109
Gainer	Forbes Field Air Guard Station	KS	27	175	0	202	144	346
Gainer	Scott Air Force Base	IL	53	187	0	240	245	485
Gainer	Hickam Air Force Base	HI	159	7	0	166	127	293
Gainer	MacDill Air Force Base	FL	-123	155	0	32	72	104
	[illegible]		[illegible]	94	0	-1,488	-1,409	-2,897

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
105	**Hector International Airport Air Guard Station, ND**	**Air Force - 38**	$1.80	2 yrs	($3.32)	($12.90)

Lead Team & Analyst: AF (Tim MacGregor) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	US	0	0	0	0	0	0
Realign	McGee Tyson APT Air Guard Station	TN	0	0	0	0	0	0
Realign	Joe Foss Field Air Guard Station	SD	0	0	0	0	0	0
Realign	Hector International Airport Air Guard Station	ND	0	0	0	0	0	0
Realign	Construction Battalion Center Gulfport	MS	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
106	**Mansfield Lahm Municipal Airport Air Guard Station, OH**	**Air Force - 39**	$33.40	3 yrs	($3.07)	($86.20)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Mansfield Lahm Municipal Airport Air Guard Station	OH	-63	-171	0	-234	-293	-527
Gainer	Toledo Express Airport Air Guard Station	OH	0	1	0	1	0	1
Gainer	Louisville International Airport Air Guard Station	KY	0	5	0	5	3	8
Gainer	Little Rock Air Force Base	AR	184	6	0	190	140	330
Gainer	Maxwell Air Force Base	AL	3	39	0	42	32	74
	Net jobs for this Recommendation		**124**	**-120**	**0**	**4**	**-118**	**-114**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
107	**Springfield-Beckley Municipal Airport Air Guard Station, OH**	**Air Force - 40**	$11.40	17 yrs	$8.35	($0.70)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Springfield-Beckley Municipal Airport Air Guard Station	OH	-66	-225	0	-291	-148	-439
Gainer	Lackland Air Force Base	TX	22	58	0	80	83	163
Gainer	Rickenbacker International Airport Air Guard Station	OH	0	1	0	1	0	1
Gainer	Des Moines International Airport Air Guard Station	IA	31	83	0	114	75	189
Gainer	Buckley Air Force Base	CO	9	48	0	57	46	103
	Net jobs for this Recommendation		**-4**	**-35**	**0**	**-39**	**56**	**17**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
108	**Portland International Airport Air Guard Station, OR**	**Air Force - 41**	$85.50	7 yrs	$36.22	($100.20)

Lead Team & Analyst: AF (David Combs) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Portland International Airport Air Guard Station	OR	-112	-452	0	-564	-453	-1,017
Gainer	McChord Air Force Base	WA	38	9	0	47	37	84
Gainer	Tinker Air Force Base	OK	3	60	0	63	78	141
Gainer	Atlantic City International Airport Air Guard Station	NJ	19	43	0	62	44	106
Gainer	Naval Air Station New Orleans Air Reserve Station	LA	17	70	0	87	81	168
Gainer	Forbes Field Air Guard Station	KS	26	19	0	45	23	68
Gainer	Vandenburg Air Force Base	CA	9	78	0	87	71	158
	Net jobs for this Recommendation		**0**	**-173**	**0**	**-173**	**-119**	**-292**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
109	**Ellsworth Air Force Base, SD, and Dyess Air Force Base, TX**	**Air Force - 43**	$299.10	1 yr	($316.38)	($1,853.30)

Lead Team & Analyst: AF (Art Beauchamp) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Ellsworth Air Force Base	SD	-3,315	-438	-99	-3,852	-2,913	-6,765
Gainer	Dyess Air Force Base	TX	310	64	0	374	357	731
Gainer	Peterson Air Force Base	CO	482	-19	0	463	339	802
Gainer	Little Rock Air Force Base	AR	1,095	90	0	1,185	896	2,081
Gainer	Elmendorf Air Force Base	AK	247	10	0	257	187	444
	Net jobs for this Recommendation		**-1,181**	**-293**	**-99**	**-1,573**	**-1,134**	**-2,707**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
110	**Nashville International Airport Air Guard Station, TN**	**Air Force - 44**	$25.40	2 yrs	$16.74	($120.00)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Nashville International Airport Air Guard Station	TN	-19	-172	0	-191	-136	-327
Gainer	Memphis International Airport Air Guard Station	TN	2	6	0	8	5	13
Gainer	Louisville International Airport Air Guard Station	KY	0	1	0	1	0	1
Gainer	Greater Peoria Regional Airport	IL	13	21	0	34	23	57
	Net jobs for this Recommendation		**-4**	**-144**	**0**	**-148**	**-108**	**-256**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
111	**Ellington Air Guard Station, TX**	**Air Force - 45**	$1.60	5 yrs	$0.10	($3.60)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Ellington Field Air Guard Station	TX	0	-3	0	-3	-2	-5
	Net jobs for this Recommendation		**0**	**-3**	**0**	**-3**	**-2**	**-5**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
112	**Lackland Air Force Base, TX**	**Air Force - 46**	$8.10	2 yrs	($4.69)	($32.40)

Lead Team & Analyst: AF (Art Beauchamp, David Combs, Tanya Cruz) Support Team & Analyst: AF ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lackland Air Force Base	TX	-103	-4	0	-107	-90	-197
Gainer	McConnell Air Force Base	KS	63	3	0	66	47	113
	Net jobs for this Recommendation		**-40**	**-1**	**0**	**-41**	**-43**	**-84**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
113	**Hill AFB, UT, Edwards AFB, CA, Mountain Home AFB, ID, Luke AFB, AZ, Nellis AFB, NV**	**Air Force - 47**	$28.20	4 yrs	($7.23)	($85.90)

Lead Team & Analyst: AF (Art Beauchamp, David Combs, Tanya Cruz) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Hill Air Force Base	UT	80	-201	0	-121	-124	-245
Realign	Nellis Air Force Base	NV	-19	0	0	-19	-12	-31
Realign	Mountain Home Air Force Base	ID	-40	-1	0	-41	-23	-64
Realign	Edwards Air Force Base	CA	-2	0	0	-2	-1	-3
Realign	Luke Air Force Base	AZ	-29	-1	0	-30	-22	-52
Gainer	Langley Air Force Base	VA	1	0	0	1	1	2
Gainer	Carswell ARS, Naval Air Station Fort Worth	TX	0	71	0	71	76	147
Gainer	Shaw Air Force Base	SC	-4	12	0	8	8	16
Gainer	Homestead Air Reserve Station	FL	0	42	0	42	41	83
	Net jobs for this Recommendation		**-13**	**-78**	**0**	**-91**	**-56**	**-147**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
114	**Langley Air Force Base, VA**	**Air Force - 49**	$1.80	3 yrs	($1.47)	($8.30)

Lead Team & Analyst: AF (Art Beauchamp) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Langley Air Force Base	VA	-19	0	0	-19	-20	-39
Gainer	Tyndall Air Force Base	FL	11	0	0	11	10	21
	Net jobs for this Recommendation		**-8**	**0**	**0**	**-8**	**-10**	**-18**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
115	**Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA**	**Air Force - 50**	$24.20	10 yrs	$11.59	($13.20)

Lead Team & Analyst: JC-S (Brad McRee) Support Team & Analyst: AF (Mike Flinn, Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Richmond International Airport Air Guard Station	VA	-25	-101	0	-126	-92	-218
Realign	Des Moines International Airport Air Guard Station	IA	-12	-98	0	-110	-80	-190
Gainer	Tulsa International Airport Air Guard Station	OK	13	54	0	67	54	121
Gainer	Toledo Express Airport Air Guard Station	OH	14	111	0	125	89	214
Gainer	Homestead Air Reserve Station	FL	0	29	0	29	28	57
	Net jobs for this Recommendation		**-10**	**-5**	**0**	**-15**	**-1**	**-16**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
116	**Fairchild Air Force Base, WA**	**Air Force - 51**	$6.40	7 yrs	$1.65	($8.30)

Lead Team & Analyst: AF (Tim MacGregor) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fairchild Air Force Base	WA	-26	-172	0	-198	-215	-413
Gainer	Sioux Gateway Airport Air Guard	IA	33	170	0	203	154	357
	Net jobs for this Recommendation		**7**	**-2**	**0**	**5**	**-61**	**-56**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
117	**General Mitchell Air Reserve Station, WI**	**Air Force - 52**	$38.40	5 yrs	$14.26	($50.20)

Lead Team & Analyst: AF (Tanya Cruz) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Gen Mitchell International Airport ARS	WI	-44	-302	0	-346	-270	-616
Gainer	Pope Air Force Base	NC	44	77	0	121	89	210
Gainer	Dobbins Air Reserve Base	GA	0	37	0	37	31	68
Gainer	Little Rock Air Force Base	AR	184	6	0	190	140	330
	Net jobs for this Recommendation		**184**	**-182**	**0**	**2**	**-10**	**-8**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
118	**Air Force Logistics Support Centers**	**Air Force - 53**	$9.30	1 yr	($19.24)	($77.00)

Lead Team & Analyst: AF (Art Beauchamp) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Altus Air Force Base	OK	-16	0	0	-16	-10	-26
Realign	Hickam Air Force Base	HI	-134	-17	0	-151	-118	-269
Realign	Hurlburt Field	FL	-48	-6	0	-54	-43	-97
Realign	Luke Air Force Base	AZ	-16	0	0	-16	-11	-27
Realign	Little Rock Air Force Base	AR	-16	0	0	-16	-11	-27
Gainer	Langley Air Force Base	VA	80	15	0	95	104	199
Gainer	Scott Air Force Base	IL	97	6	0	103	84	187
	Net jobs for this Recommendation		**-53**	**-2**	**0**	**-55**	**-5**	**-60**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
119	**F-100 Engine Centralized Intermediate Repair Facilities**	**Air Force - 55**	$9.20	9 yrs	$3.80	($7.10)

Lead Team & Analyst: AF (Art Beauchamp) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Langley Air Force Base	VA	-31	-1	0	-32	-33	-65
Realign	Tyndall Air Force Base	FL	-33	0	0	-33	-32	-65
Realign	Jacksonville International Airport Air Guard Station	FL	0	-6	0	-6	-8	-14
Gainer	Seymour Johnson Air Force Base	NC	26	1	0	27	21	48
Gainer	Naval Air Station New Orleans Air Reserve Station	LA	28	6	0	34	24	58
	Net jobs for this Recommendation		**-10**	**0**	**0**	**-10**	**-28**	**-38**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
120	**Aviation Logistics School**	**E&T - 5**	$492.30	13 yrs	$348.07	($77.40)

Lead Team & Analyst: Army (Dean Rhody) Support Team & Analyst: [illegible]

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Eustis	VA	-2,262	-148	0	-2,410	-2,588	-4,998
Gainer	Fort Rucker	AL	1,752	256	0	2,008	1,812	3,820
	Net jobs for this Recommendation		**-510**	**108**	**0**	**-402**	**-776**	**-1,178**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
121	**Combat Service Support Center**	**E&T - 6**	$754.00	6 yrs	$352.42	($934.20)

Lead Team & Analyst: Army (Dean Rhody) Support Team & Analyst: JC-S (Syd Carroll)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Eustis	VA	-1,499	-210	0	-1,709	-1,870	-3,579
Realign	Aberdeen Proving Ground	MD	-3,857	-343	0	-4,200	-3,184	-7,384
Realign	Redstone Arsenal	AL	-1,311	-132	0	-1,443	-675	-2,118
Gainer	Fort Lee	VA	5,672	303	0	5,975	3,467	9,442
	Net jobs for this Recommendation		**-995**	**-382**	**0**	**-1,377**	**-2,262**	**-3,639**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
122	**Joint Center for Consolidated Transportation Management Training**	**E&T - 7**	$1.50	1 yr	($5.78)	($18.00)

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lackland Air Force Base	TX	-140	-15	0	-155	-103	-258
Gainer	Fort Lee	VA	136	4	0	140	80	220
	Net jobs for this Recommendation		**-4**	**-11**	**0**	**-15**	**-23**	**-38**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
123	**Joint Center of Excellence for Culinary Training**	**E&T - 8**	$5.00	4 yrs	($2.57)	($16.10)

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lackland Air Force Base	TX	-282	-9	0	-291	-179	-470
Gainer	Fort Lee	VA	276	0	0	276	156	432
	Net jobs for this Recommendation		**-6**	**-9**	**0**	**-15**	**-23**	**-38**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
124	**Joint Center of Excellence for Religious Training and Education**	**E&T - 9**	$1.00	1 yr	($3.96)	($11.90)

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Newport	RI	-37	-2	0	-39	-46	-85
Realign	Naval Air Station Meridian	MS	-15	0	-1	-16	-12	-28
Realign	Maxwell Air Force Base	AL	-19	-1	0	-20	-11	-31
Gainer	Fort Jackson	SC	68	3	0	71	35	106
	Net jobs for this Recommendation		**-3**	**0**	**-1**	**-4**	**-34**	**-38**

DCN: 11695

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
125	**Joint Strike Fighter Initial Joint Training Site**	**E&T - 10**	$199.10	Never	$209.60	$226.30

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Oceana	VA	-30	-3	0	-33	-34	-67
Realign	Sheppard Air Force Base	TX	-291	-4	0	-295	-190	-485
Realign	Naval Air Station Pensacola	FL	-384	-8	0	-392	-494	-886
Realign	Marine Corps Base Miramar	CA	-40	-3	0	-43	-38	-81
Realign	Luke Air Force Base	AZ	-45	-3	0	-48	-35	-83
Gainer	Eglin Air Force Base	FL	790	21	0	811	670	1,481
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**-121**	**-121**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
126	**Net Fires Center**	**E&T - 12**	$247.00	6 yrs	$92.96	($319.10)

Lead Team & Analyst: Army (Mike Avenick) Support Team & Analyst: JC-S (Syd Carroll)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Bliss	TX	-3,034	-335	0	-3,369	-2,649	-6,018
Gainer	Fort Sill	OK	2,527	279	0	2,806	1,645	4,451
	Net jobs for this Recommendation		**-507**	**-56**	**0**	**-563**	**-1,004**	**-1,567**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
127	**Prime Power to Fort Leonard Wood, MO**	**E&T - 13**	$6.02	16 yrs	$3.91	($0.80)

Lead Team & Analyst: Army (Dean Rhody) Support Team & Analyst: JC-S (Syd Carroll)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Belvoir	VA	-73	-29	0	-102	-66	-168
Gainer	Fort Leonard Wood	MO	71	25	0	96	38	134
	Net jobs for this Recommendation		**-2**	**-4**	**0**	**-6**	**-28**	**-34**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
128	**Undergraduate Pilot and Navigator Training**	**E&T - 14**	$71.70	4 yrs	$1.62	($174.20)

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: AF (Tim McGreggor)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Randolph Air Force Base	TX	-472	-99	0	-571	-507	-1,078
Realign	Moody Air Force Base	GA	-557	-145	0	-702	-466	-1,168
Gainer	Sheppard Air Force Base	TX	51	2	0	53	33	86
Gainer	Laughlin Air Force Base	TX	98	80	0	178	133	311
Gainer	Vance Air Force Base	OK	[illegible]	[illegible]	[illegible]	95	90	185
Gainer	Columbus Air Force Base	MS	100	3	0	103	67	170
Gainer	Naval Air Station Pensacola	FL	502	123	0	625	841	1,466
	Net jobs for this Recommendation		**-189**	**-30**	**0**	**-219**	**191**	**-28**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
129	**Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters L**	**H&SA - 3**	$90.50	Immediat	($10.83)	($308.30)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-240	-169	0	-409	-278	-687
Realign	Leased Space - VA	VA	-119	-160	-10	-289	-201	-490
Realign	Crystal City Lease, VA	VA	-753	-342	-385	-1,480	-983	-2,263
Gainer	Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	VA	412	186	81	679	450	1,129
Gainer	Andrews Air Force Base	MD	640	450	271	1,361	919	2,280
	Net jobs for this Recommendation		**-60**	**-35**	**-43**	**-138**	**-93**	**-31**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
130	**Co-locate Defense Military Department Adjudication Activities**	**H&SA - 5**	$67.10	13 yrs	$47.51	($11.30)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Leased Space - VA	VA	-1	-5	0	-6	-4	-10
Closure	Leased Space - VA	VA	-2	-140	-22	-164	-123	-287
Closure	Leased Space - OH	OH	0	-177	-59	-236	-145	-381
Closure	Leased Space - MD	MD	0	-42	0	-42	-40	-82
Closure	Leased Space - CA	CA	-2	-10	-2	-14	-8	-22
Closure	Leased Space - AZ	AZ	0	-1	0	-1	-1	-2
Realign	Natick Soldier Systems Center	MA	0	-1	0	-1	0	-1
Realign	Naval District Washington	DC	0	-136	-12	-148	-111	-259
Realign	Bolling Air Force Base	DC	-32	-91	-60	-183	-128	-311
Gainer	Fort Meade	MD	28	556	153	737	688	1,425
	Net jobs for this Recommendation		**-9**	**-47**	**-2**	**-58**	**128**	**70**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
131	**Co-locate Military Department Investigation Agencies with DoD Counterintelligence and**	**H&SA - 8**	$174.00	7 yrs	$87.99	($172.70)

Lead Team & Analyst: JC-S (Jim Durso) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Leased Space - VA	VA	-1	-454	0	-455	-343	-798
Closure	Leased Space - OH	OH	0	-10	0	-10	-8	-18
Closure	Leased Space - MD	MD	-3	-79	-76	-158	-146	-304
Closure	Leased Space - GA	GA	0	-6	-2	-8	-6	-14
Closure	Leased Space - CO	CO	0	-11	0	-11	-11	-22
Closure	Leased Space - CA	CA	0	-4	-2	-6	-5	-11
Realign	Fort Belvoir	VA	-161	-163	-85	-409	-279	-688
Realign	Andrews Air Force Base	MD	-273	-165	-362	-800	-534	-1,334
Realign	Naval District Washington	DC	-82	-526	-102	-710	-516	-1,226
Gainer	Marine Corps Base Quantico	VA	496	1,357	1,216	3,069	2,143	5,212
Gainer	Peterson Air Force Base	CO	0	11	36	47	36	83
	Net jobs for this Recommendation		**-24**	**-50**	**623**	**549**	**331**	**880**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
132	**Co-locate Miscellaneous Army Leased Locations**	**H&SA - 10**	$44.10	1 yr	($59.49)	($322.00)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Rosslyn Lease, VA	VA	0	-209	-83	-292	-212	-504
Realign	Hoffman Lease, VA	VA	0	-360	0	-360	-272	-632
Realign	Crystal City Lease, VA	VA	-294	-893	-408	-1,595	-1,129	-2,724
Realign	Ballston Lease, VA	VA	-262	-93	-191	-546	-359	-905
Realign	Bailey's Crossroads, VA	VA	-1	-85	-10	-96	-70	-166
Gainer	Fort Belvoir	VA	557	1,681	692	2,930	2,079	5,009
	Net jobs for this Recommendation		**0**	**41**	**0**	**41**	**37**	**78**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
133	**Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations**	**H&SA - 12**	$539.00	9 yrs	$376.85	($257.60)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	0	-9	-1,518	-1,527	-1,013	-2,540
Realign	Leased Space - VA	VA	-1,288	-3,218	0	-4,506	-3,243	-7,749
Realign	Leased Space - VA	VA	-1,459	-2,326	0	-3,785	-2,674	-6,459
Gainer	Fort Lee	VA	54	496	56	606	448	1,054
Gainer	Fort Belvoir	VA	2,693	5,215	1,462	9,370	6,603	15,973
	Net jobs for this Recommendation		**0**	**158**	**0**	**158**	**121**	**279**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
134	**Co-locate Missile and Space Defense Agencies**	**H&SA - 15**	$178.20	1 yr	($12.98)	($359.10)

Lead Team & Analyst: JC-S (Jim Durso) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-98	-418	-952	-1,468	-1,010	-2,478
Realign	Leased Space - VA	VA	-46	-282	0	-328	-241	-569
Gainer	Fort Belvoir	VA	13	139	0	152	113	265
Gainer	Redstone Arsenal	AL	131	568	1,055	1,754	993	2,747
	Net jobs for this Recommendation		**0**	**7**	**103**	**110**	**-145**	**-35**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
135	**Co-locate Navy Education and Training Command and Navy Education and Training Prof**	**H&SA - 17**	$33.30	10 yrs	$23.64	($14.40)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Pensacola	FL	-159	-488	-91	-738	-1,139	-1,877
Gainer	Naval Support Activity Mid South	TN	144	456	85	685	449	1,134
	Net jobs for this Recommendation		**-15**	**-32**	**-6**	**-53**	**-690**	**-743**

DCN:11695

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
136	**Consolidate Army Test and Evaluation Command Headquarters**	**H&SA - 18**	$7.10	Immediat	($43.97)	($125.70)

Lead Team & Analyst: JC-S (Tim Abrell) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	ATEC Lease, VA	VA	-181	-227	-62	-470	-325	-795
Gainer	Aberdeen Proving Ground	MD	169	193	62	424	364	788
	Net jobs for this Recommendation		**-12**	**-34**	**0**	**-46**	**39**	**-7**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
137	**Consolidate Civilian Personnel Offices within each Military Department and the Defense**	**H&SA - 19**	$97.50	4 yrs	$46.37	($196.70)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Human Resources Support Center Southeast	MS	0	-138	-10	-148	-131	-279
Realign	Leased Space - VA	VA	0	-323	-6	-329	-249	-578
Realign	Hill Air Force Base	UT	0	-85	0	-85	-82	-167
Realign	Human Resources Support Center Southwest	CA	0	-164	0	-164	-175	-339
Realign	Human Resources Support Center Northeast	PA	0	-174	-9	-183	-148	-331
Realign	Tinker Air Force Base	OK	0	-111	0	-111	-140	-251
Realign	Wright-Patterson Air Force Base	OH	0	-127	0	-127	-107	-234
Realign	Bolling Air Force Base	DC	0	-37	0	-37	-28	-65
Realign	Robins Air Force Base	GA	-1	-94	0	-95	-59	-154
Realign	Fort Richardson	AK	-2	-59	-1	-62	-54	-116
Realign	Naval Station Pearl Harbor	HI	0	-68	0	-68	-68	-136
Realign	Rock Island Arsenal	IL	0	-251	0	-251	-219	-470
Gainer	Fort Huachuca	AZ	0	44	1	45	32	77
Gainer	Naval Base Coronado	CA	0	198	0	198	212	410
Gainer	Defense Finance and Accounting Service, Indianapolis	IN	0	22	4	26	16	42
Gainer	Aberdeen Proving Ground	MD	0	106	0	106	101	207
Gainer	Human Resources Support Center Northwest	WA	0	23	0	23	24	47
Gainer	Defense Supply Center Columbus	OH	0	237	0	237	194	431
Gainer	Naval Support Activity Philadelphia	PA	0	291	0	291	237	528
Gainer	Randolph Air Force Base	TX	1	379	0	380	425	805
Gainer	Fort Riley	KS	0	106	0	106	80	186
	Net jobs for this Recommendation		**-2**	**-225**	**-21**	**-248**	**-139**	**-387**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
138	**Consolidate Correctional Facilities into Joint Regional Correctional Facilities**	**H&SA - 22**	$178.80	16 yrs	$149.39	($2.30)

Lead Team & Analyst: JC-S (Carol Schmidt) **Support Team & Analyst:** ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Sill	OK	-117	-3	-3	-123	-79	-202
Realign	Marine Corps Base Camp Pendleton	CA	-145	-6	0	-151	-136	-287
Realign	Naval Air Station Jacksonville	FL	-34	-2	0	-36	-41	-77
Realign	Naval Air Station Pensacola	FL	-17	-13	0	-30	-43	-73
Realign	Fort Knox	KY	-98	-7	0	-105	-62	-167
Realign	Edwards Air Force Base	CA	-12	0	0	-12	-10	-22
Realign	Kirtland Air Force Base	NM	-12	0	0	-12	-9	-21
Realign	Submarine Base Bangor	WA	0	-1	0	-1	-1	-2
Realign	Lackland Air Force Base	TX	-9	0	0	-9	-7	-16
Realign	Marine Corps Base Quantico	VA	-50	0	-6	-56	-34	-90
Realign	Naval Station Norfolk	VA	-117	-6	0	-123	-131	-254
Realign	Fort Lewis	WA	-2	-1	0	-3	-2	-5
Realign	Marine Corps Base Camp Lejeune	NC	-182	-16	-9	-207	-118	-325
Gainer	Naval Weapons Station Charleston	SC	39	3	0	42	58	100
Gainer	Fort Leavenworth	KS	195	8	0	203	130	333
Gainer	Naval Support Activity Norfolk	VA	222	22	0	244	263	507
Gainer	Marine Corps Base Miramar	CA	81	6	0	87	78	165
	Net jobs for this Recommendation		**-258**	**-16**	**-18**	**-292**	**-144**	**-436**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
139	**Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell**	**H&SA - 26**	$47.20	14 yrs	$35.39	($4.90)

Lead Team & Analyst: JC-S (Tom Pantelides) **Support Team & Analyst:** JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Leased Space - VA	VA	0	-215	0	-215	-166	-381
Closure	Leased Space - TX	TX	-1	-82	0	-83	-92	-175
Realign	Naval Station Norfolk	VA	-2	-107	0	-109	-150	-259
Gainer	Fort Lee	VA	1	346	0	347	268	615
	Net jobs for this Recommendation		**-2**	**-58**	**0**	**-60**	**-140**	**-200**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
140	**Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability**	**H&SA - 27**	$220.00	2 yrs	$102.07	($491.20)

Lead Team & Analyst: IA (Ethan Saxon) **Support Team & Analyst:** [illegible]

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-5	-16	-15	-36	-25	-61
Realign	Leased Space - VA	VA	-225	-1,605	-1,037	-2,867	-2,044	-4,911
Realign	Arlington Service Center	VA	-224	-516	-383	-1,123	-785	-1,908
Realign	Leased Space - Slidell	LA	-1	-102	-48	-151	-143	-294
Realign	Naval Support Activity Panama City	FL	-12	-12	0	-24	-23	-47
Gainer	Fort Meade	MD	429	2,119	1,370	3,918	3,572	7,490
	Net jobs for this Recommendation		**-38**	**-132**	**-113**	**-283**	**552**	**269**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
141	**Consolidate Media Organizations into a New Agency for Media and Publications**	**H&SA - 30**	$42.00	4 yrs	$2.90	($89.00)

Lead Team & Analyst: JC-S (Michael Delaney) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-65	-117	-100	-282	-195	-477
Realign	Fort Belvoir	VA	-3	0	0	-3	-2	-4
Realign	Leased Space - TX	TX	-77	-65	-131	-273	-242	-410
Realign	Leased Space - DC	DC	-103	-68	-10	-181	-123	-296
Gainer	Fort Meade	MD	225	238	241	704	609	1,313
	Net jobs for this Recommendation		**-23**	**-12**	**0**	**-35**	**47**	**126**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
142	**Consolidate Transportation Command Components**	**H&SA - 31**	$101.80	Immediat	($339.32)	($1,278.20)

Lead Team & Analyst: JC-S (Jim Durso) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Norfolk	VA	-1	-104	0	-105	-145	-250
Realign	Leased Space - VA	VA	-24	-508	-325	-857	-615	-1,472
Realign	Fort Eustis	VA	-23	-300	-54	-377	-498	-875
Gainer	Scott Air Force Base	IL	-209	654	86	531	634	1,165
	Net jobs for this Recommendation		**-257**	**-258**	**-293**	**-808**	**-624**	**-1,432**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
143	**Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and**	**H&SA - 33**	$119.30	Immediat	($463.03)	($1,913.40)

Lead Team & Analyst: JC-S (Colleen Turner) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Hoffman Lease, VA	VA	-575	-1,438	-164	-2,177	-1,558	-3,735
Realign	Leased Space - MO	MO	-709	-1,234	-150	-2,093	-2,078	-4,171
Realign	Leased Space - IN	IN	-25	-111	-1	-137	-90	-227
Realign	Air Reserve Personnel Center	CO	-122	-284	-59	-465	-363	-828
Gainer	Randolph Air Force Base	TX	110	243	63	416	414	830
Gainer	Fort Knox	KY	619	2,175	326	3,120	2,365	5,485
Gainer	Robins Air Force Base	GA	0	30	-4	26	16	42
	Net jobs for this Recommendation		**-702**	**-619**	**11**	**-1,310**	**-1,294**	**-2,604**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
144	**Create Joint Mobilization Sites**	**H&SA - 35**	$0.10	Immediat	($30.85)	($37.90)

Lead Team & Analyst: JC-S (Colleen Turner) Support Team & Analyst: JC-S (Brad McRee)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Eustis	VA	-1	0	0	-1	-1	-2
Realign	Fort Jackson	SC	-1	0	0	-1	0	-1
Realign	Submarine Base New London	CT	-3	0	0	-3	-2	-5
Gainer	Fort Dix	NJ	3	0	0	3	2	5
	Net jobs for this Recommendation		**-2**	**0**	**0**	**-2**	**-1**	**-3**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
145	**Defense Finance and Accounting Service**	**H&SA - 37**	$282.10	Immediat	($158.12)	($1,313.80)

Lead Team & Analyst: IA (Marilyn Wasleski) **Support Team & Analyst:** JC-S (Tom Pantelides)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Defense Finance and Accounting Service, Limestone	ME	0	-241	0	-241	-149	-390
Closure	Defense Finance and Accounting Service, San Bernardino	CA	0	-120	0	-120	-121	-241
Closure	Defense Finance and Accounting Service, San Diego	CA	-3	-237	0	-240	-256	-496
Closure	Defense Finance and Accounting Service, Seaside	CA	-10	-51	0	-61	-61	-122
Closure	Defense Finance and Accounting Service, Orlando	FL	-9	-200	0	-209	-204	-413
Closure	Defense Finance and Accounting Service, Oakland	CA	0	-50	0	-50	-40	-90
Closure	Defense Finance and Accounting Service, Patuxent River	MD	0	-53	0	-53	-70	-123
Closure	Defense Finance and Accounting Service, Kansas City	MO	-37	-576	0	-613	-548	-1,161
Closure	Defense Finance and Accounting Service, St. Louis	MO	-2	-291	0	-293	-317	-610
Closure	Defense Finance and Accounting Service, Rome	NY	0	-290	0	-290	-274	-564
Closure	Defense Finance and Accounting Service, San Antonio	TX	-32	-303	0	-335	-366	-701
Closure	Defense Finance and Accounting Service, Dayton	OH	0	-230	0	-230	-194	-424
Closure	Defense Finance and Accounting Service, Charleston	SC	0	-368	0	-368	-607	-975
Closure	Defense Finance and Accounting Service, Lexington	KY	-5	-40	0	-45	-26	-71
Realign	Rock Island Arsenal	IL	0	-235	0	-235	-205	-440
Realign	Defense Finance and Accounting Service, Arlington	VA	-7	-401	0	-408	-307	-715
Realign	Air Reserve Personnel Center	CO	6	-195	0	-189	-169	-358
Realign	Fort Sill	OK	-52	-181	0	-233	-206	-439
Realign	Naval Station Pearl Harbor	HI	-29	-177	0	-206	-198	-404
Realign	Offutt Air Force Base	NE	0	-235	0	-235	-259	-494
Realign	Naval Station Norfolk	VA	-3	-311	0	-314	-435	-749
Realign	Defense Finance and Accounting Service, Cleveland	OH	-15	-1,013	0	-1,028	-846	-1,874
Realign	Naval Air Station Pensacola	FL	-1	-636	0	-637	-1,099	-1,736
Gainer	Defense Finance and Accounting Service, Indianapolis	IN	114	3,356	0	3,470	2,471	5,941
Gainer	Air Reserve Personnel Center	CO	14	532	0	546	477	1,023
Gainer	Defense Supply Center Columbus	OH	65	1,272	0	1,337	1,065	2,402
	Net jobs for this Recommendation		**-6**	**-1,274**	**0**	**-1,280**	**-2,944**	**-4,224**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
146	**Joint Basing**	H&SA - 41	$50.60	Immediat	($601.32)	($2,342.50)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	McChord Air Force Base	WA	-306	-116	0	-422	-353	-775
Realign	Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	VA	-11	-2	0	-13	-7	-20
Realign	Fort Eustis	VA	-68	-170	0	-238	-307	-545
Realign	Randolph Air Force Base	TX	-40	-69	0	-109	-110	-219
Realign	Fort Sam Houston	TX	-28	-52	0	-80	-81	-161
Realign	Naval Weapons Station Charleston	SC	-163	-101	0	-264	-392	-656
Realign	Naval Air Engineering Station Lakehurst	NJ	-132	-41	0	-173	-111	-284
Realign	Fort Dix	NJ	-7	-82	0	-89	-92	-181
Realign	Naval Air Facility Washington	MD	-9	-9	0	-18	-11	-29
Realign	Hickam Air Force Base	HI	-177	-100	0	-277	-233	-510
Realign	Andersen Air Force Base	GU	-64	-31	0	-95	-79	-174
Realign	Bolling Air Force Base	DC	-64	-55	0	-119	-81	-200
Realign	Fort Richardson	AK	-84	-140	0	-224	-187	-411
	Net jobs for this Recommendation		**-1,153**	**-968**	**0**	**-2,121**	**-2,044**	**-4,165**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
147	**Relocate Air Force Real Property Agency (AFRPA)**	H&SA - 44	$4.50	5 yrs	$0.92	($7.90)

Lead Team & Analyst: JC-S (Carol Schmidt) Support Team & Analyst: AF ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Bolling Air Force Base	DC	0	-59	-3	-62	-45	-107
Gainer	Lackland Air Force Base	TX	0	59	0	59	66	125
	Net jobs for this Recommendation		**0**	**0**	**-3**	**-3**	**21**	**18**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
148	**Relocate Army Headquarters and Field Operating Agencies**	H&SA - 46	$199.90	10 yrs	$111.82	($122.90)

Lead Team & Analyst: Army (Wes Hood) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Rosslyn Lease, VA	VA	0	-2	0	-2	-1	-3
Realign	Hoffman Lease, VA	VA	0	-83	0	-83	-62	-145
Realign	Fort Belvoir	VA	-91	-1,212	0	-1,303	-974	-2,277
Realign	Crystal City Lease, VA	VA	-25	-204	0	-229	-169	-398
Realign	Bailey's Crossroads, VA	VA	-23	-527	0	-550	-413	-963
Realign	Fort Buchanan	PR	-9	-47	0	-56	-54	-110
Realign	Aberdeen Proving Ground	MD	-5	-175	0	-180	-170	-350
Realign	Rock Island Arsenal	IL	-3	-130	0	-133	-114	-247
Gainer	Fort Sam Houston	TX	57	1,016	0	1,073	1,188	2,261
Gainer	Fort Knox	KY	5	56	0	61	48	109
Gainer	Redstone Arsenal	AL	85	1,137	0	1,222	913	2,135
	Net jobs for this Recommendation		**-9**	**-171**	**0**	**-180**	**192**	**12**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
149	**Relocate Miscellaneous Department of the Navy Leased Locations**	**H&SA - 49**	$61.90	1 yr	$12.79	($164.00)

Lead Team & Analyst: JC-S (Carol Schmidt) **Support Team & Analyst:** JC-S (Les Farrington)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-459	-973	0	-1,432	-1,024	-2,456
Realign	Leased Space - VA	VA	0	-10	0	-10	-7	-17
Realign	Leased Space - MD	MD	0	-164	0	-164	-217	-381
Gainer	Arlington Service Center	VA	435	406	0	841	579	1,420
Gainer	Naval Air Station Patuxent River	MD	0	164	6	170	222	392
Gainer	Naval District Washington	DC	24	498	164	686	500	1,186
Gainer	Leased Space - DC	DC	0	79	0	79	59	138
	Net jobs for this Recommendation		**0**	**0**	**170**	**170**	**112**	**282**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
150	**Naval Weapons Station Seal Beach, CA**	**Ind - 4**	$4.10	1 yr	($2.26)	($17.70)

Lead Team & Analyst: Navy (David Epstein) **Support Team & Analyst:** JC-S (George Delgado)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Weapons Station Seal Beach	CA	0	-47	0	-47	-38	-85
Gainer	Tobyhanna Army Depot	PA	0	31	0	31	21	52
Gainer	Letterkenny Army Depot	PA	0	2	0	2	1	3
Gainer	Marine Corps Logistics Base Albany	GA	0	5	0	5	3	8
Gainer	Anniston Army Depot	AL	0	2	0	2	1	3
	Net jobs for this Recommendation		**0**	**-7**	**0**	**-7**	**-12**	**-19**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
151	**Riverbank Army Ammunition Plant, CA**	**Ind - 5**	$25.20	3 yrs	$10.44	($53.30)

Lead Team & Analyst: JC-S (George Delgado) **Support Team & Analyst:** Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Riverbank Army Ammunition Plant	CA	0	-4	-85	-89	-16	-105
	Net jobs for this Recommendation		**0**	**-4**	**-85**	**-89**	**-16**	**-105**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
152	**Sierra Army Depot, CA**	**Ind - 6**	$33.40	7 yrs	$7.21	($66.70)

Lead Team & Analyst: JC-S (George Delgado) **Support Team & Analyst:** Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Tooele Army Depot	UT	0	0	0	0	0	0
Realign	McAlester Army Ammunition Plant	OK	0	0	0	0	0	0
Realign	Crane Army Ammunition Plant	IN	0	0	0	0	0	0
Realign	Sierra Army Depot	CA	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
153	**Rock Island Arsenal, IL**	Ind - 7	$27.00	9 yrs	$16.20	($13.80)

Lead Team & Analyst: JC-S (Valerie Mills) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Rock Island Arsenal	IL	0	-181	0	-181	-158	-339
Gainer	Letterkenny Army Depot	PA	0	27	0	27	14	41
Gainer	Anniston Army Depot	AL	0	119	0	119	88	207
	Net jobs for this Recommendation		**0**	**-35**	**0**	**-35**	**-56**	**-91**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
154	**Newport Chemical Depot, IN**	Ind - 8	$7.10	Immediat	($95.62)	($436.20)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Newport Chemical Depot	IN	-210	-81	-280	-571	-267	-838
Realign	Undistributed or Overseas Reductions	US	5	0	0	5	0	5
	Net jobs for this Recommendation		**-205**	**-81**	**-280**	**-566**	**-267**	**-833**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
155	**Kansas Army Ammunition Plant, KS**	Ind - 9	$25.20	2 yrs	($2.14)	($101.40)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Kansas Army Ammunition Plant	KS	0	-8	-159	-167	-108	-275
	Net jobs for this Recommendation		**0**	**-8**	**-159**	**-167**	**-108**	**-275**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
156	**Lima Tank Plant, OH**	Ind - 10	$0.20	Immediat	($5.85)	($22.30)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lima Tank Plant	OH	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
157	**Mississippi Army Ammunition Plant, MS**	Ind - 11	$32.40	7 yrs	$10.75	($38.60)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Mississippi Army Ammunition Plant	MS	0	-4	-50	-54	-35	-89
Realign	Undistributed or Overseas Reductions	US	0	1	0	1	0	1
	Net jobs for this Recommendation		**0**	**-3**	**-50**	**-53**	**-35**	**-88**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
158	**Hawthorne Army Depot, NV**	Ind - 12	$180.30	Immediat	($59.22)	($777.70)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Hawthorne Army Depot	NV	-74	-45	-80	-199	-125	-324
Realign	Tooele Army Depot	UT	0	0	0	0	0	0
Realign	Undistributed or Overseas Reductions	US	0	20	0	20	0	20
	Net jobs for this Recommendation		**-74**	**-25**	**-80**	**-179**	**-125**	**-304**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
159	Watervliet Arsenal, NY	Ind - 13	$63.70	18 yrs	$46.81	($5.20)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Watervliet Arsenal	NY	0	0	0	0	0	0
	Net jobs for this Recommendation		0	0	0	0	0	0

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
160	Umatilla Chemical Depot, OR	Ind - 14	$15.50	Immediat	($89.06)	($681.10)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Umatilla Army Depot	OR	-127	-385	0	-512	-371	-883
	Net jobs for this Recommendation		-127	-385	0	-512	-371	-883

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
161	Lackland Air Force Base, TX	Ind - 15	$10.20	3 yrs	$0.07	($28.00)

Lead Team & Analyst: JC-S (Tom Pantelides) Support Team & Analyst: JC-S (George Delgado)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lackland Air Force Base	TX	0	-177	0	-177	-198	-375
Gainer	Tobyhanna Army Depot	PA	0	138	0	138	96	234
	Net jobs for this Recommendation		0	-39	0	-39	-102	-141

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
162	Lone Star Army Ammunition Plant	Ind - 16	$29.00	1 yr	$4.66	($164.20)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Lone Star Army Ammunition Plant	TX	-2	-18	-129	-149	-79	-228
	Net jobs for this Recommendation		-2	-18	-129	-149	-79	-228

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
163	Deseret Chemical Depot, UT	Ind - 17	$4.40	Immediat	($65.05)	($356.40)

Lead Team & Analyst: JC-S (George Delgado) Support Team & Analyst: Army (Liz Bieri)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Deseret Chemical Depot	UT	-186	-62	0	-248	-142	-390
	Net jobs for this Recommendation		-186	-62	0	-248	-142	-390

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
164	Ship Intermediate Maintenance Activity Norfolk, VA	Ind - 18	[illegible]	[illegible]	($26.82)	($104.30)

Navy (C.W. Furlow) Support Team & Analyst: JC-S (George Delgado)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Norfolk	VA	-217	-242	0	-459	-564	-1,023
Gainer	Naval Shipyard Norfolk	VA	164	200	0	364	449	813
	Net jobs for this Recommendation		-53	-42	0	-95	-115	-210

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
165	**Fleet Readiness Centers **(Roll up)**	Ind - 19	$298.10	Immediat	($1,528.16)	($4,724.20)

Lead Team & Analyst: JC-S (Tom Pantelides) Support Team & Analyst: JC-S (Tom Pantelides)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Air Station Patuxent River	MD	-8	8	0	0	3	3
Realign	Naval Air Weapons Station China Lake	CA	-44	-9	0	-53	-50	-103
Realign	Naval Base Coronado	CA	-71	-587	0	-658	-691	-1,349
Realign	Naval Base Ventura County	CA	-12	5	0	-7	-5	-12
Realign	Naval Air Station Jacksonville	FL	-38	-180	0	-218	-294	-512
Realign	Naval Support Activity Crane	IN	0	-152	0	-152	-68	-220
Realign	Marine Corps Air Station Cherry Point	NC	0	-632	0	-632	-557	-1,189
Realign	Naval Air Station Fallon	NV	-7	0	0	-7	-5	-12
Realign	Naval Air Station Willow Grove	PA	-139	-5	0	-144	-68	-212
Realign	Naval Air Station Oceana	VA	-80	53	0	-27	-11	-38
Realign	Naval Station Norfolk	VA	-31	14	0	-17	-13	-30
Gainer	Marine Corps Base Camp Lejeune	NC	0	15	0	15	9	24
Gainer	Naval Air Station Whidbey Island	WA	-34	173	0	139	162	301
Gainer	Marine Corps Air Station Yuma	AZ	0	5	0	5	4	9
Gainer	Naval Station Mayport	FL	-6	11	0	5	9	14
Gainer	Marine Corps Air Station Beaufort	SC	0	12	0	12	9	21
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	TX	0	5	0	5	5	10
Gainer	Naval Air Station Lemoore	CA	5	35	0	40	32	72
Gainer	Marine Corps Base Miramar	CA	0	28	0	28	30	58
Gainer	Marine Corps Base Camp Pendleton	CA	0	7	0	7	7	14
Gainer	Naval Air Station New Orleans	LA	0	2	0	2	2	4
	Net jobs for this Recommendation		**-465**	**-1,192**	**0**	**-1,657**	**-1,490**	**-3,147**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
166	**Naval Shipyard Detachments**	Ind - 26	$12.50	4 yrs	$0.95	($20.70)

Lead Team & Analyst: Navy (C.W. Furlow) Support Team & Analyst: JC-S (George Delgado)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Navy Philadelphia Business Center	PA	0	-63	0	-63	-51	-114
Realign	Naval Station Annapolis	MD	0	-13	0	-13	-12	-25
Realign	Naval Shipyard Puget Sound-Boston Detachment	MA	0	-108	0	-108	-105	-213
Gainer	Naval Station Bremerton	WA	0	103	0	103	108	211
Gainer	Naval Shipyard Norfolk	VA	0	73	0	73	101	174
	Net jobs for this Recommendation		**0**	**-8**	**0**	**-8**	**41**	**33**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
167	**Defense intelligence Agency**	Int - 3	$96.70	8 yrs	$48.78	($52.80)

Lead Team & Analyst: JC-S (Michael Delaney) Support Team & Analyst: JC-S (Tom Pantelides)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Crystal City Lease, VA	VA	0	0	0	0	0	0
Realign	Bolling Air Force Base	DC	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
168	**National Geospatial Intelligence Agency**	**Int - 4**	$1,117.30	8 yrs	$796.70	($535.10)

Lead Team & Analyst: JC-S (Michael Delaney) Support Team & Analyst: JC-S (Tom Pantelides)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Leased Space - VA	VA	0	0	0	0	0	0
Closure	Leased Space - MD	MD	-97	-1,770	-1,233	-3,100	-2,219	-5,319
Closure	Leased Space - DC	DC	0	0	0	0	0	0
Gainer	Fort Belvoir	VA	0	0	0	0	0	0
	Net jobs for this Recommendation		**-97**	**-1,770**	**-1,233**	**-3,100**	**-2,219**	**-5,319**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
169	**Walter Reed National Military Medical Center, Bethesda, MD**	**Med - 4**	$988.80	10 yrs	$724.20	($301.20)

Lead Team & Analyst: JC-S (Lesia Mandzia) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Undistributed or Overseas Reductions	US	13	47	0	60	0	60
Realign	Walter Reed Army Medical Center	DC	-2,679	-2,388	-750	-5,817	-3,980	-9,797
Gainer	Fort Belvoir	VA	1,258	992	0	2,250	1,538	3,788
Gainer	Fort Sam Houston	TX	96	51	63	210	187	397
Gainer	National Naval Medical Center Bethesda	MD	839	109	0	948	689	1,637
Gainer	Fort Detrick	MD	63	17	88	168	127	295
Gainer	Aberdeen Proving Ground	MD	12	13	44	69	59	128
Gainer	Dover Air Force Base	DE	112	128	0	240	244	484
	Net jobs for this Recommendation		**-286**	**-1,031**	**-555**	**-1,872**	**-1,136**	**-3,008**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
170	**Brooks City Base, TX**	**Med - 6**	$325.30	2 yrs	$45.93	($940.70)

Lead Team & Analyst: JC-S (Lesia Mandzia) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Brooks City-Base	TX	-1,297	-1,268	-358	-2,923	-2,799	-5,722
Realign	Holloman Air Force Base	NM	-17	0	0	-17	-11	-28
Gainer	Randolph Air Force Base	TX	1	77	0	78	86	164
Gainer	Lackland Air Force Base	TX	220	361	127	708	690	1,398
Gainer	Fort Sam Houston	TX	10	17	13	40	37	77
Gainer	Wright-Patterson Air Force Base	OH	579	409	69	1,057	852	1,909
Gainer	Aberdeen Proving Ground	MD	35	26	27	88	73	161
	Net jobs for this Recommendation		**-469**	**-378**	**-122**	**-969**	**-1,072**	**-2,041**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
171	**McChord Air Force Base, WA**	**Med - 9**	$1.10	Immediat	($55.12)	($164.40)

Lead Team & Analyst: JC-S (Lesia Mandzia) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	McChord Air Force Base	WA	-156	-29	-7	-192	-153	-345
Gainer	Fort Lewis	WA	124	13	0	137	106	243
	Net jobs for this Recommendation		**-32**	**-16**	**-7**	**-55**	**-47**	**-102**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
172	**San Antonio Regional Medical Center, TX**	**Med - 10**	$1,040.90	10 yrs	$826.72	($476.20)

Lead Team & Analyst: JC-S (Lesia Mandzia) Support Team & Analyst: Navy (Joe Barrett)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Medical Center Portsmouth	VA	-463	-25	-1	-489	-522	-1,011
Realign	Sheppard Air Force Base	TX	-2,224	-154	0	-2,378	-1,583	-3,961
Realign	Lackland Air Force Base	TX	-1,849	-808	-243	-2,900	-2,655	-5,555
Realign	Naval Station Great Lakes	IL	-1,868	-58	0	-1,926	-2,445	-4,371
Realign	Naval Medical Center San Diego	CA	-1,596	-33	-1	-1,630	-1,469	-3,099
Gainer	Fort Sam Houston	TX	7,428	534	0	7,962	6,839	14,801
	Net jobs for this Recommendation		**-572**	**-544**	**-245**	**-1,361**	**-1,835**	**-3,196**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
173	**Convert Inpatient Services to Clinics**	**Med - 12**	$12.90	Immediat	($250.88)	($818.10)

Lead Team & Analyst: JC-S (Lesia Mandzia) Support Team & Analyst: AF (Mike Flinn)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Eustis	VA	-10	-24	0	-34	-43	-77
Realign	Marine Corps Air Station Cherry Point	NC	-16	-22	-20	-58	-42	-100
Realign	Keesler Air Force Base	MS	-181	-31	-190	-402	-247	-649
Realign	Andrews Air Force Base	MD	-126	-34	0	-160	-103	-263
Realign	Fort Knox	KY	-34	-51	-142	-227	-146	-373
Realign	Scott Air Force Base	IL	-62	-15	0	-77	-66	-143
Realign	Naval Station Great Lakes	IL	-70	-45	0	-115	-175	-290
Realign	MacDill Air Force Base	FL	-18	-1	0	-19	-16	-35
Realign	United States Air Force Academy	CO	-30	-9	-1	-40	-31	-71
Gainer	Fort Carson	CO	26	7	0	33	26	59
	Net jobs for this Recommendation		**-521**	**-225**	**-353**	**-1,099**	**-843**	**-1,942**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
174	**Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Develop**	**Med - 15**	$73.90	7 yrs	$45.93	($46.00)

Lead Team & Analyst: JC-S (Jim Durso) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Surface Warfare Center Dahlgren	VA	0	-131	-17	-148	-172	-320
Realign	Fort Belvoir	VA	-9	-47	-11	-67	-47	-114
Realign	Bailey's Crossroads, VA	VA	-9	-36	-44	-89	-61	-150
Realign	Leased Space - MD	MD	-16	-35	0	-51	-37	-88
Realign	Bethesda/Chevy Chase	MD	-5	-2	0	-7	-3	-10
Realign	Naval Support Activity Crane	IN	0	-57	-11	-68	-30	-98
Realign	Naval Station Great Lakes	IL	-67	-21	-11	-99	-149	-248
Realign	Tyndall Air Force Base	FL	-15	-19	0	-34	-34	-68
Realign	Naval Air Station Pensacola	FL	-22	-12	-6	-40	-53	-93
Realign	Potomac Annex	DC	-4	-5	-3	-12	-6	-18
Gainer	Fort Sam Houston	TX	61	20	16	97	85	182
Gainer	Wright-Patterson Air Force Base	OH	22	11	6	39	30	69
Gainer	Fort Detrick	MD	13	26	-132	-93	285	-112
Gainer	Aberdeen Proving Ground	MD	33	256	83	372	343	715
Gainer	Walter Reed Army Medical Center	DC	11	15	128	154	101	255
	Net jobs for this Recommendation		**-7**	**-37**	**-2**	**-46**	**252**	**-98**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
175	**Commodity Management Privatization**	**S&S - 5**	$6.40	Immediat	($333.75)	($735.90)

Lead Team & Analyst: JC-S (Jim Durso) Support Team & Analyst: JC-S (Valerie Mills)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Bremerton	WA	0	-1	0	-1	-1	-2
Realign	Naval Station Norfolk	VA	0	-7	0	-7	-9	-16
Realign	Defense Supply Center Richmond	VA	0	-32	0	-32	-24	-56
Realign	Naval Support Activity Mechanicsburg	PA	0	-1	0	-1	0	-1
Realign	Defense Distribution Depot Susquehanna	PA	0	-15	0	-15	-13	-28
Realign	Tinker Air Force Base	OK	0	-1	0	-1	-1	-2
Realign	Detroit Arsenal	MI	0	-30	0	-30	-18	-48
Realign	Naval Station Pearl Harbor	HI	0	-1	0	-1	-1	-2
Realign	Defense Distribution Depot San Joaquin	CA	0	-31	0	-31	-20	-51
Realign	Anniston Army Depot	AL	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible] Air Force Base	UT	0	4	0	0	0	
Gainer	Defense Supply Center Columbus	OH	0	4	0	4	3	7
	Net jobs for this Recommendation		**0**	**-112**	**0**	**-116**	**-84**	**-200**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
176	**Depot-level Reparable Procurement Management Consolidation**	**S&S - 7**	$127.00	Immediat	($369.79)	($1,889.60)

Lead Team & Analyst: JC-S (Valerie Mills) Support Team & Analyst: JC-S (Jim Durso)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Hill Air Force Base	UT	0	-47	0	-47	-45	-92
Realign	Lackland Air Force Base	TX	-97	-196	0	-293	-301	-594
Realign	Naval Support Activity Mechanicsburg	PA	0	-10	0	-10	-9	-19
Realign	Tinker Air Force Base	OK	0	-38	0	-38	-48	-86
Realign	Natick Soldier Systems Center	MA	0	-18	0	-18	-12	-30
Realign	Rock Island Arsenal	IL	0	-740	0	-740	-647	-1,387
Realign	Marine Corps Logistics Base Albany	GA	0	-7	0	-7	-5	-12
Realign	Fort Huachuca	AZ	0	-212	0	-212	-158	-370
Realign	Redstone Arsenal	AL	0	-71	0	-71	-54	-125
Gainer	Fort Belvoir	VA	0	7	0	7	5	12
Gainer	Defense Supply Center Richmond	VA	0	85	0	85	65	150
Gainer	Defense Supply Center Columbus	OH	0	152	0	152	124	276
Gainer	Detroit Arsenal	MI	0	600	0	600	377	977
Gainer	Aberdeen Proving Ground	MD	0	228	0	228	218	446
Gainer	Robins Air Force Base	GA	87	143	0	230	150	380
	Net jobs for this Recommendation		**-10**	**-124**	**0**	**-134**	**-340**	**-474**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
177	**Supply, Storage, and Distribution Management Reconfiguration**	**S&S - 13**	$192.70	Immediat	($1,047.33)	($2,925.80)

Lead Team & Analyst: JC-S (Valerie Mills) Support Team & Analyst: JC-S (Jim Durso)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Station Bremerton	WA	0	-59	0	-59	-62	-121
Realign	Naval Station Norfolk	VA	-1	-306	0	-307	-426	-733
Realign	Defense Supply Center Richmond	VA	0	-47	0	-47	-36	-83
Realign	Hill Air Force Base	UT	-1	-63	0	-64	-61	-125
Realign	Corpus Christi Army Depot	TX	0	-92	0	-92	-132	-224
Realign	Tobyhanna Army Depot	PA	-1	-85	0	-86	-59	-145
Realign	Defense Supply Center Columbus	OH	-2	-19	0	-21	-15	-36
Realign	Marine Corps Air Station Cherry Point	NC	0	-10	0	-10	-8	-18
Realign	Robins Air Force Base	GA	0	-9	785	776	464	1,240
Realign	Marine Corps Logistics Base Albany	GA	-2	-38	0	-40	-30	-70
Realign	Naval Air Station Jacksonville	FL	0	-29	0	-29	-40	-69
Realign	Naval Station San Diego	CA	-1	-2	0	-3	-2	-5
Realign	Marine Corps Logistics Base Barstow	CA	-3	-7	0	-10	-9	-19
Realign	Anniston Army Depot	AL	0	-90	0	-90	-66	-156
Gainer	Tinker Air Force Base	OK	0	33	0	33	41	74
	Net jobs for this Recommendation		**-11**	**-823**	**785**	**-49**	**-441**	**-490**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
178	**Co-locate Extramural Research Program Managers**	**Tech - 5**	$153.50	2 yrs	($107.12)	($572.70)

Lead Team & Analyst: JC-S (Ashley Buzzell) Support Team & Analyst: JC-S (Tim Abrell)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Leased Space - VA	VA	-18	-182	0	-200	-148	-348
Realign	Fort Belvoir	VA	-76	-132	0	-208	-147	-355
Realign	Center for Naval Research	VA	-25	-313	0	-338	-252	-590
Realign	Ballston Lease, VA	VA	-23	-111	0	-134	-97	-231
Realign	Army Research Office Durham	NC	-1	-113	0	-114	-66	-180
Gainer	National Naval Medical Center Bethesda	MD	143	827	-29	941	839	1,780
	Net jobs for this Recommendation		**0**	**-24**	**-29**	**-53**	**129**	**76**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
179	**Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluatio**	**Tech - 6**	$254.40	8 yrs	$115.25	($238.00)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: AF (David Combs)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Lackland Air Force Base	TX	-12	-42	0	-54	-57	-111
Realign	Wright-Patterson Air Force Base	OH	-62	-542	0	-604	-506	-1,110
Realign	Eglin Air Force Base	FL	-28	-50	0	-78	-61	-139
Realign	Maxwell Air Force Base	AL	-724	-549	0	-1,273	-914	-2,187
Gainer	Hanscom Air Force Base	MA	559	824	0	1,383	841	2,224
Gainer	Edwards Air Force Base	CA	23	42	0	65	74	139
	Net jobs for this Recommendation		**-244**	**-317**	**0**	**-561**	**-623**	**-1,184**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
180	**Consolidate Ground Vehicle Development & Acquisition in a Joint Center**	**Tech - 7**	$3.80	2 yrs	$1.90	($17.10)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: N/A (N/A)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	U.S. Marine Corps Direct Reporting Program Manager Advanced Amphibious Assault	VA	0	-32	0	-32	-24	-56
Realign	Redstone Arsenal	AL	-4	-73	0	-77	-57	-134
Gainer	Detroit Arsenal	MI	3	103	0	106	64	170
	Net jobs for this Recommendation		**-1**	**-2**	**0**	**-3**	**-17**	**-20**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
181	**Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation**	Tech - 9	$106.10	1 yr	($88.56)	($455.10)

Lead Team & Analyst: Navy (David Epstein) Support Team & Analyst: Navy (David Epstein)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Weapons Station Yorktown	VA	0	-130	0	-130	-180	-310
Realign	Naval Weapons Station Charleston	SC	-1	-27	-380	-408	-636	-1,044
Realign	Naval Air Station Patuxent River	MD	-2	-32	0	-34	-43	-77
Realign	Naval Air Station Pensacola	FL	0	-102	0	-102	-176	-278
Realign	Naval Air Station Jacksonville	FL	0	-34	0	-34	-47	-81
Realign	Naval District Washington	DC	0	-172	0	-172	-130	-302
Realign	Naval Base Ventura County	CA	-1	-102	-24	-127	-158	-285
Gainer	Naval Surface Warfare Center Dahlgren	VA	0	13	144	157	102	259
Gainer	Naval Station Norfolk	VA	-1	7	0	6	8	14
Gainer	Naval Amphibious Base Little Creek	VA	10	27	0	37	47	84
Gainer	Naval Station Newport	RI	2	12	-16	-2	-3	-5
Gainer	Naval Base Point Loma	CA	-11	26	-59	-44	-44	-88
	Net jobs for this Recommendation		**-4**	**-514**	**-335**	**-853**	**-1,260**	**-2,113**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
182	**Consolidate Navy Strategic Test and Evaluation**	Tech - 12	$86.40	7 yrs	$76.69	($61.40)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: AF (David Combs)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Patrick Air Force Base	FL	-136	-59	0	-195	-165	-360
Gainer	Submarine Base Kings Bay	GA	100	22	0	122	59	181
	Net jobs for this Recommendation		**-36**	**-37**	**0**	**-73**	**-106**	**-179**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
183	**Consolidate Sea Vehicle Development & Acquisition**	Tech - 13	$1.50	7 yrs	$0.14	($2.00)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Detroit Arsenal	MI	-4	-31	0	-35	-19	-54
Gainer	Naval Surface Weapons Station Carderock	MD	0	6	0	6	5	11
Gainer	Naval District Washington	DC	4	24	0	28	20	48
	Net jobs for this Recommendation		**0**	**-1**	**0**	**-1**	**6**	**5**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
184	**Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition,**	**Tech - 15**	$358.10	7 yrs	$148.66	($433.40)

Lead Team & Analyst: Navy (David Epstein) **Support Team & Analyst:** Navy (David Epstein)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Weapons Station Yorktown	VA	0	-49	-12	-61	-81	-142
Realign	Naval Surface Warfare Center Dahlgren	VA	0	-133	-22	-155	-177	-332
Realign	Naval Surface Warfare Center Indian Head	MD	0	-52	0	-52	-39	-91
Realign	Naval Air Station Patuxent River	MD	0	-110	-148	-258	-285	-543
Realign	Naval Support Activity Crane	IN	0	-227	-31	-258	-117	-375
Realign	Naval Weapons Station Seal Beach	CA	0	-24	-21	-45	-31	-76
Realign	Naval Base Ventura County	CA	-220	-1,679	-351	-2,250	-2,760	-5,010
Realign	Naval Base Point Loma	CA	0	-47	0	-47	-50	-97
Gainer	Naval Air Weapons Station China Lake	CA	187	1,961	493	2,641	3,168	5,809
	Net jobs for this Recommendation		**-33**	**-360**	**-92**	**-485**	**-372**	**-857**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
185	**Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, T**	**Tech - 18**	$2.70	2 yrs	($4.87)	($17.90)

Lead Team & Analyst: JC-S (Les Farrington) **Support Team & Analyst:** ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Fort Belvoir	VA	-24	-41	0	-65	-46	-111
Realign	Hill Air Force Base	UT	-7	-26	0	-33	-31	-64
Gainer	Eglin Air Force Base	FL	26	57	0	83	65	148
	Net jobs for this Recommendation		**-5**	**-10**	**0**	**-15**	**-12**	**-27**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
186	**Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition**	**Tech - 19**	$116.30	13 yrs	$81.24	($32.60)

Lead Team & Analyst: Navy (David Epstein) **Support Team & Analyst:** Army (Dean Rhody)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Surface Warfare Center Dahlgren	VA	0	-83	0	-83	-102	-185
Realign	Naval Weapons Station Earle	NJ	0	-63	0	-63	-55	-118
Realign	Naval Surface Warfare Center Indian Head	MD	0	-43	0	-43	-32	-75
Realign	Army Research Laboratory Adelphi	MD	0	-43	0	-43	-39	-82
Realign	Navy Recruiting Command Louisville	KY	-6	-217	0	-223	-165	-388
Realign	Naval Support Activity Crane	IN	0	-236	0	-236	-106	-342
Realign	Naval Weapons Station Fallbrook	CA	0	-118	0	-118	-126	-244
Realign	Naval Air Weapons Station China Lake	CA	0	-5	0	-5	-6	-11
Gainer	Picatinny Arsenal	NJ	5	688	0	693	565	1,258
	Net jobs for this Recommendation		**-1**	**-120**	**0**	**-121**	**-66**	**-187**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
187	**Defense Research Service-Led Laboratories**	**Tech - 22**	$164.60	4 yrs	$45.03	($357.30)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: AF (David Combs)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Air Force Research Lab, Mesa City	AZ	-42	-46	0	-88	-82	-170
Realign	Langley Air Force Base	VA	-4	-46	0	-50	-67	-117
Realign	Glenn Research Center	OH	0	-50	0	-50	-42	-92
Realign	Rome Laboratory	NY	-13	-124	0	-137	-122	-259
Realign	White Sands Missile Range	NM	-13	-165	0	-178	-189	-367
Realign	Hanscom Air Force Base	MA	-60	-219	0	-279	-178	-457
Gainer	Wright-Patterson Air Force Base	OH	43	99	0	142	116	258
Gainer	Kirtland Air Force Base	NM	41	162	0	203	200	403
Gainer	Aberdeen Proving Ground	MD	14	214	0	228	215	443
	Net jobs for this Recommendation		**-34**	**-175**	**0**	**-209**	**-149**	**-358**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
188	**Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Tes**	**Tech - 24**	$17.70	9 yrs	$7.91	($17.90)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Hill Air Force Base	UT	-6	-11	0	-17	-15	-32
Realign	Tinker Air Force Base	OK	-1	-12	0	-13	-15	-28
Realign	Robins Air Force Base	GA	-9	-8	0	-17	-11	-28
Gainer	Wright-Patterson Air Force Base	OH	15	31	0	46	37	83
	Net jobs for this Recommendation		**-1**	**0**	**0**	**-1**	**-4**	**-5**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
189	**Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evalu**	**Tech - 26**	$49.40	26 yrs	$40.22	$11.80

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: Army (Dean Rhody)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Wright-Patterson Air Force Base	OH	-8	-51	0	-59	-49	-108
Realign	Naval Air Engineering Station Lakehurst	NJ	0	-13	0	-13	-11	-24
Realign	Robins Air Force Base	GA	0	-50	0	-50	-31	-81
Realign	Fort Rucker	AL	-18	-102	0	-120	-121	-241
Gainer	Naval Air Station Patuxent River	MD	7	54	0	61	77	138
Gainer	Redstone Arsenal	AL	16	124	0	140	102	242
	Net jobs for this Recommendation		**-3**	**-38**	**0**	**-41**	**-33**	**-74**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
190	**Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition**	**Tech - 28**	$72.70	12 yrs	$50.87	($16.90)

Lead Team & Analyst: JC-S (Les Farrington) Support Team & Analyst: Navy (David Epstein)

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Realign	Naval Base Ventura County	CA	-11	-368	-100	-479	-595	-1,074
Gainer	Naval Air Weapons Station China Lake	CA	11	368	0	379	484	863
	Net jobs for this Recommendation		**0**	**0**	**-100**	**-100**	**-111**	**-211**

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Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
191	**Close or Further Realign Naval Air Station Brunswick, ME**	**Add 1**	$185.84	1 yr	$50.87	($844.00)

Lead Team & Analyst: Navy (Hal Tickle) Support Team & Analyst: Navy ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Air Station Brunswick	ME	-2,875	-395	0	-3,270	0	0
	Net jobs for this Recommendation		**-2,875**	**-395**	**0**	**-3,270**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
192	**Close or Realign Broadway Complex San Diego, CA**	**Add 2**				

Lead Team & Analyst: Navy (Brian McDaniel) Support Team & Analyst: Navy ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Broadway Complex San Diego	CA	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
193	**Close or Further Realign Master Jet Base Oceana, VA**	**Add 3**				

Lead Team & Analyst: Navy (Bill Fetzer) Support Team & Analyst: Navy ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Naval Air Station Oceana	VA	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
194	**Close or Further Realign Pope AFB, NC**	**Add 4**				

Lead Team & Analyst: AF (Mike Flinn) Support Team & Analyst: Air Force ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Pope Air Force Base	NC	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
195	**Close or Further Realign Galena Airport FOL, AK**	**Add 5**				

Lead Team & Analyst: AF (Craig Hall) Support Team & Analyst: Air Force ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Galena Airport Forward Operating Location	AK	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
196	**Close or Realign Defense Finance and Accounting Service**	**Add 6**				

Lead Team & Analyst: JC-S (Marilyn Wasleski) Support Team & Analyst: JCSG ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chngs
Closure	Air Reserve Personnel Center	CO	0	0	0	0	0	0
Realign	Defense Supply Center Columbus	OH	0	0	0	0	0	0
Realign	Defense Finance and Accounting Service, Indianapolis	IN	0	0	0	0	0	0
	Net jobs for this Recommendation		**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
197	**Close or Realign Professional Development Education**	**Add 7**				

Lead Team & Analyst: JC-S (Syd Carroll) Support Team & Analyst: JCSG ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	**Total Dir.**	**Total InDir.**	Total Chngs
Realign	Wright-Patterson Air Force Base	OH	0	0	0	0	0	0
Realign	NAVPGSCOL Monterey, CA	CA	0	0	0	0	0	0
		Net jobs for this Recommendation	**0**	**0**	**0**	**0**	**0**	**0**

Rec #	Name of DoD Recommendation	Recomendation Page	1- Time Cost ($M)	Payback	6 Yr Net ($M)	20-Yr NPV ($M)
198	**Close or Realign Joint Medical Command HQs**	**Add 8**				

Lead Team & Analyst: IA (Ethan Saxon) Support Team & Analyst: JCSG ()

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	**Total Dir.**	**Total InDir.**	Total Chngs
Closure	Bailey's Crossroads, VA	VA	0	0	0	0	0	0
Closure	Potomac Annex	DC	0	0	0	0	0	0
Realign	Bolling Air Force Base	DC	0	0	0	0	0	0
		Net jobs for this Recommendation	**0**	**0**	**0**	**0**	**0**	**0**

DFAS Current Workyears / On-Board

Site	On Board				Retirement	
	Civilians[1]	Military[1]	Contractors[2]	Site Totals	Early	Optional
Arlington	372	14	69	455	114	54
Charleston	361	0	25	386	128	57
Cleveland	1,185	15	593	1,793	360	158
Columbus	2,031	0	156	2,187	309	396
Dayton	351	9	5	365	58	36
Denver	1,173	59	100	1,332	372	246
Indianapolis	2,455	71	404	2,930	614	474
Kansas City	675	67	140	882	171	109
Lawton	237	51	0	288	44	27
Lexington	40	2	0	42	14	2
Limestone	353	1	10	364	27	28
Norfolk	333	1	0	334	85	48
Oakland	50	0	0	50	28	11
Omaha	225	49	13	287	32	29
Orlando	214	13	0	227	58	43
Pacific	178	43	0	221	31	42
Patuxent River	55	0	57	112	17	8
Pensacola	331	1	32	364	79	64
Pensacola - Saufley Field	186	0	116	302	55	28
Red River	214	0	0	214	No Data	No Data
Rock Island	306	0	0	306	71	36
Rome	381	0	0	381	48	57
San Antonio	312	56	0	368	81	55
San Bernardino	113	0	3	116	20	24
San Diego	314	7	1	322	50	84
Seaside	47	6	0	[illegible]	[illegible]	12
St. Louis	327	1	16	344	115	46

[1] Source: HR Monthly Flash Report (April 2005); includes all civilian employees currently in pay status, foreign nationals, and Non-Appropriated Fund (NAF) employees

[2] Source: Support Services March 2005 contractor datacall

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Economic Impact if Closed

Name	Population	Jobs in MSA	DFAS Jobs	Indirect Total %	Total	Percentage %
Limestone	73,260	41,296	364	222	586	-1.42
Lawton	110,298	64,260	288	260	548	-0.86
Indianapolis	1,600,779	1,044,270	2,930	1,994	4,924	-0.47
Rome	298,093	158,274	381	360	741	-0.47
Pensacola NAS*	429,301	214,654	666	607	1,273	-0.46
Patuxent River	92,697	54,956	112	127	239	-0.45
Columbus	1,677,102	1,123,547	2,187	1,743	3,930	-0.35
Charleston	572,411	344,025	386	635	1,021	-0.31
Rock Island	374,940	226,974	306	268	574	-0.25
Cleveland	2,140,376	1,296,703	1,793	1,274	3,067	-0.24
Denver	2,301,861	1,521,993	1,332	1,152	2,484	-0.16
Dayton	845,596	503,916	365	308	673	-0.13
Kansas City	1,906,092	1,220,737	882	757	1,639	-0.13
Omaha	792,514	539,630	287	300	587	-0.11
Norfolk NAS	1,625,044	988,514	334	464	798	-0.08
Pacific Ford Island	893,358	575,713	221	221	442	-0.08
San Antonio	1,816,323	1,016,270	368	398	766	-0.08
Seaside	414,423	232,018	53	54	107	-0.05
Orlando	1,802,305	1,113,712	227	221	448	-0.04
San Diego	2,918,829	1,816,527	332	344	676	-0.04
St. Louis	2,753,772	1,654,968	344	370	714	-0.04
Arlington	3,942,004	2,800,543	455	336	791	-0.03
Lexington	420,861	298,238	112	127	239	-0.02
San Bernardino	3,645,017	1,517,811	116	117	233	-0.02
Oakland	2,458,679	1,367,025	50	41	91	-0.01

*with Pensacola Saufley Field

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MOVEMENTS								
FROM		TO	OFFICER	ENLISTED	CIVILIAN	STUDENT	CONTRACTOR	TOTAL
MONMOUTH	ABE	DEEN	106	51	3879	1	0	4037
MONMOUTH	WES	POINT	9	15	18	202	0	244
MONMOUTH	BASI	X	8	36	108	0	0	152
MONMOUTH	BEL	OIR	12	1	156	0	0	169
MONMOUTH	DSC-	COLUMBUS	0	0	49	0	0	49
MONMOUTH	MEA	E	0	0	2	0	0	2
KNOX	ABEF	DEEN	0	0	10	0	0	10
BELVOIR	ABEF	DEEN	11	12	767	0	0	790
REDSTONE	ABEF	DEEN	5	2	29	0	0	36
CRYSTAL CITY	BELV	IR	0	3	14	0	0	17

ADDITIONS & DELETIONS							
INST	ALLATION	OFFICER	ENLISTED	CIVILIAN	STUDENT	CONTRACTOR	TOTAL
MONM	OUTH	-40	-139	-440	0	0	-619
ABER	EEN	0	0	168	0	0	168
WEST	POINT	0	0	20	0	0	20
KNOX		0	0	-1	0	0	-1
BELVO	R	-2	-4	-84	0	0	-90
REDS	ONE	0	0	-1	0	0	-1
DSC-C	OLUMBUS	0	0	0	0	0	0
MEADI		0	0	0	0	0	0

4037
10
790
36
4873

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remaining Belvoir C4ISR Units by UICs Summary

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4	Donor Installation	UIC	UIC Description	OFF	WOF	TOT OFF	ENL	Students	TOT MIL	US CIV	TOT Population
5	BELVOIR	W4FH10	USA SOFTWARE ENG CTR	4		4	0		4	135	139
6	BELVOIR	W4GV75	OFC HQ CECOM	0		0	0		0	66	66
7	BELVOIR	W4GV75	OFC HQ CECOM	0		0	0		0		0
8	BELVOIR	W27P5A	MGR USA AAESA, PEO SOLDIER FT	1		1	0		1	3	4
9	BELVOIR	W27P8A	MGR USA AAESA, PEO SOLDIER FT	3		3	0		3	31	34
10	BELVOIR	W24803	CMD USAISEC	0		0	0		0	0	0
11	BELVOIR	W4G875	CTR RD&E CENTER	0		0	0		0	54	54
12	BELVOIR	W27P26	PEO CT3	7		7	5		12	35	47
13											
14			Total	15	0	15	5	0	20	324	344

W4G828 NVESD 15 514 529

N6DP02 PM NV/RSTA 8 23 31

560

DR CHIEN HSU

696-9590

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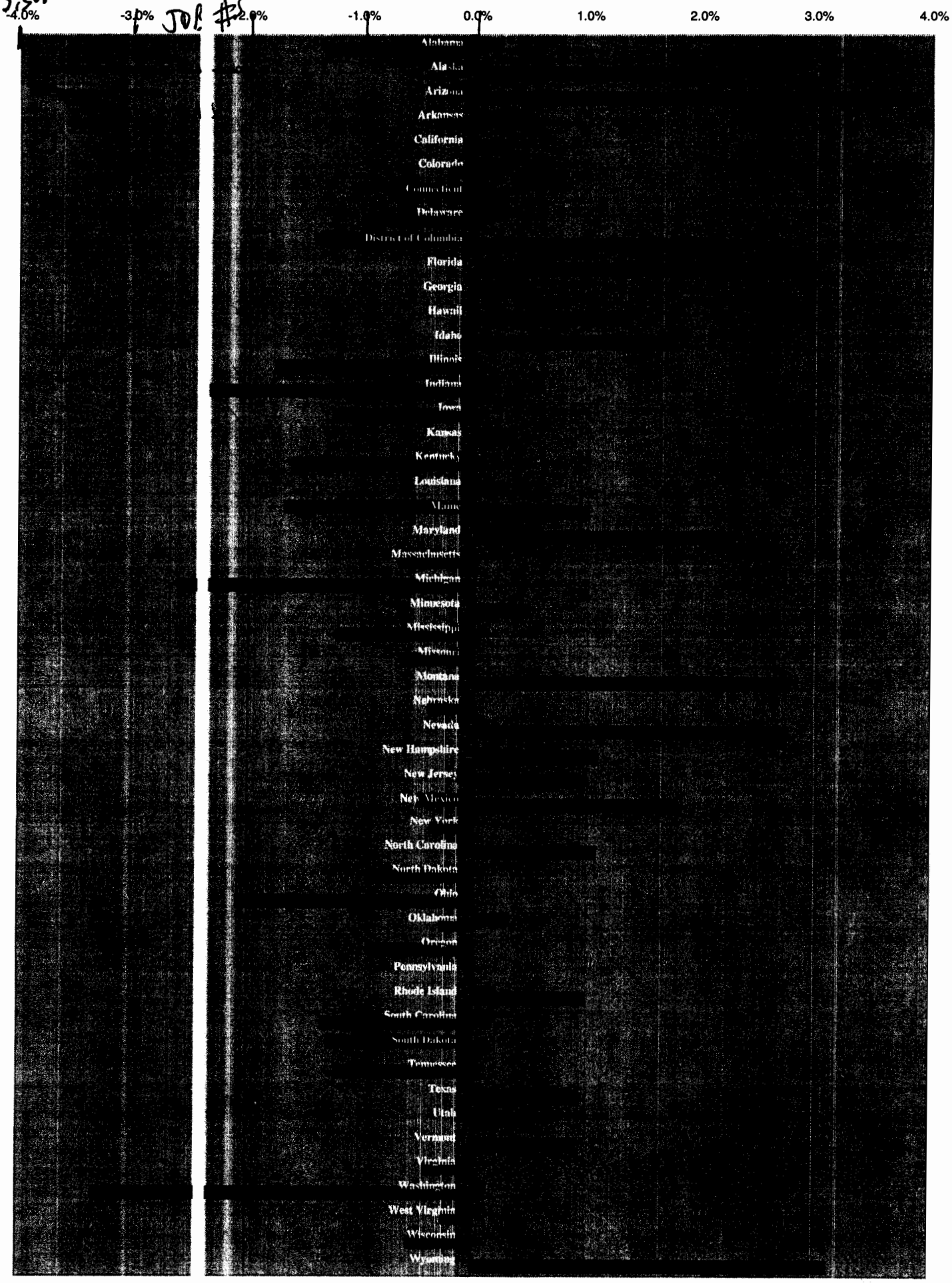
lesser

CANV

15,500 DCN:11695

JOB #5

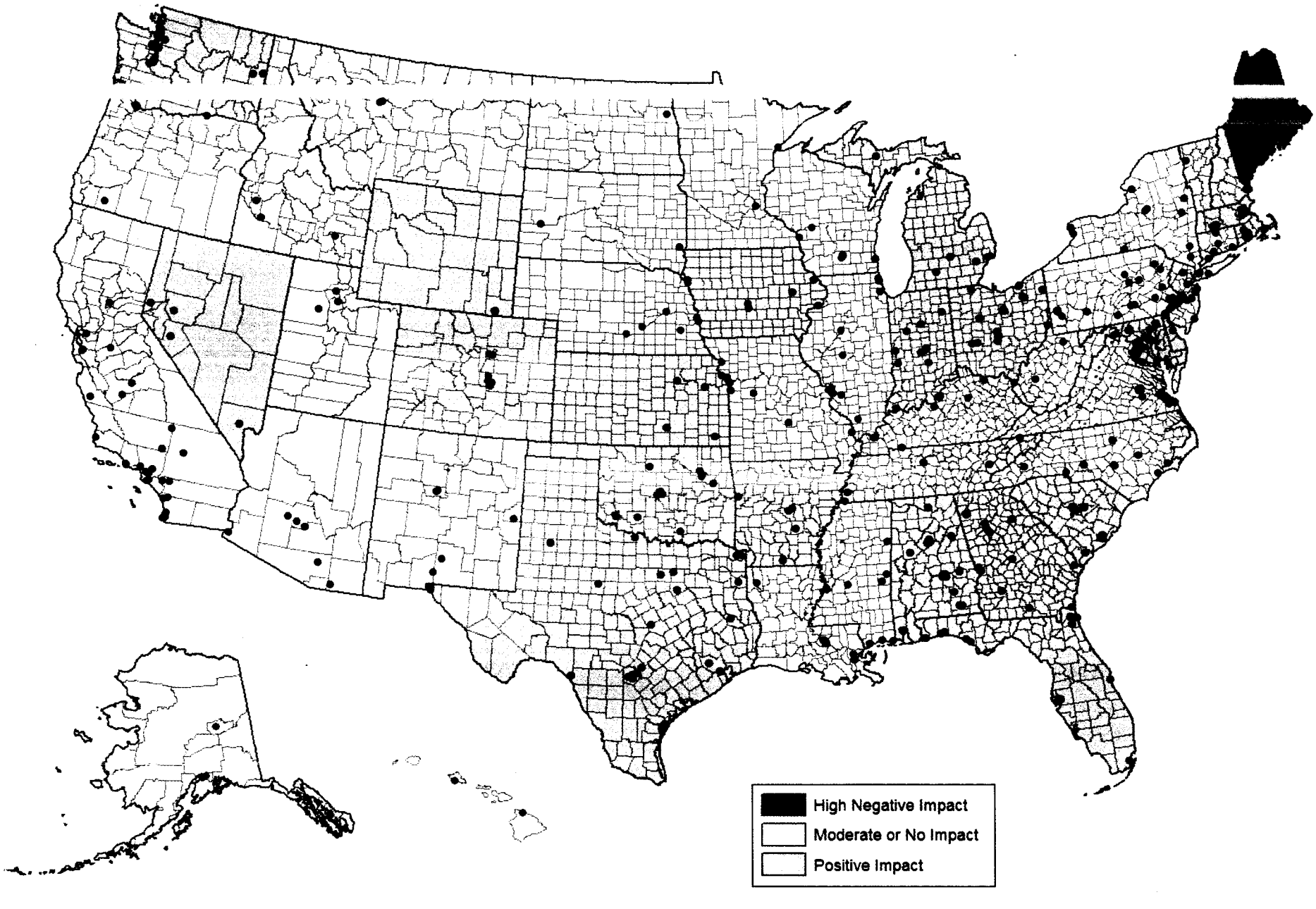
State Estimates of Employment Growth and Impact Affected by DoD's BRAC Recommendations



DCN:11695

Economic Impact by State, 2006-2011

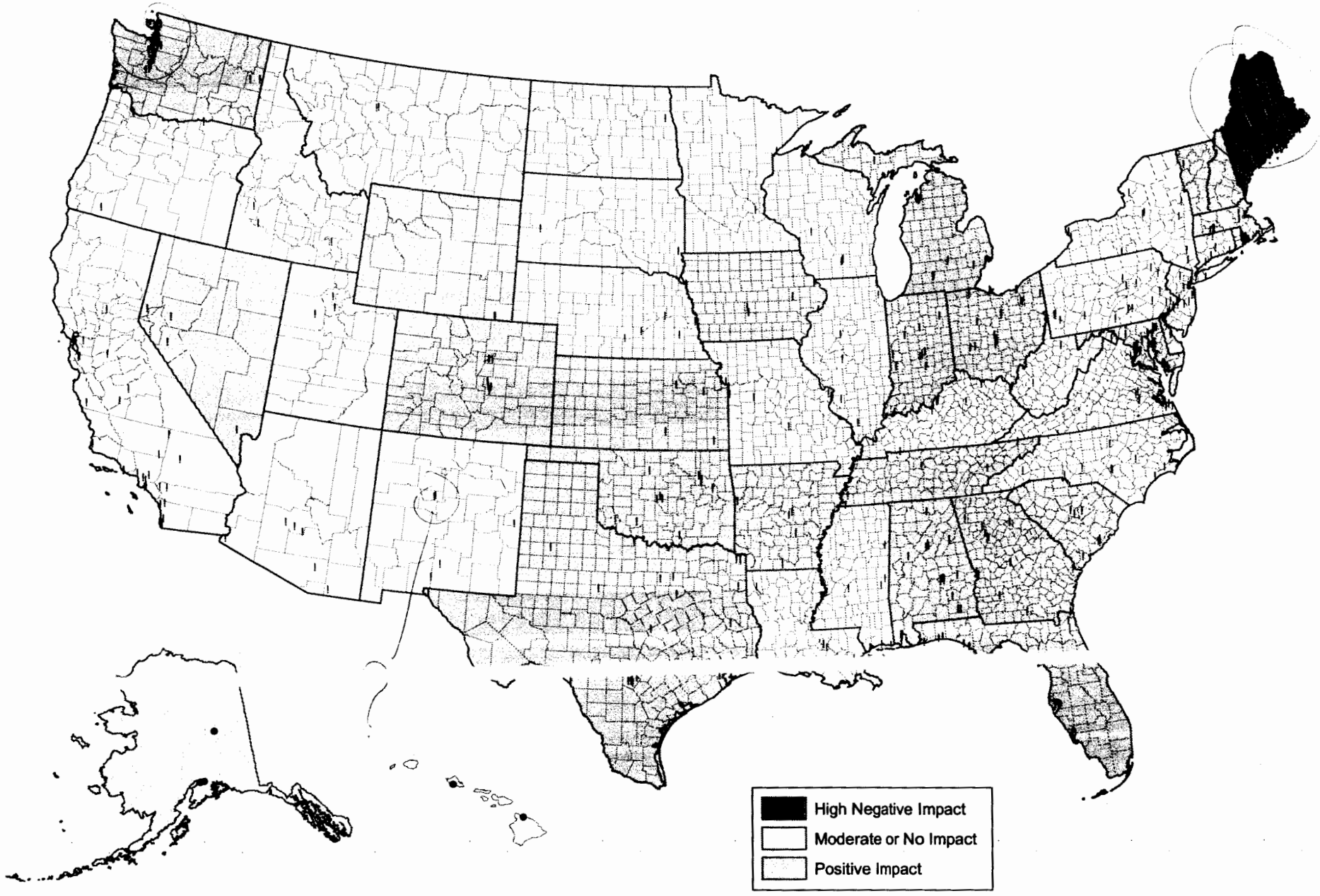
Based on DoD's May 13, 2005 Recommendations



DCN:11695

Economic Impact by State, 2006-2011

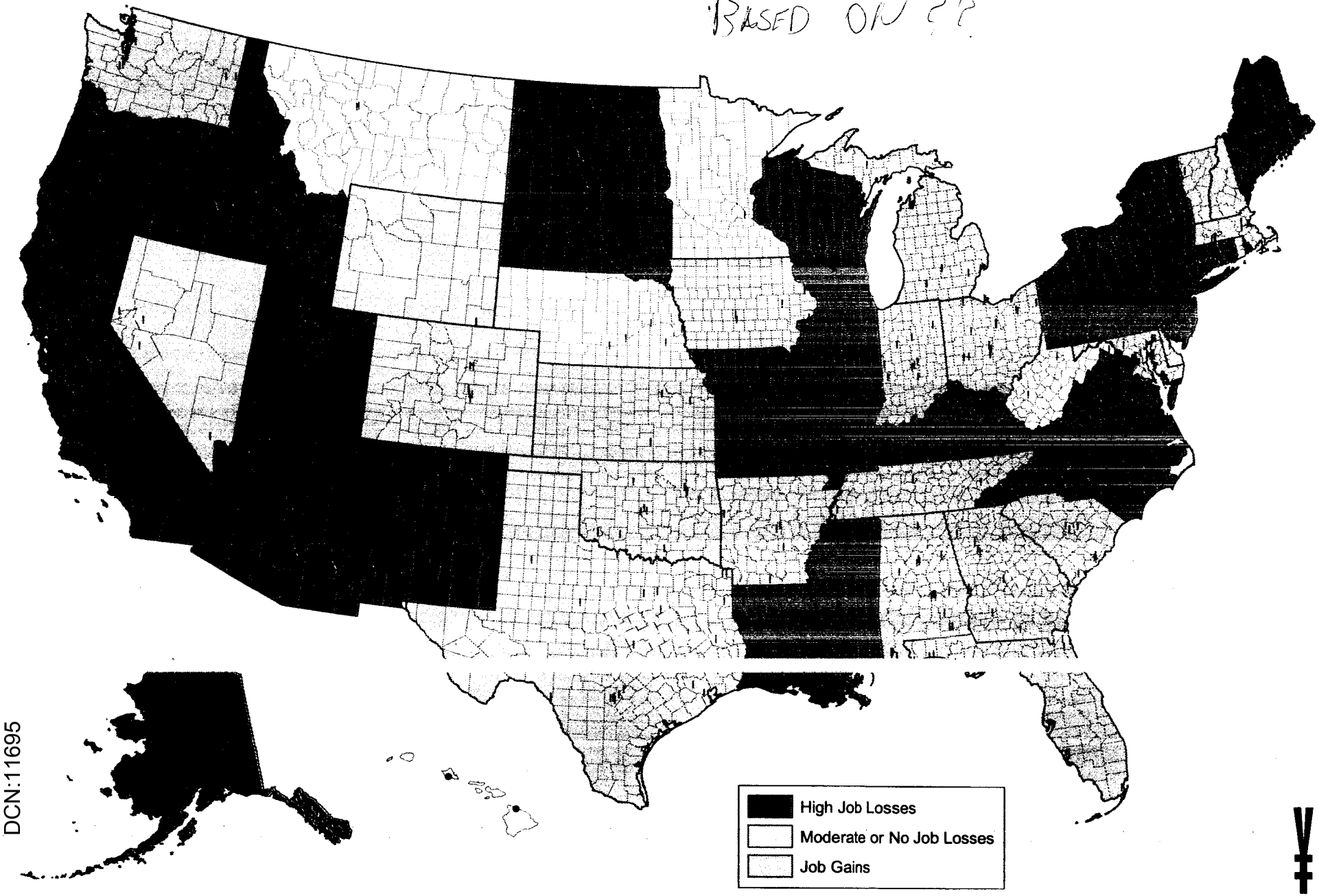
Based on DoD's May 13, 2005 Recommendations



Total Job Losses by State, 2006-2011

Based on DoD's May 13, 2005 Recommendations

BASED ON ??



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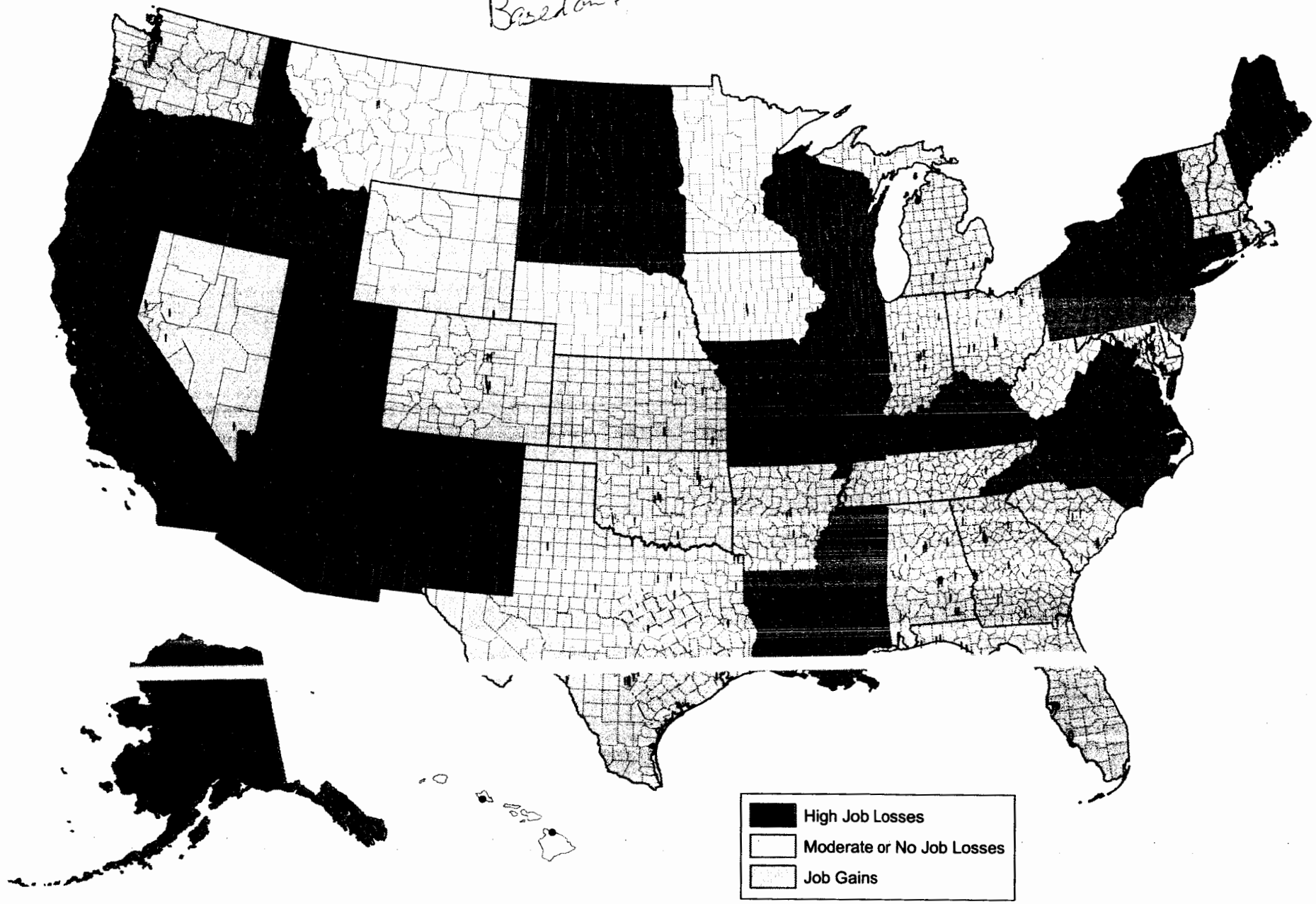
Direct Job Losses by State, 2006-2011

Based on DoD's May 13, 2005 Recommendations

Based on?



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DRAFT C hapter 2
Issues fo: · Further Consideration

As an independ ıt commission, the 2005 Defense Base Closure and Rea ignment Commission examined tremendous vol mes of information about nation's domestic military installa ons. The Commission also believes that several of the in ghts and experiences it gained during the course of its ind pendent analysis and review may be valuable to the P esident, Congress, the Department of Defense, and the general public. The Commission wishes to share these insig ıts, raise major issues or concerns that require further e amination, or to pose questions and/or recommendatior ; for future policymakers on the subjects under its jurisdic ion.

Like the 1993 an 1995 Commissions that came before, the 2005 Commissio ı discusses below several major issues that arose during the ourse of its review and analysis process.

Strategic Cons lerations and the Timing of BRAC

[To be prepared l / Jim Hanna, possibly others, then edited by Andy Napoli. urpose of section is to discuss overall strategic issues th ıt should optimally be settled *before* BRAC is conducted. Thi would allow BRAC to support the strategic level dec sions, rather than allow the service departments and)oD to attempt to misuse BRAC to settle other issues. Wo ld essentially respond to the SecDef's flippant comment during our hearings that 'we're always

doing studies.' Discuss why doing the QDR after BRAC, rather than *bef re* BRAC, caused problems and challenges during the 200 BRAC process. Issue recommendation to Congress and I D that future BRAC rounds should be properly seque ced in relation to QDR and other important studies so that i frastructure decisions are made more logically and re sonably. Also discuss, if relevant, other major studies u derway that should be properly sequenced alongside BRA such as the Overseas Basing Commission, and the Mobilit Capabilities Study.]

Optional: Oth er Methodological Problems

[To be prepared y Interagency Team. Objective is to discuss major m thodological issues that made Commission's w rk more difficult and/or significantly impacted the 20 5 process. Would discuss GAO's finding that that 80% of ll projected savings are derived from just 10% of the DoD ecommendations, and that excessive "bundling" or int rweaving of un-related recommendations to make less or u profitable BRAC actions look better on paper created se ous challenges and difficulties to the GAO's and the Commiss on's abilities to independently assess the validity and wisd m of the DoD proposals. Would issue recommendation that DoD, during future rounds of BRAC, try to minimize c mbining unrelated proposals. Note that the DoD Red Tea cautioned the service departments and JCSG teams on th s issue, and that apparently they did not listen or heed this advice. May also wish to address other methodological is ues on the COBRA model, or with DoD's overall military va ue assessment models and assumptions, or the way data ca ls were handled.]

Optional: Cc ordination of BRAC with the Air National Gua rd

[To be prepare by the Air Force Team. Would discuss the fact that DoD s stematically excluded meaningful state or TAG participat on in its Air Guard-related recommendatic ıs, to the detriment of the final recommended] roposals. Contrast AF approach with Army approach. Disc ıss testimony in Atlanta from TAGs, as well as testimony on July 18th from AF. If Commission winds up rejecting much, nost, or all of the AF Guard recommendatio ıs, recommend to DoD and AF in future BRAC rounds tl ıt this mistake never be repeated. May also wish to discuss ıe relationship between issues related to the Future Total Fo ce, and BRAC. FTF was supposed to be totally separate nd independent of BRAC, but in reality the AF allowed FTF onsiderations to substantially impact its recommendatio s, especially with regards to the Air Guard and Air Reserve]

Joint Cross Se vice Groups and Promoting Jointness

[To be prepared y the Joint Cross-Service Team, then edited by Andy N ıpoli. Would cover any suggestions or ideas to DoD in t e future on how the work-product of the JCSGs might be i nproved. Praise those aspects of the 2005 process which se med to work well, and criticize those aspects that resul ed in a failure by DoD to pursue clear opportunities to ı ster Joint solutions to cross-service problems and fur tional areas. May wish to cover some of the potential and ıctual adds that the Commission pursued

in the attempt t regain some of the lost Jointness opportunities.

Optional: Im lementing Joint Bases

[This could eith r be a subset to the above topic, or a separate headin . To be prepared by Jim Hanna, the Joint Issues team, an Andy Napoli. Purpose is to discuss issues of implementati n that will heavily impact whether these newly approved oint Bases are successful or miss major savings and join ness fostering opportunities. For instance, would discuss th fact that the Commission did not want to limit DoD's abili y to implement newly created Joint bases by enshrining in statute which service branch would lead the new Joint ba e in perpetuity. Also would discuss a possible Commi ion recommendation that DoD set up some mechanism to st ndardize management practices of Joint bases to ensure t at existing and future missions are not degraded, and th t service departments do not adopt contradictory or nconsistent policies or guidance. Also touch on how Jo it base resource decisions need common guidelines and O D leadership if the implementation is to be successful (i.e., r se questions like from whose accounts would base susta ment monies flow? From whose account would milcon fu ls be spent? Who is responsible for combining comm n base functions across the service branches like hu an resources, utilities, police and fire, etc.?)]

Optional: Coo lination of BRAC with Other Government A encies

[To be prepare by Interagency Issues team. Overall purpose is to m ıke recommendations on how DoD should better coordina e with other agencies before making future BRAC decision , and recommendations to other agencies to task some man ower to understanding what DoD is doing, so that if DoD c ecisions are likely to have an impact on their agency, they un lerstand what might be coming in the future. Would discuss t ıe fact that DoD made no serious attempt to coordinate any f their BRAC decisions with the Dept of Homeland Secu ity, the Dept of Justice, the Dept of Veterans' Affair or any of the agencies or bureaus that have a substantial ro in homeland defense, homeland security, and medical tre tment of former servicemembers, who have a big stake in wl at happens to certain bases. Discuss a few key examples of vhere this was a problem at specific bases, also discuss DH testimony before Commission.]

Optional Issu : Leased Space.

[To be prepared y the Joint Cross-Service Team. Would focus on any par icular challenges or differences on leased space issues that were different between the 2005 and prior BRAC rounds. C ıe idea would be to discuss how force protection issues should be handled in future BRAC rounds, and whether it sl ould play a major role in basing decisions (are we creating t vo unequal levels of protection for federal employees?). W uld discuss how DoD and the three military departments han lled the leased space issue in 2005, and make recommen ations to DoD on how future assessments of leased space c ıld be better addressed. Also would discuss how DoD should implement any Commission leased space approved r commendations.]

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Commission ndependence and the Future of BRAC

[Portions have een written by Andy Napoli. Some sections to be written by Dan Else. Will cover several of the administrative nd logistical difficulties experienced by the Commission, and make appropriate policy (i.e., non statutory) recommendations. One topic is the classification of back-up data explaining the DoD recommendations, and the threat to the independence of the Commission this delay represented. Issued recommendations to DoD to avoid this kind of problem in the future by fully complying with the BRAC statute. Another topic covered (assuming the Commissioners do not wish to handle this in another forum) was the inadequacy of WHS in meeting the administrative needs of the BRAC Commission. Covered the importance of ANSER contractor in meeting Commission's needs – especially when WHS was unreliable. Other topics to be written by Dan Else include whether another BRAC round should be authorized by Congress, and when and how often BRAC rounds should be periodically conducted. Also touch on some of the implementation issues not otherwise covered, such as savings and cost estimates potentially not panning out as planned, issues raised by GAO, etc. May also wish to cover the subject of whether very small (far less than 300 people affected) realignments and closures really need to be included in the BRAC process, or whether there is some way for DoD to conduct these moves other than mixing them alongside major decisions affecting thousands of people.]

DCN:11695

Recommend ıtions on Statutory Changes to BRAC

[To be prepare l by Legal & Dan Else, then edited by Andy Napoli. This s(ction would propose several legislative changes (inclu(ing draft legislative text) on how the next round of BRAC should be structured. Would cover those legal aspects of the 2005 BRAC round which had a significant imp ct on the ability of the Commission to do its job and meet it objectives. Possible topics include eliminating sta ıtory language which excessively hampered the Commissio 's ability to "add" bases during the process. Assess whether the limits on adds prevented the Commission from properly c rrecting DoD mistakes, or seizing missed opportunities f(Jointness. Propose statutory corrective language on the "adds" process. Perhaps also cover the desirability to s ell out in future BRAC statute precisely what records DoD sh uld be providing to Congress explaining or justifying its rec mmendations, if the policy or implementation recommendations above are judged not sufficient. Othe possible legal changes could include giving the Commission more time to conduct its work, or some mechanism in la v to request an extension if the Commission feels one is need d. Another topic could include whether some small pern anent staff should be authorized, or allowed to form six mont ıs or so before the Commission begins it major work, so t at critical institutional memory is not lost again after 2005 and start-up barriers are lowered. Another topic could be th issue of recusals. In addition, one idea could be whethe to change the structure of the Commission to render it exem t from FACA, so the Commissioners can actually discuss ı atters together in a normal manner, but still requiring Fe eral Register notices for public events.]

Appendi: : B
Terms ar d Definitions Used in the 2005 BRAC Process

20-Year Net P :esent Value (see **Net Present Value**)

Account
The Departmen: of Defense Base Closure Account 2005 established by section 2906A of the Defense Bas Closure and Realignment Act of 1990 (P.L. 101-510), as amended. The legislation auth(:izing the 2005 BRAC round also authorized the use of this specialized account, which \ as designed by Congress to ensure that BRAC-related revenues are used only to pay for BRAC-related expenditures, and not other ordinary governmental or DoD expendit ıres.

Action
The 2005 BRAC Commission's final decision for a recommendation, or sub-element within an overall recommendation, that directly affects a military installation, such as a closure, realignn ent, or disestablishment. An "action" is also frequently referred to as a "BRAC action" o "Final Action."

Annual Saving ;/Annual Recurring Savings
Savings that are (xpected to occur annually after the costs of implementing a BRAC action have been offset by savings. Sometimes these savings take the form of additional resources that ca be spent on other priorities, and other times they are in the form of future cost avoid: nces.

Base Closure L ıw
The provisions of Title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Pub. L. 100-526, 102 Stat.2623, 10 U.S.C. S 2687 note), or the Defense Base Clo ure and Realignment Act of 1990 (Pub. L. 100-526, Part A of Title XXIX of 104 Stat. 1808, 10 U.S.C. S 2687 note).

BRAC
"BRAC" is an acr(ıym that stands for "Base Realignment and Closure." It refers to the process the Depa ment of Defense (DoD) has used to reorganize its installation infrastructure to ı ıore efficiently and effectively support its force structure, increase operational readi ess and facilitate new ways of doing business. BRAC is also frequently used c(loquially to refer to the Defense Base Closure and Realignment Commission as th "BRAC Commission," even though the Commission's initials are technically "DBCF C." Thus, "BRAC" by itself refers to the DoD part of the base closure process, but "BRA Commission" refers to the independent Defense Base Closure and Realignment Com nission.

BRAC Report
The Final Report to the President that was submitted on September 8, 2005, as required by law. The 2005 Final Report contains a written account of all of the adopted motions approved by the Commissioners and forwarded to the President, and then to Congress, for final approval under conditions specified under P.L. 101-510, as amended. Unless the BRAC Report is rejected by either the President or Congress on an all-or-nothing basis, the Commission's final recommendations contained within the Report become law.

Candidate recommendation
A scenario that a joint cross-service group or military department has formally analyzed against all eight selection criteria and which it recommends to the Infrastructure Steering Group and Infrastructure Executive Council respectively for approval by the Secretary of Defense. A joint cross-service group candidate recommendation must be approved by the Infrastructure Steering Group, the Infrastructure Executive Council, and the Secretary of Defense before it becomes a DOD recommendation. A military department candidate recommendation must be approved by the Infrastructure Executive Council and the Secretary of Defense before it becomes a DOD recommendation.

CERCLA
The Comprehensive Environmental Response, Compensation, and Liability Act, also known as the Superfund, is the legal framework for the identification, restoration, and transfer of contaminated property. In 1986, CERCLA was revised to include all federal property, including military installations.

CERFA
The Community Environmental Response Facilitation Act. It amends CERCLA and requires identification of uncontaminated parcels at closing bases and allows the clean parcels to be transferred while long-term cleanup of contaminated parcels continues.

Certified data
P.L. 101-510, section 2903 (c)(5) requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 2005 Defense Base Closure and Realignment Commission concerning the realignment or closure of a military installation is accurate and complete.

Changes as a Percent of Employment (see also **Total Economic Impact**)
The result of dividing Total Job Changes by Economic Area Employment. The resulting calculation is a quantitative measure of how much a region's job or employment base will be affected by a particular BRAC action.

Clean Air Act
The Clean Air Act refers to statutes and federal regulations upon which the nation's air pollution control program is based. The program is carried out by the Environmental Protection Agency and state regulatory programs. The program is based primarily on the 1970 version of the Act. The most recent comprehensive amendments were made in 1990.

Close/Closu ɛ
A BRAC action in which all missions or activities of a certain installation have ceased or have been relo ated. All personnel positions (military, civilian, and contractor) will either be elimi ated or relocated, except for personnel required for caretaking, conducting an ongoing environmental cleanup and disposal of the base, or remaining in authorized e claves.

Close, Except
The vast major y of the missions at an installation will cease or be relocated. Almost all military, civilia , and contractor personnel will either be eliminated or relocated. All but a small por on of the base will be declared as excesse, and the property disposed. The small porti n retained will often be facilities in an enclave for use by the reserve components, or a specialized facility that is expensive and/or difficult to re-build elsewhere. Gen rally, active component management of the base will cease. Outlying, unmanned rang s or training areas retained for reserve component use do not count against the sma portion retained. Closure (missions ceasing or relocating) and property dispos l are separate actions under Public Law 101-510.

COBRA
An acronym for he Cost of Base Realignment Actions (COBRA) model. It is an analytical tool tl at DoD uses to calculate the numerical costs, savings, and return on investment, of p oposed realignment and closure actions. The COBRA model is powerful and ex remely useful in the BRAC process, but it also has important limitations whic often require further explanation.

COBRA Applic ation
This is the actua software (computer program) which processes data and performs "COBRA runs," c data analysis.

Commission
The independent Commission established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended (P.L. 101-510). The formal name of the Commission is tl "Defense Base Closure and Realignment Commission" (DBCRC). However, it is co mon for the DBCRC to be referred to colloquially as the "BRAC Commission." C mmissions are usually specified further by the year in which they operated and issu d their final recommendations. Thus, the 2005 BRAC Commission had nine Commis sioners, while the 1991, 1993, and 1995 Commissions had eight Commissioners, a nd the 1988 Commission had twelve.

Community Pr ference
Section 2914(b)(2 of BRAC requires the Secretary of Defense to consider any notice received from a lc al government in the vicinity of a military installation that the local government woul approve of the closure or realignment of the installation.

Congressional Defense Committees
The Committees a nd Subcommittees on Armed Services and Appropriations of the House of Represe tatives and the Senate, which authorize and appropriate funding for

the Departmei t of Defense. In the 109th Session of Congress, these committees consist of: the House ırmed Services Committee, the Senate Armed Services Committee, the House Approp iations Subcommittee on Defense, the House Appropriations Subcommittee ɔn Military Quality of Life and Veterans' Affairs, the Senate Appropriation: Subcommittee on Defense, and the Senate Appropriations Subcommittee ɔn Military Construction and Veterans' Affairs.

Counties
The legal distri ts into which a state is divided. These districts may include geographies such as cities, l ɔroughs, or municipalities.

Data Certific: tion
Section 2903 (c)(5) of the base closure law requires specified DoD personnel to certify to the best of thei knowledge and belief that information provided to the Secretary of Defense or the : 005 Commission concerning the realignment or closure of a military installation is a curate and complete.

Disestablish
Term used to de scribe a planned action which eliminates missions, units, or activities. Fighter wings a e inactivated, and/or a mission at a base is terminated. In some cases, a "disestablished' mission does not directly translate into lost jobs for a community because the per: onnel are simply reassigned to new or different missions at the same installation.

Economic Are ı
An area or regio ı of influence assigned to each installation for BRAC 2005. DoD used the Office of Ma agement and Budget's definitions for Metropolitan Statistical Areas (MSAs), Microp litan Statistical Areas (MISAs), or Metropolitan Division as its economic areas ı BRAC 2005.

Economic Dev elopment Administration
The EDA, which s a part of the Department of Commerce, is authorized to provide economic develo ɔment grants to help communities implement their economic development pla ıs. The EDA's grants and technical assistance are particularly important for co ımunities which have experienced a base closure or significant realignment.

Employment
Total employmei t (total number of jobs, both part-time and full-time jobs) in the economic area in calendar year 2002, the latest year available when BRAC 2005 Economic Impac Tool was developed. Employment data are compiled by the Department of C mmerce's Bureau of Economic Analysis.

Enclave
A smaller section of a military installation that remains intact from that part which is closed or realigne l and which will continue with its current role and functions subject to specific modificat ons.

Force Structure/Force Structure Plan
Numbers, size, and composition of the units that comprise the U.S. defense forces; e.g., divisions, ships, air wings, aircraft, tanks, etc.

Gain, Receiving Base
A base which receives additional missions, units, or activities that are being relocated from a closing or realigning base. In cases where the base is both gaining and losing missions, the base is a gainer or receiving base if it will experience a total net increase of military and civilian personnel.

Inactivate, Mothball, Layaway
Terms used when retention of facilities and real estate at a closing or realigning base is necessary to meet the future mobilization, surge, or contingency needs of the Department of Defense. Bases, or portions of bases, that are considered mothballed will not be excessed and disposed. It is possible they could be leased for interim economic uses. Congress sharply limited the ability of the Department to inactivate bases during the 2005 BRAC round.

In Civ
The number of civilian personnel authorizations relocating into the installation from another economic area.

In Mil
The number of military personnel authorizations relocating into the installation from another economic area.

Indirect Changes
The sum of estimated indirect and induced job changes in the community associated with the change in Total Direct Jobs.

- Indirect job changes are the net gain or loss of local non-government jobs supporting installation material, service, and infrastructure needs, such as a local motor pool parts distributors or base operations support (BOS) contractors.

- Induced job changes are the net addition or loss of local non-government jobs in industries that provide goods or services to the households of direct or indirect installation employees. Examples include local grocery stores, retail stores, and restaurants.

Infrastructure Executive Council (IEC)
One of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The Infrastructure Executive Council, chaired by the Deputy Secretary of Defense, and composed of the Secretaries of the Military Departments and their Chiefs of Services, the Chairman of the Joint Chiefs of Staff, and the Under Secretary of Defense for Acquisition, Technology and Logistics (or USD (AT&L)), was the policy making and oversight body for the entire DoD-portion of the BRAC 2005 process.

Infrastructu e Steering Group (ISG)
The subordina e of two senior groups established by the Secretary of Defense to oversee and operate th DoD-portion of the BRAC 2005 process. The Infrastructure Steering Group, chaire by the Under Secretary of Defense for Acquisition, Technology and Logistics (i.e., SD (AT&L)), and composed of the Vice Chairman of the Joint Chiefs of Staff, the Milit ry Department Assistant Secretaries for installations and environment (I&E), the Ser ce Vice Chiefs, and the Deputy Under Secretary of Defense for Installations & Environment (i.e,. DUSD (I&E)), oversaw joint cross-service analyses of common busin ss-oriented functions and ensured the integration of that process with the Military De artment and Defense Agency specific analyses of all other functions.

Installation, AKA Facility or Base)
A military base camp, post, station, yard, center, homeport facility for any ship, or other activity under t e jurisdiction of the Department of Defense including leased space, that is controlled by or primarily supports, DoD's activities.

Joint Proces Action Team (JPAT)
An entity creat d by the Department of the Defense to assist the Department with the 2005 BRAC pr ess. The Department established four Joint Process Action Teams (JPATs). Each PAT (named for the selection criterion on which it worked) was tasked to develop proc dures, analytical tools, and databases to facilitate a common analytical approach to the four nonmilitary value selection criteria. JPAT 5 focused on the Cost of Base Realignme nt Actions (COBRA) model and was chaired by the Army. JPAT 6, Economic Impa t, was chaired by the Office of the Secretary of Defense; JPAT 7, Community Inf astructure Impact, was chaired by the Air Force; and JPAT 8, Environmental mpact, was chaired by the Navy.

Losing install tion
An installation om which missions, units, or activities would cease or be relocated pursuant to a cl sure or realignment recommendation. An installation can be a losing installation for ne recommendation and a receiving installation for a different recommendatio .

Metropolitan ivision
A Metropolitan ivision, in general, is smaller than a metropolitan statistical area (MSA). A Metr olitan Division is a breakdown of a MSA whose core population is at least 2.5 million by subdividing it to form smaller groupings of counties. In the latest redefinition rou d (November 2004), OMB identified 29 Metropolitan Divisions in the United States an l Puerto Rico.

Metropolitan tatistical Area (MSA)
The U.S. Office Management and Budget (OMB), under the White House, develops standards that d fine metropolitan and micropolitan statistical areas (MSAs and MISA) for the purpose f collecting demographic and economic data, based on a combination of population de sity and commuter patterns. The basic components of these areas are counties or coun y-equivalents, such as cities, municipalities, or townships.

A MSA must ha e at least one urban area with at least 50,000 people, plus adjacent counties that ha ve strong social and economic integration with the core, as measured by commuting pat erns. In the latest redefinition round (November 2004), OMB identified 369 MSAs in th United States and Puerto Rico.

Micropolitan Statistical Area (MISA)
An MISA has si ilar definition as MSA except that it has smaller urban area as its core (population bet een 10,000 to 50,000 people). In the latest redefinition round (November 200), OMB identified 58 MISAs in the United States and Puerto Rico.

Military Depa tments
The Military De artments are the Department of the Army, Department of the Navy, which includes t e Marine Corps, and Department of the Air Force.

Military value
Referring to one or more of the first four BRAC selection criteria, which are collectively referred to as th military value criteria and are expected to receive priority consideration in he analytical process that results in recommendations for the closure or realignment c military installations within the United States.

National Envi onmental Policy Act (NEPA) Analysis
An analysis conc icted to evaluate an installation's disposal decisions in terms of the environmental i pact. The NEPA analysis is useful to the community's planning efforts and the installat on's property disposal decisions. It is used to support DoD decisions on transferring p operty for community reuse.

Net Gain/(Los) Civ
The net change i the number of civilian personnel authorizations by installation.

Net Gain/(Los) Mil
The net change i the number of military personnel authorizations by installation.

Net Mission Co ntractors, AKA Non-Government Personnel
The net change i the number non-government employees who perform one or more of the military miss ons on the installation, and whose work tasks are virtually identical to government civil n employees or military personnel, expressed in full time equivalents.

Net Present Va ue (20-Year)
The present valu of future costs of a scenario, discounted at the appropriate rate, minus the present value f future savings from the scenario over a 20-year planning period. In the context of BR C, net present value is taking into account the time value of money in calculating the va ue of future cost and savings.

Office of Econo nic Adjustment
The OEA is an ag ncy within the DoD that is in charge of helping communities plan for base closure and realignments. The Office also provides planning grants to impacted communities.

One-Time Cost
Nonrecurring cost to implement BRAC recommendations.

Out Civ
The number of civilian personnel authorizations that are either eliminated or re-located from the installation to a new location outside of their current economic area. Relocations within the same economic area do not constitute a BRAC economic impact.

Out Mil
The number of military personnel authorizations that are either eliminated or re-located from the installation to a new location outside of their current economic area. Relocations within the same economic area do not constitute a BRAC economic impact.

Payback Year
This is the point in time where the savings generated from an action equal (and then exceed) the cost incurred (in net present value terms). The payback period is the period between the end of the realignment action and the payback year.

RCRA
The Resource Conservation and Recovery Act was passed in 1976 and amended in 1984. RCRA provides cradle-to-grave control of hazardous waste by imposing management requirements on the military as generators and transporters of hazardous wastes and owners and operators of treatment, storage, and disposal facilities. The RCRA covers federal and private sites, and applies mainly to active facilities. The military can perform environmental cleanup under the Corrective Action portion of RCRA.

Realignment
An action that both reduces and relocates functions and military/civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances. Only a portion of the base may be excessed and the property disposed, with realignment (missions ceasing or relocating) and property disposal being separate actions under Public Law 101-510. In cases where the base is both gaining and losing missions, the base is being realigned if it will experience a net reduction of DoD military and/or civilian personnel. In such situations, it is possible that no property will be excessed.

Receiving installation
An installation to which missions, units, or activities would be relocated pursuant to a closure or realignment recommendation. An installation can be a receiving installation for one recommendation and a losing installation for a different recommendation.

Redevelopment Authority (or Local Redevelopment Authority)
In the case of an installation to be closed or realigned under the base closure law, the term "redevelopment authority" means an entity (including an entity established by a State or local government) recognized by the Secretary of Defense as the entity responsible for developing the redevelopment plan with respect to the installation or for directing the implementation of such plan.

Redevelopme ıt Plan
In the case of aı installation to be closed or realigned under the base closure law, the term "redeveloı nent plan" means a plan that (A) is agreed to by the local redevelopment uthority with respect to the installation; and (B) provides for the reuse or redevelopme t of the real property and personal property of the installation that is available for suc ı reuse and redevelopment as a result of the closure or realignment of the installation.

Redirect
A recommendat on from the Secretary of Defense, or a decision of the Defense Base Closure and Rea ignment Commission, to change a base closure or realignment decision made by a prior Commission. The term is generally used when the receiver installation is changed. The e are no "redirect" actions to be taken by the 2005 BRAC Commission because all prioı BRAC Commission final recommendations have already been implemented.

Red Team
In the latter stag s of the DoD-portion of their BRAC analysis, the Department engaged a small group of executive-level former government officials to provide additional advice. Called tl e "Red Team," this group was asked to provide an independent assessment of ca ıdidate recommendations. The Red Team met with each Military Department and JCSG. It reviewed candidate recommendations, report drafts, and supporting mate ials. The team's insights, according to DoD, provided valuable feedback and su gestions for improving the quality of the candidate recommendation packages that th Secretary ultimately approved and sent to the Commission for review.

Relocate
The term used tc describe the movement of missions, units or activities from a closing or realigning bas to another base. Units or missions do not realign from a closing or a realigning base t another base, they relocate.

Scenario Tracl ing Tool
The Scenario Tra king Tool was used by DoD during the Infrastructure Steering Group's (ISG) de-conflict on process. For this purpose, a *scenario* was defined as "A proposal that has been dec ared for formal analysis by a Military Department/JCSG deliberative body. The conte t of a scenario was the same as the content of a proposal. The only difference is that t had been declared for analysis by a deliberative body. Once declared, a scena io was registered at the ISG by inputting it into the "ISG BRAC Scenario Trackin Tool." The ISG BRAC Scenario Tracking Tool is capable of showing all scenarios, as v ell as those that eventually became candidate recommendations. A *candidate recom ıendation* was defined as "A scenario that a JCSG or Military Department has ormally analyzed against all eight selection criteria and which it recommended to he ISG and IEC respectively for SecDef approval. A JCSG candidate recommendation nust be approved by the ISG, IEC, and SecDef before it becomes a recommendation A Military Department candidate recommendation must be approved by the IEC and Se Def before it becomes a recommendation".

A final DoD *re ommendation* was defined as "A candidate recommendation approved by the SecDef. The Commission has been tasked by Congress to review each DoD recommendati n to see if they complied with, or substantially deviated from, the eight selection crite a.

Secretary
The Secretary f Defense

Surge
A term incorp ated in one of the military value selection criteria for the 2005 BRAC round: "the ab ity to accommodate contingency, mobilization, surge, and future total force requirem nts." The term is not otherwise defined and application of the term can vary by specific operational or support categories.

Total Direct hanges
The actual net hanges in number of military, civilian, and non-government personnel authorizations y installation.

Total Econon ic Impact (see also **Indirect Change** and **Change as a Percent of Employment**
An aggregation f economic effects or impact of an BRAC action on certain installation. It includes both direct and indirect job changes, expressed as a percent of the total employment in he economic area.

Total Job Cha nges
The sum of the otal Direct and Indirect Changes entries.

Transformati n
According to th Department's April 2003 Transformation Planning Guidance document, tran formation is "a process that shapes the changing nature of military competition an cooperation through new combinations of concepts, capabilities, people and orga izations that exploit our nation's advantages and protect against our asymmetric vul erabilities to sustain our strategic position, which helps underpin peace and stability in e world."

United States
The entire Natic , which includes 50 states, the District of Columbia, the Commonwealth f Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other territory o possession of the United States.

DCN:11695

MEMORANDUM

To: Charlie Battaglia
From: Andy Napoli
Re: Review and Editing Plan
Date: 07/12/2005

We need to develop and approve an editing plan for the various components of the Final Report, so we can track which component of the Report is in which stage of review and/or editing.

I am not certain how much personal involvement you desire in the editing process, as well as how much personal involvement Chmn. Principi and the other eight Commissioners want to play in the review and editing process. Some people might want to read, and hence approve, of every single word in the report, while others might only want to review a few key parts and leave the rest to others. The more people are involved in the reviewing and editing process, the more time it takes and the complexity increases, as well as the risk of delays developing. On the other hand, if too few people are involved in the review and editing process, we can make mistakes, or say something that the Chairman or the Commissioners would have preferred to be presented differently.

In general, I believe myself and Chris Yoder should review almost everything in the Report. Relevant division heads with responsibility for content should also review the factual and contextual materials under their jurisdiction. Then comes you and Chairman Principi. After that might come the other eight Commissioners. After we have completed our "internal" review, we'd send it off to ANSER for layout, grammatical, and spelling checks.

I think that in some cases, we won't need this many layers of internal review. Sometimes it might not require the review of both myself and Chris Yoder. Other times the division heads should be bypassed and it sent straight to you and/or Chmn. Principi for final sign-off. Or sometimes you might not need to see something, or Chmn. Principi, or the other eight Commissioners. Figuring out who needs to see what, at this moment of time, is far preferable to waiting until most all the materials are written and having an ad-hoc method of review.

I have put together a rough draft of an editing and review plan, as an adjacent field next to the Table of Contents. Each segment of the Report doesn't necessarily need the same review and editing plan.

For Chapter 1, the attached would be the review plan. With your approval, and the Chairman's consent, we could present this to the rest of the Team.

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Chapter On Review and Editing Plan

Part 1: DoD Recommendations. Frank Cirillo (either himself or his designees) at R&A decides how the DoD recommendations should be structured or phrased. Andy reviews the final R&A decision. Then they are finalized and handed to ANSER for outside layout and review.

Part 2: DoD Justifications. Frank Cirillo (either himself or his designees) at R&A decides how the DoD justifications should be structured or phrased. Andy reviews the final R&A decision. Then they are finalized and handed to ANSER for outside layout and review.

Part 3: Community Concerns. Each R&A lead analyst writes their synopsis or narrative. Andy and/or Chris Yoder review. Then Frank Cirillo (either himself or his designees) at R&A reviews each narrative. Charlie Battaglia, Chmn. Principi, or the other eight Commissioners can review some or all of the community narratives if desired. After that, they are finalized and handed off to ANSER for layout and outside review.

Part 4: Commission Findings. Each R&A lead analyst writes their synopsis or narrative. Frank Cirillo (either himself or his designees) at R&A reviews each finding. Andy and/or Chris Yoder review. Lastly, Charlie Battaglia, Chmn. Principi, and the other eight Commissioners review all Commission findings for approval or consent. Lastly, they are finalized and handed off to ANSER for layout and outside review.

Part 5: Commission Recommendations. Legal takes all final and Commissioner approved recommendations from the mark-up, and adds the vote results into the recommendation wording. Andy and Chris Yoder review. Then Frank Cirillo (either himself or his designees) at R&A reviews final recommendation for accuracy. Lastly, they are handed off to ANSER for layout and outside review.

PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

Updated as of: 07/19/2005

Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
Cover Page	Andy Napoli + graphics layout assistance from ANSER	Early	Cover Designs complete. Conducted staff input/votes. Revising options based on feedback. Will receive revised designs and present 3 options to Chmn Principi at first avail oppty.	Present to Charlie Battaglia and to Chmn. Principi in July. After any revisions, decision would be final.
Cover letter to President	Chris Yoder + Andy Napoli	Early	AVN has written draft. Forwarded to Chris Yoder and others for review.	After Chris Yoder reviews and edits, present to Charlie and Chmn. Principi in early August. If approved, show to other 8 Commissioners for final review & signature.
Table of Contents	Andy Napoli	Early	Essentially completed	
Maps and Charts: national map	R&A (Phil Plack)	(with some last minute modifications)	Phil has maps of US with dots showing BRAC actions. [illegible] report.	Andy reviews maps from Phil, then show to Frank Cirillo and [illegible] Uncertain if Commissioners need to review the maps.
Maps and Charts: regional maps	R&A (Phil Plack)	(with some last minute modifications)	Phil has maps of US with dots showing BRAC actions. Will refine maps as needed. May put maps in back of report.	Andy reviews maps from Phil, then show to Frank Cirillo and Charlie Battaglia. Uncertain if Commissioners need to review the maps.
Maps and Charts: optional	TBD	TBD	May include NGA map showing all existing US bases, overlaid onto states and major highways. (same as hanging on walls) May put at the back of report.	Andy reviews maps from Phil, then show to Frank Cirillo and Charlie Battaglia. Uncertain if Commissioners need to review the maps.
Executive Summary	Chris Yoder + Andy Napoli	Mid to Late		Chris Yoder and Andy write, then show to Charlie, then to Chmn. Principi.
Chapter 1: Commission Findings & Recommendations [Note: will include vote results within "Commission Recommendations"]	Each R&A analyst assigned to his/her specific recommendations will provide sections on "community concerns" and "Commission Findings." Legal will write the final approved Recommendation. AVN will transcribe the DoD recommendations and justifications.	/Half Late	AVN has entered all 190 recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook. Community concerns solicited and should be written between 18 July and 6 August.	See separate proposed review process
Ch1: Army	Designees from Army team	/Half Late	AVN has entered all Army recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: Navy/Marine Corps	Designees from Navy Team	/Half Late	AVN has entered all Navy/Marine recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: Air Force	Designees from Air Force Team	/Half Late	AVN has entered all Air Force recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: E&T	Designees from Joint Issues Team	/Half Late	AVN has entered all Ed & Training recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: H&SA	Designees from Joint Issues Team	/Half Late	AVN has entered all H&SA recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process

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PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

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Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
Ch1: Ind	Designees from Joint Issues Team	/Half Late	AVN has entered all Industrial recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: Int	Designees from Joint Issues Team	/Half Late	AVN has entered all Intelligence recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: Med	Designees from Joint Issues Team	/Half Late	AVN has entered all Medical recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
	Designees from Joint Issues Team	/Half Late	AVN has entered all Supply & Storage recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Ch1: Tech	Designees from Joint Issues Team	/Half Late	AVN has entered all Technical recommendations into a "default" status as discussed with Frank Cirillo and Bob Cook	See separate proposed review process
Chapter 2: Issues for further Consideration				
Ch2: Strategic Considerations and Timing of BRAC	Jim Hanna (Navy)	Middle	AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Other Methodological Problems	Inte		AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Coordination of BRAC with the Air National Guard	Air I		AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Joint Cross Service Groups and Promoting Jointness	Desi Cros		AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Implementing Joint Bases	Jim Hanna (Navy) + Joint Cross-Service Team	Middle	AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Coordination of BRAC with Other Government Agencies	Interagency Team	Middle	AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	
Ch2: Commission Independence and the Future of BRAC	Andy Napoli + Dan Else	Middle	**AVN has written parts of this section, awaiting review from Charlie and Diane. Dan Else to contribute other portions.**	
Ch2: Recommendations on Statutory Changes to BRAC	Legal + Dan Else	Middle	AVN forwarded ideas on discussion topics within this area, received feedback from Rumu Sarkar and incorporated several of her suggestions. Awaiting further review from Charlie, R&A, et. Al	

Econ Impact Method. ?

PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

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Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
G. Commissioner Biographies	Andy Napoli	Early	AVN has completed. Only remaining issue is whether we want the same photos used as are on the web site, and whether we want this part printed in color in final report, or in B/W.	Charlie and Chmn. Principi and other 8 commissioners review, then completed.
H. Staff List + Org Chart	Andy Napoli	Early	AVN has mostly completed staff list. Am waiting for additional ANSER and other contractors, as well as changes to names and titles.	Have sent org chart to staff for review. Then Diane and Charlie review one final time, then completed.
I. Hearings held by Commission	[illegible]			Christine's shop writes, Andy reviews, then Chris Yoder then completed.
J. Commissioner and Staff Base Visits	Christine Hill + R&A + Col. Marty Heigh	Mid	AVN has created template. Have added all Commissioner visits for May and June. Col. Heigh is entering visits for July/Aug. Still need assistance from R&A to identify known and confirmed "staff only" visits.	Andy reviews, then Col. Heigh and Frank Cirillo, then Charlie and Chmn. Principi
K. DoD Closure and Re-align Recommendation List	R&A	Early	AVN has worked with Phil Plack and Tyler Oborn on a database printout of all 190 recommendations, which in turn list out each facility being affected by the recommendation, and how many jobs are at stake. If layout approved, this appendix could be considered complete.	Andy and Chris Yoder review, then Frank Cirillo, then completed.
L. Bases Added by Commission and Major Changes to 2005 DoD recommendations	Andy Napoli + R&A	Late	Will compile votes on proposed adds from July 19th, then list their final disposition	Andy reviews, then Frank Cirillo, then Charlie and Chmn. Principi
M. Economic Impact of Recommendations, Listed by Installation	Designees from Econ Ana		Will use database printout from Tyler Oborn which shows the integrated effects of all recommendation on each installation affected by BRAC, with each installation grouped by state.	Andy reviews, then Frank Cirillo, then Charlie and Chmn. Principi
N. Economic Impact of Recommendations, Listed by State	Designees from Econ Anal		AVN spoke to Phil Plack about preparing a version of this chart. The chart would show the before/after net impacts by state (DoD vs final BRAC Commission decision). Probably would use cones or bars rising or falling below map to show the job losses, with a chart at the bottom or on the back.	Andy reviews, then Frank Cirillo, then Charlie and Chmn. Principi
O. Flow Charts showing where functions are going and coming in selected and particularly complex realignments	Designee from R&A (Ed Brown_ + ANSER	with some last minute additons	Spider Charts are already being created. ANSER will turn into usable files and analysts will pick which ones we'll use. Likely use those complex recommendations that BRAC Commission has changed from DoD initial recommend. May load all charts into CD which will accompany report	Frank Cirillo reviews then Andy, then Charlie, then Chmn. Principi
P. Commissioner Vote Results on offered motions	Legal Team	Late	AVN will prepare a proposed template for review by Legal.	Legal writes, then Andy reviews, then Charlie and then Chmn. Principi
Q. "Life after BRAC" key contact persons, phone numbers, and web sites	Diane Carnevale	to Mid		Diane writes, then Andy reviews, then Chris Yoder, then Charlie, then Chmn. Principi
R. Environmental Issues	Gary Miller + other R&A analyst(s)	Mid to Late		Gary writes, then Andy reviews, then Chris Yoder, then Charlie, then Chmn. Principi.
S. Other charts or graphs desired	TBD	TBD		
Index by State	Andy Napoli	Late		Andy, then Chris Yoder, then ANSER

PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

Updated as of: 07/19/2005

Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
Ch2: Other optional issues	TBD	Middle	Will add new topics as needed	
Chapter 3: Previous Experience with Base Closure	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch3: History and Results from Prior Base Closures	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch3: Discussion of BRAC history from 1995 to 2005	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Chapter 4: Environmental Remediation and Installation Re-use				
Ch4: Limits of the COBRA model to assess BRAC costs	Gary Miller (R&A)	Mid	Gary Miller has presented outline, is using GAO report to help flesh out the material	Gary to write materials, then show to Andy and Bob Cook. Once approved, review by Chris Yoder, then Charlie, then Chmn. Principi.
Ch4: Environmental Regulatory and Statutory Requirements Affecting BRAC	Gary Miller (R&A)	Mid	Gary Miller has presented outline, is using GAO report to help flesh out the material	Gary to write materials, then show to Andy and Bob Cook. Once approved, review by Chris Yoder, then Charlie, then Chmn. Principi.
Ch4: "Life after BRAC"	Internal (to be determined)	Mid		
Chapter 5: The 2005 BRAC Process				
Ch5: Congress Authorizes the 2005 BRAC Commission	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Key Provisions of Current Law	Andy Napoli + assistance from Legal	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Requirements for DoD	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Selection Criteria Finalized	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Overseas Basing and BRAC	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.

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PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

DCN: 11695

Updated as of: 07/19/2005

Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
Ch5: Force Structure, Worldwide Inventory, Certification	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Procedural Differences between 2005 and Prior BRAC rounds	Andy Napoli + assistance from Legal	Early	AVN has written; Chris Yoder has edited and reviewed 1st time. AVN has incorporated 1st review into document. Yoder will review again when he gets back from vacation.	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Composition of the 2005 BRAC Commission	Andy Napoli	Early	AVN has written; Chris Yoder has edited and reviewed 1st	Chris Yoder to review again. Then show to Frank Cirillo,
			Yoder will review again when he gets back from vacation.	Commissioners need to review.
Ch5: DOD procedures and process for 2005 round	Andy Napoli + assistance from R&A	Early	AVN has written; sent to Chris Yoder for review (most material is taken directly from DoD's report)	Chris Yoder to review again. Then show to Frank Cirillo, Charlie, and finally to Chmn. Principi. Not sure if other 8 Commissioners need to review.
Ch5: Commission Review	Legal + R&A	Mid	AVN has written beginning part	Andy to review R&A/Legal work, then review by Chris Yoder, Charlie, and Chmn. Principi
Ch 5: Additions	Andy Napoli + Legal	Mid	AVN has written; sent to Legal for review	Andy to review R&A/Legal work, then review by Chris Yoder, Charlie, and Chmn. Principi
Ch5 Criteria 1 thru 4	Legal + R&A	Mid		Andy to review R&A/Legal work, then review by Chris Yoder, Charlie, and Chmn. Principi
Ch5: Criteria 5 thru 8	Legal + R&A			Andy to review R&A/Legal work, then review by Chris Yoder, Charlie, and Chmn. Principi
Ch5: The Role of the GAO	Designee from GAO		en; sent to R&A for review.	Andy to review R&A/Legal work, then review by Chris Yoder, Charlie, and Chmn. Principi
Appendix				
A. Abbreviations	Andy Napoli		leted. Has solicted comments from R&A ons or subtractions from list	Andy has reviewed, also sent to R&A for review. Requires review by either Frank Cirillo, or send to Charlie and Chmn. Principi.
B. Definitions	Andy Napoli		leted. Has solicted comments from R&A ns or subtractions from list	Andy has reviewed, also sent to R&A for review. Requires review by either Frank Cirillo, or send to Charlie and Chmn. Principi.
C. BRAC Statute for 2005 round	Andy Napoli + Legal	Early	Will compile statutes in readable form. Have tasked Legal and Dan Else from CRS to provide a 'guide' to understanding the BRAC statute to make it more readable	After legal and Andy have reviewed, send to Charlie and then to Chmn. Principi
D. Force Structure Plan (uncl)	Andy Napoli	Early	AVN has completed. Have transferred PDF into MS Word file.	Chris Yoder reviews, then completed.
E. Final Selection Criteria	Andy Napoli	Early	AVN has completed. Also included a comparison chart showing differences between 1995 and 2005 final selection criteria	Chris Yoder reviews, then completed.
F. Closures and Realigns by state, 1988 thru 2005	Andy Napoli	with some last minute additons for 2005	AVN has completed first phase. Has typed up all 1995-thru-2005 actions by state into Excel sheet. Once final decisions made, will go back and make changes where Commission has altered or added to facilities on original DoD list.	Frank Cirillo reviews Andy's work, then completed.

Chap 5: Crit. 6

Econ terminology

PROPOSED TABLE OF CONTENTS & 2005 BRAC REPORT ACTION PLAN + WORKSHEET

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Project Element Name	Person(s) Responsible For Providing	When Accomplishable?	Project Status	Editing and Review Plan
Index by Recommendation	Andy Napoli	Late		Andy, then Chris Yoder, then ANSER

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Deadlines for Report Material

(please note the basic goal is to have all non-Chapter 1 material completed by Aug 20th with limited exceptions)

Team/Person:	Items	Deadline
R&A (various)	Ch 1: Community Concerns narratives	August 6
R&A (various)	Ch 1: Commission Findings	August ___
R&A (various)	Ch 1: Commission Recommendations	August ___
R&A (Cook/Gingrich)	Ch 2: Projected Costs and Savings	August ___
R&A (Cook/Tran)	Ch 3: Economic Analysis of BRAC 2005	August 10
R&A (Cook/Miller)	Ch 4: Environmental Remediation	August ___
R&A (various)	Ch 5: Issues for Further Consideration	August ___
R&A (Cirillo/Cook)	Ch 7: 2005 BRAC Process (last part)	August ___
R&A (Cook/Gingrich)	Appendix M: Impact of final recommends	August ___
R&A (Cook/Gingrich)	Appendix N: COBRA comparisons 1988-2005	August ___
R&A (Cook/Plack)	Appendix S: Maps	August ___
LTC Govern	1st draft of Ch 1 strategic overview	August 5
Govern/Yoder/Napoli	Completion of Ch 1 strategic overview	August ___
Andy Napoli	Appendix A: Abbreviations (final review)	August ___
Andy Napoli	Appendix B: Definitions (final review)	August ___
Andy Napoli	Appendix C: BRAC Statute (final review)	August ___
Andy Napoli	Appendix D: Force Structure Plan (final review)	August ___
Andy Napoli	Appendix E: Final Selection Criteria (final review)	August ___
Andy Napoli	Appendix F: Closures/Realignments 1988-1995 (final review)	August ___
Andy Napoli	Appendix G: Commissioner Biographies (final review)	August ___
Andy Napoli	Appendix H: Staff List (final review)	August ___
Andy Napoli	Appendix I: Hearings Held by Commission (final review)	August ___
Andy Napoli	Appendix J: Visits (final review)	August ___
Andy Napoli	Appendix K: DoD Closure/Realign List (final review)	August ___

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Andy Napoli	Appendix L: Bases Added by Commission, 2005 (final review)	August ___
Andy Napoli	Appendix P: Life After BRAC resource page (final review)	August ___
Andy Napoli	Review of all Ch 1: Community Concerns narratives	August ___
Andy Napoli	Review of Ch 2: Costs and Savings of BRAC 2005	August ___
Andy Napoli	Review of Ch 3: Economic Analysis of BRAC 2005	August ___ ✓
Andy Napoli	Review of Ch 4: Environmental Remediation	August ___
Andy Napoli	Ch 5: Issues for Further Consideration (section/topic)	August ___
Andy Napoli	Review of Ch 5: Issues for Further Consideration	August ___
Andy Napoli	Review of Ch 7: 2005 Process (R&A material at end)	August ___
Andy Napoli	Index by State	August ___
Andy Napoli	Index by Recommendation	August ___
Chris Yoder	Executive Summary	August ___
Chris Yoder	Review of Ch 6 historical narrative	August ___
Chris Yoder	Review of Ch 7: 2005 Process (non R&A materials)	August ___
Chris Yoder	Review of all Ch 1: Community Concerns narratives	August ___
Chris Yoder	Review of Ch 2: Costs and Savings of BRAC 2005	August ___
Chris Yoder	Review of Ch 3: Economic Analysis of BRAC 2005	August ___ ✓
Chris Yoder	Review of Ch 4: Environmental Remediation	August ___
Chris Yoder	Review of Ch 5: Issues for Further Consideration	August ___
Chris Yoder	Review of Ch 7: 2005 Process (R&A material at end)	August ___
Chris Yoder	Review of cover letter to President	August ___
Chris Yoder	Review of Index by State	August ___
Chris Yoder	Review of Index by Recommendation	August ___
Legal	Ch 2: Issues for Further Consideration	August ___
Legal	Appendix O: Final Commission Recommendations	August ___
Legal	Appendix R: Legal Memoranda (DoJ Memo)	August ___
Charlie Battaglia	Final Reviews and Commissioner approvals	August ___
Charlie Battaglia	Ch 5: Issues for Further Consideration (Threat Assessment)	August ___ ✓
Diane Carnevale	Appendix P: Life After BRAC resource page	August ___

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R&A (various)	Ch 1: Commission Recommendations	August ___
R&A (Cook/Gingrich)	Ch 2: Projected Costs and Savings	August ___
R&A (Cook/Tran)	Ch 3: Economic Analysis of BRAC 2005	August ___
R&A (Cook/Miller)	Ch 4: Environmental Remediation	August ___
R&A (various)	Ch 5: Issues for Further Consideration	August ___
R&A (Cirillo/Cook)	Ch 7: 2005 BRAC Process (last part)	August ___
R&A (Cook/Gingrich)	Appendix M: Impact of final recommends	August ___
R&A (Cook/Gingrich)	Appendix N: COBRA comparisons 1988-2005	August ___
R&A (Cook/Plack)	Appendix S: Maps	August ___
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Andy Napoli	Appendix A: Abbreviations (final review)	August ___
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Andy Napoli	Appendix G: Commissioner Biographies (final review)	August ___
Andy Napoli	Appendix H: Staff List (final review)	August ___
Andy Napoli	Appendix I: Hearings Held by Commission (final review)	August ___
Andy Napoli	Appendix J: Visits (final review)	August ___
Andy Napoli	Appendix K: DoD Closure/Realign List (final review)	August ___

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Andy Napoli	Appendix L: Bases Added by Commission, 2005 (final review)	August ___
Andy Napoli	Appendix P: Life After BRAC resource page (final review)	August ___
Andy Napoli	Review of all Ch 1: Community Concerns narratives	August ___
Andy Napoli	Review of Ch 2: Costs and Savings of BRAC 2005	August ___
Andy Napoli	Review of Ch 3: Economic Analysis of BRAC 2005	August ___
Andy Napoli	Review of Ch 4: Environmental Remediation	August
Andy Napoli	Ch 5: Issues for Further Consideration (section/topic)	August ___
Andy Napoli	Review of Ch 5: Issues for Further Consideration	August ___
Andy Napoli	Review of Ch 7: 2005 Process (R&A material at end)	August ___
Andy Napoli	Index by State	August ___
Andy Napoli	Index by Recommendation	August ___
Chris Yoder	Executive Summary	August ___
Chris Yoder	Review of Ch 6 historical narrative	August ___
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Diane Carnevale	Appendix P: Life After BRAC resource page	August ___

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Commission's Ev: luation of DoD's Economic Impact Tool

INTRODUCTION

The Commission directec its economist to assess DoD's compliance with BRAC selection criterion 6: "the economic impact ı existing communities in the vicinity of military installations." Three major aspects of DoD's a proach were evaluated: methodology, identifiable geography, and data reliability for all areas aff cted by the recommendations.

The Commission comme ls DoD for its uniform and consistent estimates of the regional economic impact on affected areas. The Joint Process Action Team 6 (JPAT6) consistently identified BRAC-affected economic areas, ırefully calculated the impact of each recommendation using reliable data sources, and meticulously locumented data sources and findings. Further, the Commission concurs with GAO's finding, in it: July 1 report, that DoD's economic impact "methodology has limitations but is reasonable for BRA purposes."

frequent tense shiftings

DoD's analysis assumed t at other socio-economic or financial outcomes, such as the area's housing market, fiscal coı litions, or school funding would eventually correlate with employment changes in the affected arı ıs. While it would be preferable to not have to make this assumption, the Commission realized that lternative methods to comprehensively estimate the impact of BRAC actions on regional econo ies would be just as debatable, lack uniformity, and be costly and time-consuming to implement r all affected areas.

EVALUATION

Because the 2005 BRAC nguage for criterion 6 is little changed from 1995, DoD decided to retain the 1995 BRAC methodol gy to estimate economic impact, or more precisely, employment impact for affected areas. Howev r, unlike prior rounds, DoD did not enumerate a cumulative BRAC impact for BRAC 2005 be ause the impacts of the 1993 and 1995 BRACs have been realized by now. The Commission ag es that this approach was consistent and compliant with criterion 6's guidance.

Methodology and Geogr: ɔhy: DoD calculated the economic impact of its proposals for areas physically containing the fected installations and labeled these areas as regions of influence (ROIs). ROIs could be m ıropolitan statistical areas (MSAs), micropolitan statistical areas (MISAs), or Metropolitan ɔivisions, collectively referred to as metro areas for brevity. DoD designated the appropriate ounties as ROIs for installations located in counties not belonging to a metro area. Accurate asse: ment of the regional economic impact depends upon identification of the correct ROI.

Although some communiti s disputed DoD's use of metro areas for its ROI assignments, the Commission believes DoD s assignment of installations to certain metro areas or counties before calculating economic impa t was sound. In general, metro areas are appropriate for economic analysis because they are s ındardized and defined areas. They incorporate large urban centers and adjacent counties having st ɔng social and economic integration with their economic cores, as measured by commuting p terns in the 2000 Census. Further, these metro areas tend to encompass installations' labor pools u: ng DoD's 50 mile radius standard for determining labor availability.

Except for isolated mista es (e.g. Hawthorne and Tobyhanna Army Depots), the Commission finds DoD assigned affected in tallations to appropriate ROIs (i.e. affected metro areas or counties). The Commission finds that D D treated all affected installations and areas on a consistent and equal basis.

The Commission was co erned by ROI assignments for about a dozen installations, whose economic impacts may n be correctly identified and allocated. In these instances, the installations were assigned to specific etro areas, although they were physically located close to borders of additional metro areas or ounties, whose impacts were not reflected in the model. For example, Naval Shipyard Portsmou , which is recommended for closure, is located on the border of the Portland-South Portland-l ddeford MSA and the Boston-Cambridge-Quincy MSA. DoD allocated all (-2.8%) employment i pact to the latter area and none to the other.

Calculator: DoD's appr ch and methodology, including the model used in BRAC 2005, were very similar to those used n BRAC 1995. In determining regional economic impact, DoD used products (input-output em loyment multipliers) from a proprietary economic modeling source to calculate the total employ ent effects – gains or losses in jobs — of a specific DoD recommendation on a regi n's economy. This device is a popular method to estimate the economic consequences of external anges to a regional economy.

DoD created the Economi Impact Tool (EIT) to uniformly estimate direct and indirect job changes and aggregate them to get tal net changes from 2006 through 2011 for all affected regions.

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Unlike mathematical tools sed in previous BRAC rounds, EIT allows users to track personnel changes and movements f any actions in affected installations. In order to capture the relative economic impact on all aff cted regions, DoD used impact ratios, expressed as a fraction or percent of total job change to ROI mployment level. These ratios allow analysts to assess the magnitude of impact regardless of the egional economic structure. For example, 200 job losses in small, remote areas like Aroostoc County (Maine) had a different impact than the same job losses in larger, urban areas like Po and-North Portland MSA (also in Maine).

The Commission believes at the estimated impact on most of the 250 ROIs affected by its 190 recommendations in BRA 2005 are in an acceptable range because almost all of these areas have net impact ratios between a solute 1.5 percent interval (see attached maps and charts). In addition, the Commission finds that e DoD's direct job multipliers are generally higher than those computed by communities ith different economic models. This issue met DoD's goal of erring on the high end of job impact timates.

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The Commission found, an GAO also observed, that DoD's methodology is an acceptable tool for determining the total emplo ment impact on affected regions; however, the Commission also noted community concerns about e static nature of DoD's model, which can only account for:

- Job Changes: EIT e uates economic impacts with potential job gains or losses only. It offers no insight int other important factors such as excess housing capacity, infrastructure, or public schools. D D addressed community infrastructure capabilities for gaining installations only in riterion 7.

- Snapshot Condition: EIT assumes job losses or gains occur instantly rather than actually and gradually over a -year period (2006-2011).

The model also lacks cap bility to account for other regional issues such as:

- Fiscal Impact: R enue losses by state and local government through lower income, property, or sales ıx collections.

- Brain Drain: The oss of skilled labor force, including contractors or military family members.

The Commission conclud d that while DoD should continue to refine its economic impact models, projecting the impact of I RAC actions is an inherently imprecise science. Any new theoretical model for comprehensive / estimating other impacts of BRAC actions on regional economies could depend upon debatable m thodology, lack a uniform approach, and be costly and time-consuming to implement for all affec d areas equally.

Economic Data: Direct j b changes, EIT's most important input for determining indirect effects, were extracted from COB A's database. To assist in assessing the relative economic impact of a scenario, the EIT also dis ayed the:

- ROI population an employment for 2003 and 2002, respectively,
- Installation's auth ized manpower,
- Authorized manpo er as a percentage of ROI's total employment,
- Total job change (e sum of the estimated direct and indirect job changes), and
- Impact ratio (Total ob change as a percentage of ROI's employment).

EIT reports also compare ın area's annual job growth for the 1988-2002 period, unemployment rates for 1990-2003, and p r capita incomes 1988-2002 to national averages.

The Commission found th EIT data were appropriate and timely for BRAC 2005 purposes and deadlines. However, the C ommission also found that the EIT reports were designed mainly for DoD's decision makers to roadly understand how BRAC 2005 recommendations might affect particular ROIs. They pro ide little interpretation of economic conditions in affected areas. The reports are informativ but provide little context for communities to explore or digest their unique economic structure or conditions. For example, EIT results are less helpful in understanding the huge dif erences between closing or realigning facilities in densely populated urban areas with diversifie economies and shutting down or downsizing facilities like DFAS Limestone in Aroostook C unty (Maine), realigning Eielson AFB in Fairbanks MSA (Alaska), or closing Hawthorne Army I epot in Mineral County (Nevada).

Finally, the Commission is also concerned about underestimated economic impacts due to the failure of the EIT to consid r non-BRAC programmatic changes, which also have economic impacts, as well as BRAC anges. The Commission realizes that, although the DoD approach completely complies with t e law, the cumulative impact of both BRAC and non-BRAC changes on affected communities may e underestimated. For example, the EIT identified the Clovis MSA in New Mexico, housing Can n AFB, as having the greatest employment impact of any community,(20.5%) due to total losses c 4,779 jobs (2,824 direct jobs plus 1,955 indirect jobs). However, DoD also planned to eliminate al ut 1,150 personnel in 2007, regardless of BRAC. If all direct job losses at Cannon AFB were ncluded to EIT, a -28.2% employment impact would have been reported for the Clovis com unity.

Based on DoD's recomm ndations, the Commission estimated that 10 communities would have high negative impacts (d : to both closures and realignments) while seven communities would have high positive impacts (du to realignments). The model is too static to incorporate other factors that may take place regardles: of any BRAC actions.

RECOMMENDATION FOR FUTURE BRAC ROUNDS

1. DoD should use a cons tent standard in designating geographic units for all BRAC selection criteria. Currently, geogr phic areas are defined differently for different purposes:
   - Criteria 1-4: 50-n le radius from the installation to determine labor pool and resources for the installation.
   - Criterion 6: ROIs i.e., MSAs, MiSAs, or counties (2004 redefinition by OMB).
   - Criterion 7: MSA and PMSAs (Primary Metropolitan Statistical Areas based on 1990 definitions by OM) for demographic, cost of living, employment data. MHAs (Military Housing Areas) w ch is a combination of data collecting by zip codes, 20-mile radius from the installations, 6 -minute commuting time.

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2. For data consolidation a d maintenance, DoD should either:
   - Incorporate EIT in COBRA because EIT's database can be designed to be a subset of COBRA's and dra installations' personnel data from COBRA's database. Or
   - Merge EIT's datab se with selection criterion 7's database to create a common database eliminating incons tencies and reducing maintenance and data updating.

3. Eliminate redundancy i data collection and maintenance for criteria 6 and 7.
   - Population and une ployment rates are collected in both criteria separately.

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Duke – This is great! A little too long let's talk about how to shorten it!

Commissi ›n's Evaluation of DoD's Eco ıomic Impact Tool

INTRODUCTI ›N

The Commissio 's economist who detailed from the Bureau of Economic Analysis of the U.S. Departmer of Commerce was charged to validate DoD's compliance with criterion 6 on "the econo: ıic impact on existing communities in the vicinity of military installations."[1] ' he Commission evaluated DoD's approach that was used to estimate regional econon ic impact in three major aspects: Sound methodology, identifiable geography, and eliable data for all areas affected by DoD's recommendations.

Although it was ınclear whether economic impact criterion played a significant factor in DoD's final delil erations as other criteria, the Commission commended DoD for its uniform and cor sistent efforts in estimating the regional economic impact for affected areas. DoD—thı ›ugh the Joint Process Action Team 6 (JPAT6)—consistently identified BRAC-affected e onomic areas, carefully calculated the impact of each recommendation with reliable dat sources, and meticulously documented data sources and findings. Further, the Con mission concurred with the Government Accountability Office's finding that the l 'oD's economic impact "methodology has limitations but is reasonable for BRAC purpos es."[2] DoD's address of criterion 6 was based on the assumption that other socio-econ mic or fiscal aspects, such as the area's housing market, fiscal conditions, or scl ool funding would eventually correlate with employment changes in the affected area: The Commission also realized that any apparatus that can be used to comprehensively estimate other impact magnitudes of BRAC actions on regional economies may s ill result in debatable methodology, lack of uniform approach, and would be costly a ıd time-consuming to implement for all affected areas.

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[1] The FY 2005 Natio al Defense Authorization Act (P.L. 108-375) amended language for criterion 6 from "the economic impac on communities" to "the economic impact on existing communities in the vicinity of military installations .

[2] For detailed descri tion of DoD's methodology on estimating area's economic impact as well as Government Accoun bility Office's evaluation of the methodology, see "Appendix XIV: Economic Impact Assessment," pp. 24 253. GAO-05-785: ***Military Bases: Analysis of DOD's 2005 Selection Process and Reco mendations for Base Closures and Realignments.***

EVALUATIOI

Because the lan uage for criterion 6 was changed little in 2005 BRAC, DoD decided to retain the simil: r methodology that was used in 1995 BRAC to estimate economic impact, or mor precisely, just employment impact for affected areas. For BRAC 2005, DoD decided to eave out the cumulative economic impact of prior BRAC rounds because it reaso ıed that all potential impacts in 1993 and 1995 BRACs would have been realized by now The Commission agreed that the approach is consistent and compliant to criterion 6's ε ıidance.

Method ›logy and Geography: DoD stipulated that economic impact should be assessed at a propriate geographies or areas, which physically contain the AFFECTED installations. D D labeled these ~~affected~~ areas as regions of influence (ROIs), whose economic data v ere collected and input to its model to calculate economic impact due to DoD recommen ations. DoD mapped affected installations into appropriate ROIs, which could be ı ıetropolitan statistical areas (MSAs), micropolitan statistical areas (MiSAs), or Met opolitan Divisions, hence collectively referred to as metro areas for brevity.[3] For in: allations that locate in counties that do not belong to any metro areas, DoD then desig ıted the appropriate counties as ROIs. Therefore, ROIs must be correctly identif ɔd in order to appropriately realize the regional economic impact.

Although some (ɔmmunities disputed DoD's use of metro areas or its ROI assignments, the Commission ɔelieved DoD made a sound decision in assigning installations to certain metro ar as before calculating economic impact. In general, these metro areas are appropriate ; eographies for economic analysis of areas of interest because they are standardized an defined by the U.S. Office of Management and Office. These areas incorporate larg urban centers and adjacent counties that have strong social and economic integr: tions to their economic cores, as measured by commuting patterns in the 2000 Censu: Further, these metro areas tend to be broad enough to include labor

[3] The U.S. Office of Management and Budget (OMB) develops standards that define metropolitan and micropolitan statist al areas (MSA and MiSA) for the purpose of collecting demographic and economic data, based on a cor bination of population density and commuter patterns. Further, OMB also conceptualized Met ›politan Divisions, which is a breakdown of a MSA whose core population is at least 2.5 million. In its 2 04 redefinition round, OMB identified 369 MSAs, 58 MiSAs, and 29 Metro Divisions in the United States ınd Puerto Rico.

pool for installations because DoD determines labor availability within a 50-mile radius of the installation .

Except for a few minor mistakes (Hawthorne Army Depot ~~or~~ and Tobyhanna Army Depot), DoD performed adequate ~~jobs to~~ assignments affected installations to appropriate ROIs, i.e., affected metro areas or counties. The Commission found that DoD treated all affected installations and areas on a consistent and equal bases. However, the Commission had some concerns for ROI assignments for about a dozen installations, whose economic impacts may not be correctly identified and allocated. In these specific instances, the installations were assigned to specific metro areas in DoD's database, but they physically locate close to borders of other metro areas or counties, whose impacts were not realized by the model. For example, Naval Shipyard Portsmouth, which is recommended to be closed, is located on the border of Portland-South Portland-Biddeford MSA and Boston-Cambridge-Quincy MSA. DoD allocated all (-2.8%) employment impact to the latter area and none to the other.

Calculator: DoD's approach and methodology, in fact, even the model used in BRAC 2005 were very similar to those used in BRAC 1995. In determining the regional economic impact, DoD used products (input-output employment multipliers) from a proprietary economic modeling source to calculate total employment effects – gains or losses in jobs – on a region's economy to a specific DoD's recommendation. ~~The notion of a multiplier rests upon the differences between the initial effects of a change and spinoff effects (i direct plus induced changes) of that change.~~ This device ~~is a popular~~ method to estimate economic consequence of exogenous changes to a regional economy.

DoD created Economic Impact Tool (EIT) to uniformly estimate direct and indirect job changes and sum them to get total net changes from 2006 through 2011 for all affected regions:

~~Total Job Changes = Direct Job Changes x (1 + Indirect Job Multipliers + Induce Job Multipliers)~~

where:

~~Direct Job Changes: Net job gains or losses for military and civilian personnel, plus contractor jobs, expressed at full-time equivalent basis, that support military missions.~~

Indirect a d Induce Job Multipliers: Model's derived products that are used to determine spinoff jc changes in each economic area that may occur as a result of the direct job changes. For simplicity purpose, DoD aggregated induced job changes into indirect job changes a d called the new component Indirect Job Changes.

Unlike other m thematical tools that were used in previous BRAC rounds, EIT allows users to track p rsonnel changes and movements for any actions in affected installations. I order to capture the relative economic impact for all affected regions, DoD devised th impact ratios, which are expressed as a fraction or percent of total job change to ROI e nployment level. The ratios allow analysts to capture the magnitude of impact regardle s of the regional economic structure. For example, 300 job losses in small, remote a eas like Aroostook County (Maine) had different impacts compared with the same job los es in large, urban areas like Portland-North Portland MSA (also in Maine).

The Commissio believed that DoD's impact estimates for most of the 234 regions affected by its 1 recommendations in BRAC 2005 are in acceptable range because most the net im act ratios are less than 2 percent (see attached maps and charts). In addition, the Co mission finds that the DoD's direct job multipliers are generally higher than thos computed by communities with different economic models. This issue met DoD's oal: To err on the high end. However, the Commission had some reservations on t e impact ratios because the impact ratio's numerator (total job changes) was ev luated at fulltime equivalent basis, but its denominator (ROI's employment lev s) includes both fulltime and part-time as well as self-employed jobs. Further, employ ent data that are input data to the model to determine the multipliers also cover both f lltime and part-time jobs. The Commission also realized that even their recalculatic s may not produce significantly different results, but DoD should modify its methc lology for consistency for future projects.

The Commission found, as GAO's also observed, the methodology is acceptable tool to determine the to l employment impacts for affected regions; however, the Commission also registered cc nmunity concerns about the static nature of DoD's model, which can only account for:

- Job Cha ges: EIT set to equate economic impacts to potential job gains or losses only. It ffers no further considerations for other aspects such as excess capacity of housi g, infrastructure, or public schools. ~~of closing installations are not quantifi d. However,~~ DoD addressed community infrastructure capabilities for gaining i stallations only in Criterion 7;
- Snapsho Condition: It assumes and estimates for all job losses or gains as if they occur in antly rather than actually over a 6-year period (2006-2011).

~~And,~~ The model so lacks capability to account for other regional issues:

- Fiscal In pact: Revenue losses by state and local government through income, property or sales taxes;
- Brain Dr in: The losses of skilled labor force, including contractors or military family m mbers.

~~Further,~~ The Co mission realized that, even with availability of needed resources, any theoretical app atus that can be used to comprehensively estimate other impact magnitudes of I RAC actions on regional economies may still result in debatable RESULTS ~~methodology~~, la k of uniform approach, ~~and~~ and would be costly and time-consuming to implement for a l affected areas equally.

Econom ic Data: Direct job changes, which are EIT's most important input component to d termine the indirect effects, were extracted from COBRA's database.[4] To assist in asse sing the relative economic impact of a scenario, the EIT also displayed the:

- ROI's po ulation and employment for 2003 and 2002, respectively,
- Installati n's authorized manpower,
- Authoriz d manpower as a percentage of ROI's total employment,
- Total job hange (the sum of the estimated direct and indirect job changes), and
- Total job hange as a percentage of ROI's employment, impact ratio.

In addition, DoI also reasoned that any economic impact analysis must be able to account for over ll effects on changes in the region's population, labor market

[4] See Chapter ?? in his Report for discussion and evaluation of COBRA's methodology and data.

conditions, or e arnings. In analyzing the economic condition of BRAC-affected communities, I IT reports include time series data that compared area's annual job growth for the 198 -2002 period, unemployment rates for 1990-2003, and per capita incomes 1988-2002 to national averages.

The Commission found that data inclusion in the EIT reports were appropriate and timely for BRAC 2005 purposes and deadlines. However, the Commission found that the EIT reports while featured INS more reliable data than BRAC 1995, were designed mainly for DoD s decision makers to broadly understand how all the actions encompassed in the BRAC 2005 recommendation package might affect a particular ROI. An EIT report for each affected area contains a snapshot (installation's personnel and area's population and employment) of the scenario as well as trend data (area's employment growth, unemployment rates, and per capita income relative to the national averages), but it provides little interpretations of the economic conditions for the affected areas. These reports provided little context for communities to explore or digest their unique economic structures or conditions. Further, DoD applied uniformed, generic language to describe the impacts without analysis on the regional economy or economic profiles, especially those small and less diversified economies: Closing DFAS Limestone in Aroostook County (Maine), realigning Eielson AFB in Fairbanks MSA (Alaska), or closing Hawthorne Army Depot in Mineral County (Nevada). [5]

Finally, the Commission was also concerned about underestimated economic impacts in instances due to DoD's programmatic changes. These personnel action changes, which have similar economic impacts as BRAC, but are unaccounted for by the EIT because, by default design was restricted to BRAC-purposes only. The Commission realized that although the ~~boeing~~ APPROACH completely complies with the law, the compounded impact to affected communities may be underestimated. For example, the EIT registered the Clovis MSA in New Mexico, which houses the Cannon AFB, ~~had~~ to have the highest impact to

---

[5] EIT's description for each affected area is standardized, with estimates and names are filled in as appropriate:

> ***Economic Impact of Community****: Assuming no economic recovery, this recommendation could result in a maximum potential increase (decrease) of ### jobs (### direct jobs and ### indirect jobs) over 2006-2111 period in the Named MSA economic area, which is #.# percent of economic area employment.*

the community' employment base (-20.5%) due to total losses of 4,779 jobs (2,824 direct jobs plus ,955 indirect jobs). However, the installation's actual personnel was 3,919, as stored n COBRA's database, for which DoD had planned to reduce about 1,150 personnel in 20 07, regardless of BRAC. If all the direct jobs at ~~the~~ Cannon AFB were to be included to E T, the Clovis community would have had -28.2% impact on its employment.

~~Regional planne s and economists are usually concerned of exogenous, eruptive~~ changes to the economie . More ~~specifically, if impact ratios are high (more than ±5.0 percent to the area's emplc ment levels) in certain regions, it's a red herring for structural changes in the regional e onomies, which require careful planning to address demands or surpluses; howe er, EIT model would not be able to capture the impact properly.~~ Based on DoD's recom ıendations, the Commission estimated that 10 communities would have high negati e impact ~~(due to both closures and realignments)~~ THAN ORIGINALLY COMPUTED, ~~while~~ and seven communities wo ıld have high positive impacts ~~(due to realignments)~~. The model is too static to incorpo ate other factors that may take place regardless of any BRAC actions.[6]

Some of the nega ive side-effects that communities may have to adjust to the employment sho ks, out migrations (brain drain issue), but EIT, failed to address properly. The Co mmission sincerely hopes that DoD would address the dire economic situations and as ist the communities to destabilize their economies.

RECOMMEND ATIONS FOR FUTURE BRACs

1. Consolidation f geographies used for all criteria ~~for~~ resulting in a more consistent standard. These geographic areas are defined differently for different purposes:

- Criteria 1- : 50-mile radius from the installation to determine labor pool and resources or the installation.
- Criterion 6 ROIs, i.e., MSAs, MiSAs, or counties (2004 redefinition by OMB).

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[6] Based on DoD's rec ommendations, the Commission estimated that about 17 communities would experience significan changes due to high impacts on their employment bases (10 communities with high negative impacts due o closures and realignment and seven with high positive impacts due to realignment).

DCN:11695

- Criterio 7: MSAs and PMSAs for demographic, cost of living, employment data (1990 de initions by OMB). MHAs (Military Housing Areas) by a combination of data coll cting by zip codes, 20-mile radius from the installations, 60-minute commut ng time.

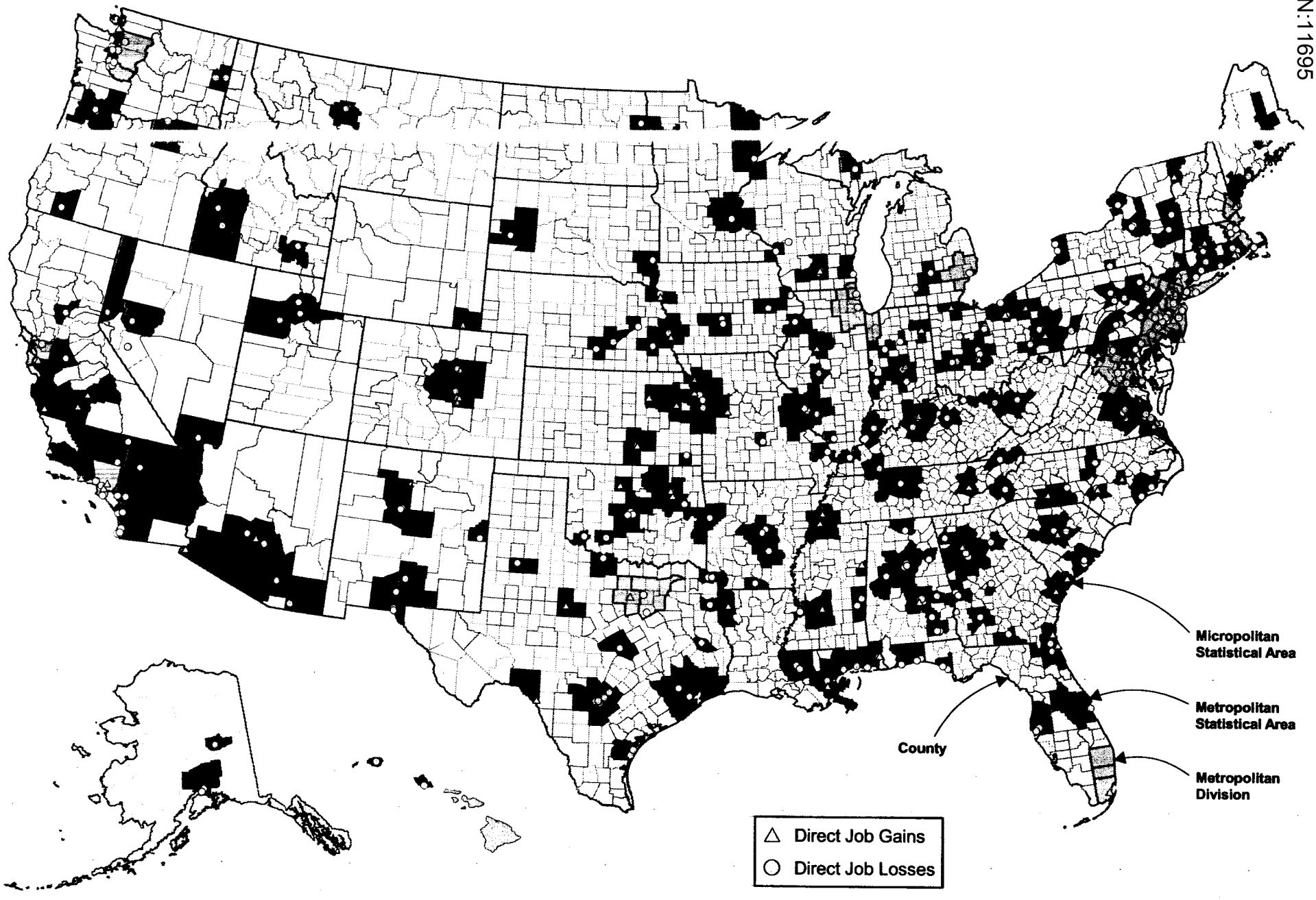
2. Data consoli ation:
   - Incorpo ting EIT into COBRA because EIT's database can be designed to be subset o COBRA's. EIT drew installation's personnel data from COBRA's database or
   - Merging IT's database with Criterion 7's database to create a common database to elimin te the inconsistency and to reduce maintenance and data updating.

3. Redundancy emoval of data collecting and maintenance for criteria 6 and 7.
   - Populati and unemployment rates are collected in both criteria separately.

Direct Job Changes By Regions of Influence

Based on DoD's May 13, 2005 Recommendations

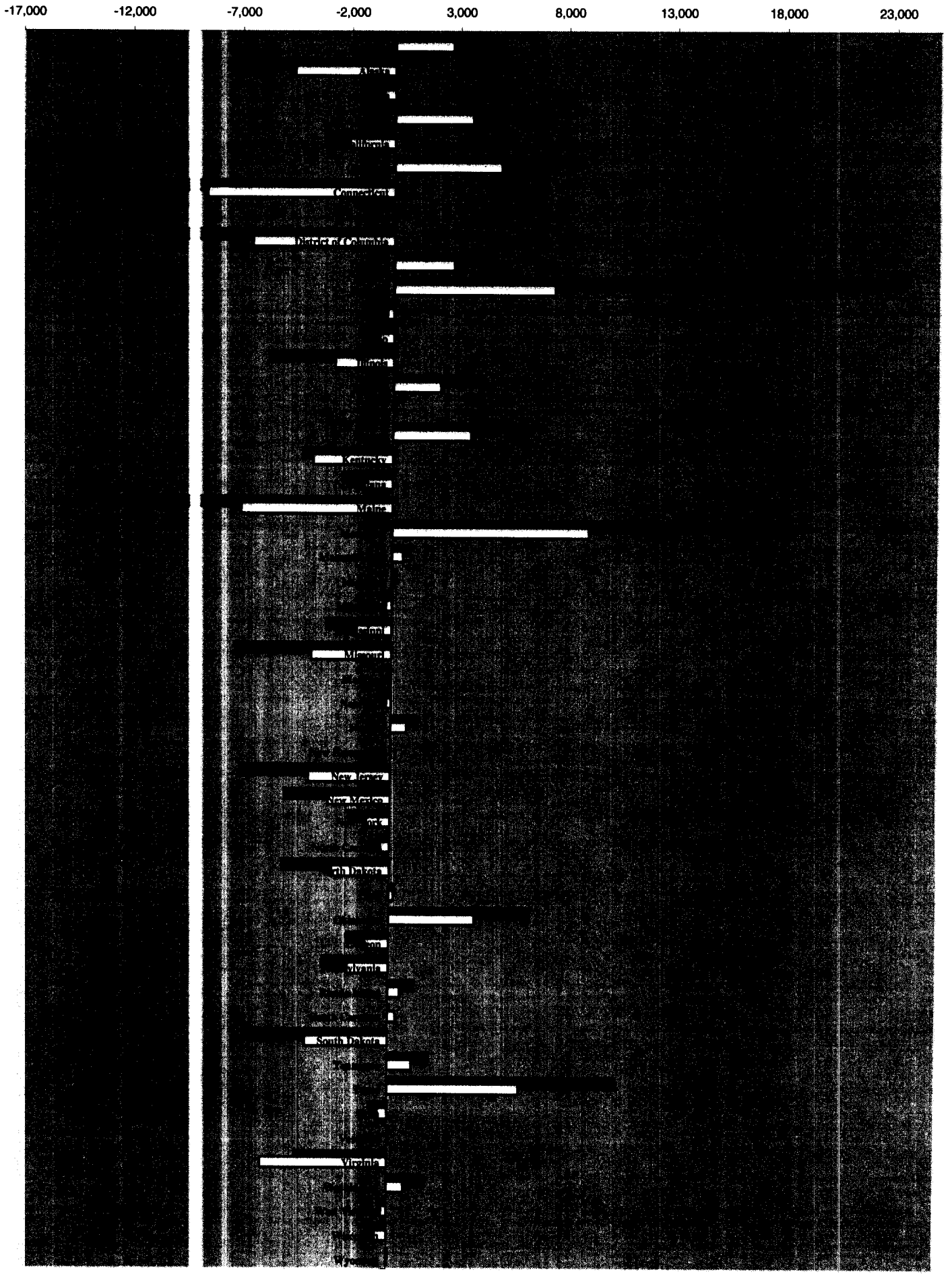
DCN:11695



NOTE: DoD's definition for Regions of Influence (ROI) includes Metropolitan Statistical Areas (MSA), Micropolitan Statistical Areas (MiSA), Metropolitan Divisions (MD), and Counties. See labels on map.

DCN: 11695

State Estimates of Total Jobs and Direct Jobs Affected by DoD's BRAC Recommendations



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DCN:11695

Tran, Duke, CIV, WS)-BRAC

From: Napoli, Andrew, CIV, WSO-BRAC
Sent: Thursday, August 11, 2005 11:45 AM
To: Tran, Duke, CIV, WSO-BRAC; Gingrich, Karl, CIV, WSO-BRAC
Subject: Please review Appendix B: Definitions

Attachments: Appendix B Terms and Definitions Used in the 2005 BRAC Process.doc

Karl and Duke:

I want to finish off this App ndix for the Final Report by tomorrow, if possible. I have sourced each reference that I included. The ones I was 'eakest on were the economic and COBRA related terms, where I knew the info was somewhere in the DoD Ma ' 13th Report, but not exactly sure what page, etc. I don't think we necessarily need the page numbers to be listed in the Commission Report, as long as you guys are confident in the definitions used here. Please review this list, and let me now if you have any changes or corrections to recommend.

Appendix B Terms and Definitio...

Andrew V. Napoli
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efficiently and e fectively support its force structure, increase operational readiness and facilitate new ways of doi g business. BRAC is also frequently used colloquially to refer to the Defense Base Closure an Realignment Commission as the "BRAC Commission," even though the Commission's ii tials are technically "DBCRC." Thus, "BRAC" by itself refers to the DoD part of the base closu e process, but "BRAC Commission" refers to the independent Defense Base Closure and Rea gnment Commission. *(source: 2005 Commission; Department of Defense, http://www.defensel ık.mil/brac/definitions_brac2005.html)*

BRAC Report
The Final Report to the President containing the Commission's findings and conclusions, based on a review and nalysis of the Secretary of Defense recommendations. Unless the BRAC Report is rejecte by either the President or Congress on an all-or-nothing basis, the Commission's fi al recommendations contained within the Report become law. *(source: Base Closure Law)*

Candidate recoı ımendation
A scenario that a oint cross-service group or military department has formally analyzed against all eight selectioı criteria and which it recommends to the Infrastructure Steering Group and Infrastructure Ex cutive Council respectively for approval by the Secretary of Defense. A joint cross-service gro p candidate recommendation must be approved by the Infrastructure Steering Group, the Infras ucture Executive Council, and the Secretary of Defense before it becomes a DOD recommen ıtion. A military department candidate recommendation must be approved by the Infrastructure Executive Council and the Secretary of Defense before it becomes a DOD recommendation. *(source: Department of Defense, http://www.defenselink.mil/brac/scenario-tracker/scenario-tracker.html)*

CERCLA
The Comprehensi e Environmental Response, Compensation, and Liability Act, also known as the Superfund, is ıe legal framework for the identification, restoration, and transfer of contaminated pro erty. In 1986, CERCLA was revised to include all federal property, including military installati ıs. *(source: 1995 BRAC Commission Report)*

CERFA
The Community I ıvironmental Response Facilitation Act. It amends CERCLA and requires identification of u contaminated parcels at closing bases and allows the clean parcels to be transferred while l ıng-term cleanup of contaminated parcels continues. *(source: 1995 BRAC Commission Report)*

Certified data
P.L. 101-510, sect ɔn 2903 (c)(5) requires specified DoD personnel to certify to the best of their knowledge and be ef that information provided to the Secretary of Defense or the 2005 Defense Base Closure and ealignment Commission concerning the realignment or closure of a military installation is accu ate and complete. *(source: Department of Defense, http://www.defenselink.mil/brac/definitions_brac2005. tml)*

Changes as a Per ent of Employment (see also **Total Economic Impact**)

The result of div ding Total Job Changes by Economic Area Employment. The resulting calculation is a c ıantitative measure of how much a region's job or employment base will be affected by a par icular BRAC action. *(source: 2005 Commission)*

Clean Air Act
The Clean Air A t refers to statutes and federal regulations upon which the nation's air pollution control program s based. The program is carried out by the Environmental Protection Agency and state regulat ry programs. The program is based primarily on the 1970 version of the Act. The most recent omprehensive amendments were made in 1990. *(source: 1995 Commission Report)*

Close/Closure
A BRAC action i ı which all missions or activities of a certain installation have ceased or have been relocated. ll personnel positions (military, civilian, and contractor) will either be eliminated or rel cated, except for personnel required for caretaking, conducting any ongoing environmental cl anup and disposal of the base, or remaining in authorized enclaves. *(source: Department of Defer e, http://www.defenselink.mil/brac/definitions_brac2005.html)*

Close, Except
The vast majority of the missions at an installation will cease or be relocated. Almost all military, civilian, ınd contractor personnel will either be eliminated or relocated. All but a small portion of the bas will be declared as excesse, and the property disposed. The small portion retained will ofte be facilities in an enclave for use by the reserve components, or a specialized facility that is exp nsive and/or difficult to re-build elsewhere. Generally, active component management of th base will cease. Outlying, unmanned ranges or training areas retained for reserve componer use do not count against the small portion retained. Closure (missions ceasing or relocat ıg) and property disposal are separate actions under Public Law 101-510. *(source: 1995 Comm ssion Report)*

COBRA
An acronym for th Cost of Base Realignment Actions (COBRA) model, which is an analytical tool for estimating the costs and savings associated with the execution of a realignment or closure action. Th tool calculates the one-time cost, annual savings, return on investment, and the net present val e of each action. *(source: 1995 Commission Report)*

COBRA Applica on
This is the actual s ftware (computer program) which processes data and performs "COBRA runs," or data anal sis. *(source: 2005 Commission)*

Commission
The independent C mmission established by section 2902 of the Defense Base Closure and Realignment Act o 1990, as amended (P.L. 101-510). The formal name of the Commission is the "Defense Base Closure and Realignment Commission" (DBCRC). However, it is common for the DBCRC to e referred to colloquially as the "BRAC Commission." Commissions are usually specified fi ther by the year in which they operated and issued their final recommendations. Thus, the 2005 BRAC Commission had nine Commissioners, while the 1991, 1993, and 1995 Co ımissions had eight Commissioners, and the 1988 Commission had twelve. *(source: Base Closure Law; 2005 Commission)*

Enclave
A smaller sectic ı of a military installation that remains intact from that part which is closed or realigned and w ich will continue with its current role and functions subject to specific modifications. *source: 1995 Commission Report)*

Force Structur 'Force Structure Plan
Numbers, size, ɛ ıd composition of the units that comprise the U.S. defense forces; e.g., divisions, ships, ıir wings, aircraft, tanks, etc. *(source: Department of Defense, http://www.defense. nk.mil/brac/definitions_brac2005.html)*

Gain, Receivin Base
A base which re ɛives additional missions, units, or activities that are being relocated from a closing or realig ing base. In cases where the base is both gaining and losing missions, the base is a gainer or rec iving base if it will experience a total net increase of military and civilian personnel. *(sourc : Department of Defense; 1995 Commission Report)*

Inactivate, Mot ball, Layaway
Terms used whe retention of facilities and real estate at a closing or realigning base is necessary to meet the futur mobilization, surge, or contingency needs of the Department of Defense. Bases, or portion of bases, that are considered mothballed will not be excessed and disposed. It is possible they c uld be leased for interim economic uses. Congress sharply limited the ability of the Departmen to inactivate bases during the 2005 BRAC round. *(source: Department of Defense; 1995 Commission R ort; 2005 Commission)*

In Civ
The number of ci ilian personnel authorizations relocating into the installation from another economic area. *(s rce: Department of Defense, May 13, 2005 BRAC Report)*

In Mil
The number of m itary personnel authorizations relocating into the installation from another economic area. *(s rce: Department of Defense, May 13, 2005 BRAC Report)*

Indirect Change
The sum of estim ed indirect and induced job changes in the community associated with the change in Total D ect Jobs.

- Indirect jo changes are the net gain or loss of local non-government jobs supporting installation materi l, service, and infrastructure needs, such as a local motor pool parts distributors or bas operations support (BOS) contractors.

- Induced jo changes are the net addition or loss of local non-government jobs in industries that pro ide goods or services to the households of direct or indirect installation employees. Examp es include local grocery stores, retail stores, and restaurants. *(source: Department f Defense, May 13, 2005 BRAC Report)*

Infrastructure Ex cutive Council (IEC)

2004), OMB id ıtified 29 Metropolitan Divisions in the United States and Puerto Rico. *(source: 2005 Commission)*

Metropolitan S atistical Area (MSA)
The U.S. Office of Management and Budget (OMB), under the White House, develops standards that define metr politan and micropolitan statistical areas (MSAs and MISA) for the purpose of collecting demo raphic and economic data, based on a combination of population density and commuter patte ıs. The basic components of these areas are counties or county-equivalents, such as cities, m ınicipalities, or townships. *(source: 2005 Commission)*

A MSA must ha e at least one urban area with at least 50,000 people, plus adjacent counties that have strong soci l and economic integration with the core, as measured by commuting patterns. In the latest rede inition round (November 2004), OMB identified 369 MSAs in the United States and Puert Rico.

Micropolitan S ıtistical Area (MISA)
An MISA has si ıilar definition as MSA except that it has smaller urban area as its core (population betw en 10,000 to 50,000 people). In the latest redefinition round (November 2004), OMB ide tified 58 MISAs in the United States and Puerto Rico. *(source: 2005 Commission)*

Military Depar nents
The Military De artments are the Department of the Army, Department of the Navy, which includes the Mar ne Corps, and Department of the Air Force. *(source: Department of Defense, http://www.defensel ık.mil/brac/definitions_brac2005.html)*

Military value
Referring to one r more of the first four BRAC selection criteria, which are collectively referred to as the military value criteria and are expected to receive priority consideration in the analytical process that resu s in recommendations for the closure or realignment of military installations within the Unite States. *(source: Government Accountability Office, GAO-05-785 Military Bases)*

National Enviro ımental Policy Act (NEPA) Analysis
An analysis cond cted to evaluate an installation's disposal decisions in terms of the environmental in act. The NEPA analysis is useful to the community's planning efforts and the installation's pro erty disposal decisions. It is used to support DoD decisions on transferring property for com ınity reuse. *(source: Department of Defense: http://www.defenselink.mil/brac /definitions_brac200 .html)*

Net Gain/(Loss) Civ
The net change ir the number of civilian personnel authorizations by installation. *(source: Department of Defen e, May 13, 2005 BRAC Report)*

Net Gain/(Loss) Mil
The net change in the number of military personnel authorizations by installation. *(source: Department of Defen e, May 13, 2005 BRAC Report)*

Net Mission Con ractors, AKA Non-Government Personnel

funding levels, o skill imbalances. Only a portion of the base may be excessed and the property disposed, with re lignment (missions ceasing or relocating) and property disposal being separate actions under Pu lic Law 101-510. In cases where the base is both gaining and losing missions, the base is being ealigned if it will experience a net reduction of DoD military and/or civilian personnel. In su ı situations, it is possible that no property will be excessed. *(source: Base Closure Law; Department of Defense, http://www.hqda.army.mil/acsimweb/brac/definition.htm)*

Receiving instal ıtion
An installation tc which missions, units, or activities would be relocated pursuant to a closure or realignment reco ımendation. An installation can be a receiving installation for one recommendation nd a losing installation for a different recommendation. *(source: Government Accountability Offic GAO-05-785 Military Bases)*

Redevelopment uthority (or Local Redevelopment Authority)
In the case of an i ıstallation to be closed or realigned under the base closure law, the term "redevelopment a ıthority" means an entity (including an entity established by a State or local government) reco nized by the Secretary of Defense as the entity responsible for developing the redevelopment pl n with respect to the installation or for directing the implementation of such plan. *(source: Dep rtment of Defense, http://www.defenselink.mil/brac/definitions_brac2005.html)*

Redevelopment l lan
In the case of an i stallation to be closed or realigned under the base closure law, the term "redevelopment p ın" means a plan that (A) is agreed to by the local redevelopment authority with respect to the installation; and (B) provides for the reuse or redevelopment of the real property and pers ıal property of the installation that is available for such reuse and redevelopment as result of the closure or realignment of the installation. *(source: http://www.defenselin .mil/brac/definitions_brac2005.html)*

Redirect
A recommendatio from the Secretary of Defense, or a decision of the Defense Base Closure and Realignment Com ıission, to change a base closure or realignment decision made by a prior Commission. The erm is generally used when the receiver installation is changed. There are no "redirect" actions ı ı be taken by the 2005 BRAC Commission because all prior BRAC Commission final ecommendations have already been implemented. *(source: 1995 Commission Report)*

Red Team
In the latter stages f the DoD-portion of their BRAC analysis, the Department engaged a small group of executive evel former government officials to provide additional advice. Called the "Red Team," this g oup was asked to provide an independent assessment of candidate recommendations. The Red Team met with each Military Department and JCSG. It reviewed candidate recomm ıdations, report drafts, and supporting materials. The team's insights, according to DoD, rovided valuable feedback and suggestions for improving the quality of the candidate recomm ıdation packages that the Secretary ultimately approved and sent to the Commission for re iew. *(source: Department of Defense; http://www.defenselink.mil/brac/minutes /brac_red_team.html)*

Transformatio

According to th Department's April 2003 Transformation Planning Guidance document, transformation i "a process that shapes the changing nature of military competition and cooperation thro gh new combinations of concepts, capabilities, people and organizations that exploit our natio 's advantages and protect against our asymmetric vulnerabilities to sustain our strategic positio , which helps underpin peace and stability in the world." *(source: Department of Defense, http://ww defenselink.mil/brac/definitions_brac2005.html)*

United States

The entire Natio , which includes 50 states, the District of Columbia, the Commonwealth of Puerto Rico, Gu n, the Virgin Islands, American Samoa, and any other territory or possession of the United State *(source: Department of Defense, http://www.defenselink.mil/brac/definitions_brac2005.html)*

COBRA. Also, there w re costs for projects that were delayed due to a mov or realignment that were riot captured in the COI RA model. For instance, in this round, the Navy ometimes put a program on hold while a move w s taking place. Even though this might incur a si ificant cost to DoD, it was not included in the (OBRA. Finally, DoD should make every attempt t capture all costs associated with the base clos e process. Costs such as increased CHAMPUS osts, Medicare impacts, and active duty/reserve 1 rces cost sharing arrangements have historicall been omitted from COBRA considerations.

The last major area of oncern involved the use of an annually revised c t of money as the discount rate. The discount rat was used to calculate the present worth of fu re savings. These savings were discounted fo the decreased value of money in the future. In 1991, the discount rate was 10 percent. In 1 3, DoD used a 7 percent rate and in 1995, a 75 percent rate was used. These different rates used a large difference in the net present value future savings. Using a 10 percent rate decrease the savings to a third of what they would be f a discount rate of 2.75 percent were used. In tead of using a rate which can vary greatly from year-to-year, a reasonable estimate of 5 to 7 perc nt should be used and not changed over time. Th General Accounting Office recommended the use of a 4.85 percent discount rate for the 1995 roun . Using the same discount rate is the only way o compare one round of BRAC with another rou d.

Analysis of Econo ic Impact

Economic analysis of ses identified for closures and realignments in th 1995 round improved significantly from prior ase closure rounds. Economic data provided t the Commission from the Joint Cross-Service G up (JCSG) on Economic Impact provided a co erent and comprehensive analytic approach for estimating the economic impact of military ba closures. Similarly, the 1995 Defense Base (losure and Realignment Commission's economi impact computer software was far superior to e nomic capabilities available to past Commiss ns. Despite the ongoing improvements in calcul ting the economic impact of a base closure, ther were a number of areas that could be improved

The primary focus of the JCSG economic impact software was to determine the number of military, civilian, and private contractor personnel eliminated or reassigned from a defense establishment and to determine the indirect job loss resulting from base closures and realignments. Personnel may be relocated on paper among several different duty stations before their final destinations are determined. Personnel reassigned from their original station to a new station were not efficiently tracked by the economic impact software. This deficiency resulted in significant reconciliation effortsby the Commission's economic and Cost of Base Realignment Actions (COBRA) analysts.

A modification to the economic analysis software to automatically account for reassigned military, civilian, and private contractor personnel from each origin to all destinations would be a significant improvement to the current software. Also, the software should be able to account for the changes in the number of military, civilian, and private contractors arriving at each destination from all origins. These modifications would reduce the potential for errors in cost and economic analysis.

The DoD Joint Cross-Service Group on Economic Impact decided that cumulative economic impact would include prior BRAC actions if personnel losses occurred in 1994 or later. The Group decided that historical government economic trend data would capture the actual economic impacts of BRAC actions prior to 1994. Therefore, the 1995 Commission economic database did not include any closure or realignment personnel actions completed prior to 1994. The 1995 Commission concluded that this approach did not fully accommodate the concerns of the communities affected. To improve the database as a tool for computing cumulative economic impact, all prior base closure actions in an economic area should be included in the grand totals of the cumulative economic impact calculations.

A job mulltiplier obtained from government economic source material was used in calculations to determine the indirect job loss resulting from a base closure or realignment. The Commission's review of multipliers found that a number of the services' multipliers appeared lower than those independently computed by the Commission. Ongoing discussions with the Joint Cross-Service Groups clarified multiplier differences. To reduce

conflicting economic analysis based on multipliers, the military services should provide official documentation to the Commission explaining any changes in multipliers used to calculate indirect job loss.

Existing unemployment in an area that might be affected by a BRAC action was important when calculating the total economic impact of a potential base closure or realignment. One method to assess the total potential unemployment rate is to combine the current unemployment rate with the impact computed for BRAC, making sure the employment base definition is consistent, i.e., does or does not include military personnel between each economic area analyzed.

The Joint Cross-Service Group used the Bureau of Economic Analysis (BEA) data for an employment data base by economic area. The Commission approved the Department of Defense's use of BEA data which represented a change from relying solely on the Bureau of Labor Statistics (BLS) data during previous base closure rounds. The Commission agreed to use BEA, because unlike BLS, the data found in BEA included military personnel. However, historical information on employment and rates of unemployment in the economic impact database were published by BLS. Consequently, the use of two data sources on employment led to confusion. The Commission recommends that separate reports be generated for economic impacts using BEA data and for the historical trends using BLS data.

The Commission also found that the use of COBRA personnel summary sheets to alter the economic database worksheets led to possible errors in economic calculations when personnel changes were within the same economic area or when the economic impact was computed from a "redirect"action. These errors could be eliminated if the services provided the Commission separate economic impact data base revisions in the same manner as they provided separate COBRA revisions.

Military value criteria were given priority consideration Since the D D Selection Criteria were designed specifically vith the military services in mind, the Executive roup developed more distinctive measures to ssess the military value of DIS activities. The easures of Merit used to develop military valu were Mission Essentiality, Mission Suitability, C erational Efficiencies, and Expandability.

The DIS used the C BRA model to assess die relative costs, savings and return on investment of the alternatives. W king Group members gathered the necessary da regarding personnel, construction, and renovat n.

The potential econor ic impact on communities was evaluated throug the use of the BRAC 95 Economic Impact Da Base. The ability of the potential losing and r eiving location's infrastructure to support each ternative was evaluated by the Executive and W king Groups. Impacts were also evaluated in term of readiness, effectiveness, and efficiency with re ard to the ability of DIS to support its customers The analysis also considered potential enviro nental impacts at both the losing and gaining site for each alternative.

The COBRA results, c mmunity and environmental impacts, and sup rting rationale were presented to the Executi Groups for consideration and selection of the gency's final recommendation to the Secretary o Defense.

OFFICE OF THE SECRI ARY OF DEFENSE/ JOINT CHIEFS OF STA REVIEW

Using certified data., tl Secretaries of the military departments and Dire tors of the defense agencies developed their commendations based on the approved final s ection criteria and force-structure plan, and s mitted their base closure and realignment reco mendations to the Secretary of Defense for re iew and approval. As part of the Secretary's rev w, the Assistant Secretary of Defense for Econ nic Security provided for Joint Staff and OSD r view of the recommendations received from th military departments and defense agencies.

The Joint Staff revie ed the recommendations from a warfighting p rspective to ensure they would not adversely a fect the military readiness capabilities of the arm d services. The Chairman of the Joint Chiefs of S ff endorsed all the military department and defens agency recommendations without objection.

Key staff elements of the Office of the Secretary of Defense and the Joint Staff also reviewed the recommendations to ensure they would not sacrifice necessary capabilities and resources. The Assistant Secretary of Defense for Economic Security reviewed the recommendations to ensure all eight selection criteria were considered and the recommendations were consistent with the force-structure plan. This review also assured that DoD policies and procedures were followed and that the analyses were objective and rigorous.

The Secretary approved the recommendations of the military departments and defense agencies and officially transmitted his list of closures and realignments to the 1995 Defense Base Closure and Realignment Commission on February 28, 1995.

COMMISSION REVIEW

The Commission established five teams within its Department of Review and Analysis—one team to review each respective service application of the military value criteria *to* the base closure process, an Interagency Issues Team which reviewed the Defense Agencies' application of the military value criteria to the base closure process, and a Cross Service Team to review the application of military value applied to depots, test and evaluation, and laboratories. Each team analyzed the services' methodology to ensure general compliance with the law, to confirm accuracy of data, and to determine if base-specific recommendations were properly offered by the Secretary of Defense.

In addition, the Interagency Issues Team analyzed the final four criteria—Return on Investment, Economic Impacts, Community Infrastructure, and Environmental Impacts—across all services. The Interagency Issues Team also provided analysis on airspace issues when applicable.

CRITERIA 1-4: MILITARY VALUE

In accordance with PL 101-510, as amended, all of the information used by the Secretary of Defense to prepare recommendations must be sent to Congress, the Commission, and the Comptroller General. Within the Commission, each team began its review and analysis with an examination of the documents provided by the services. First, teams determined whether the recommendations were based on the force-structure plan and eight criteria, and whether all bases were considered equally. Next, the teams considered if categories, subcategories, and base exclusions were reasonable.

Each of the teanis reviewed the process the services used to asses military value, as well as the reasonableness of ıe data they used. Each team examined the capa ıty analyses performed by the services and high ghted installation categories that required add ional scrutiny. Specific data analyses included a review and independent analysis of the CC BRA input data and military construction cost es imates, as well as the capacity of receiver installati ns to accept missions.

Throughout the rev ew and analysis process, the Commission staff n intained an active and ongoing dialogue with base-associated communities who made signific ıt contributions to the entire process. Staff memb rs also accompanied commissioners on base vis s, attended regional hearings, and visited closure and realignment candidates and receiving instal tions.

CRITERIA 5-8: COS S, SAVINGS, AND IMPACTS

While the first four election criteria assessed military value and were given priority consideration, the remaining criter ı were also applied in base closure and realig ment evaluations. Because these criteria were n t driven by military considerations specific to service, the commission's Interagency Issues ' eam evaluated criteria application across all serv ces to ensure process uniformity and compliance with the legal requirement to evaluate recommer lations based on the final selection criteria.

CRITERION 5: RETU N ON INVESTMENT

As prescribed by O D policy guidance, the COBRA model was use by the services and defense agencies to calculat costs, savings, net present value, and return or investment for base closure and realignment ac ons. Return on investment was the expected ı yback period in years for each proposed base closure or realignment. The COBRA input data c nsisted of standard factors, which generally rem ned constant, and base/scenario factors which ere unique. Standard factor examples included c vilian pay, national median home price, discount rates, and costs per mile of moving personnel a d equipment. Examples of base/scenario factors i cluded the nurnher of authorized personnel at a b se, the size of the base: the number of personne moving, and construction costs required by the nove. The output data were used by each of the s rvices and defense agencies in their decision-maki g process.

All of the COBRA runs used by the services and defense agencies in formulating their recommendations were provided to the Commission with the Secretary's list. Other COBRA runs were submitted by the services and defense agencies upon Commission request. The Commission thoroughly reviewed the services and defense agencies data throughout its evaluation process.

The Commission also generated and ran its own COBRA models to evaluate various alternative realignment and closure scenarios. In total, including the original DoD submission COBRA runs, the staff received or generated nearly *400* COBRA runs for evaluation and consideration. Ten percent of these COBRA runs were generated by communities and submitted to the Commission for evaluation. In a number of these cases, the communities' analyses identified important cost and savings issues.

Another vital function performed by the Keview and Analysis Interagency Issues Team was to track the costs and savings estimates of DoD recommendations throughout the review and analysis process. During the time from February 28, 1995, when the list of recommendations was submitted to the Commission, until the final deliberations in late June, DoD modified the return on investment calculations for *64* of the original *146* recornmendations. Several of these revised COBRA runs substantially changed the estimate of the costs and savings associated with a particular realignment or closure action. In general, DoD originally underestimated the cost of executing realignment or closure actions and overestimated their projected savings.

CRITERION 6: ECONOMIC IMPACT

Two economists of the Commission's Review and Analysis Interagency Issues Team, one detailed from the Department of Commerce (DOC) and one from the Federal Emergency Management Agency (FEMA), validated DoD's compliance with Criterion 6 on economic impact. Their review included (1) analysis of economic procedures provided to the Services by DOD's Joint Cross-Service Group on Economic Impact, (2) validation of personnel changes resulting from the current BRAC action, in particular providing consistency in personnel changes between the Economic Impact Database (EID) and the COBRA personnel summary reports, (3) validation of employment data used in the economic impact equation and

historical economic da ı used to demonstrate actual economic activity, (4 a validation of the economic areas assigned to installations, and (5) an analysis of the indir ɔt job multipliers used to measure indirect job i ıpacts.

The services general ' complied with the OSD guidance to estimate ɔonomic impact, and these impacts represented a 'worst-case"estimate of job loss. Economic proce ures used by the services complied with comm ıly used economic practice for measuring regiona economic impacts. Personnel changes were co sistent, in the majority of installations, between ID and COBRA. Where inconsistencies occurred the Commission directed the services to resolve hem. Economic data were validated by comparin the data in the EID with economic reports gen ated by the services and by validating these ıta from their sources—DOC's Bureau of Ec ıomic Analysis and Labor Department's Bureau c Labor Statistics. The Commission validated ass nment of installations to appropnate economic ıreas, consistent with the Office of Management nd Budget's Revised Standard for Defining Metro olitan Areas, as appropriate.

The Commission, with urther assistance of FEMA, assessed indirect job n ıltipliers used by the services to estimate indir ɔt job losses by independently computing mult ɔliers for 32 major bases included on the Secret y's list. In most cases, the multipliers used by the ervices were greater than those estimated by FEM ı. Where the FEMA multipliers were greater, th Commission questioned DoD's Joint Cross-Ser ice Group on Economic Impact about the app rent discrepancies. The Commission found, th ough these discussions, that the lower DoD mı tipliers were from adjustments to standard multi liers to account for lower military wages and on-b se services for DoD military personnel, compar l to that of DoD civilian personnel. After this eview, the Commission believed the indirect j ɔ multiplier values used by the services were co sistent and complied with good economic practice

CRITERION 7: COMMUI TY INFRASTRUCTURE

The Commission's Re ew and Analysis Interagency Issues Team va dated DoD's compliance with Criterion 7, "the al lity of both the existing and potential receiving c mmunities' infrastructure to support forces, missi ns and personnel." DoD did not provide specif guidance on how the services should evaluate this criterion. The services determined their own measures for adequacy of community infrastructure which were based as much as possible on existing data sources. Each service appeared to address its measures adequately, so that no substantial deviation from established criteria was identified.

Amy: In its report to the Commission, the Army stated that Criterion 7 was addressed with Criterion 6 using DoD's standard model to evaluate economic impacts. The Army provided no additional description of its evaluation of community infrastructure. Some of the attributes selected for the Army's military value analysis suggested that community infrastructure may have been taken into account in the analysis. These attributes included workforce statistics, cost of living index, family housing, health care index, and variable housing allowance.

Navy: The Navy rated selected aspects of community infrastructure in its military value analysis, including on- and off-base housing, child care availability, commute distance, access to education and health care, and crime statistics. Community infrastructure factors were rated and assigned weights for calculation within each installation category. The Navy's data calls contained comprehensive listings and statistics on workforce attributes, spouse employment, education options, and ability of local infrastructure to accept growth at various levels.

Air Force: The Air Force quantified and rated several sub-elements: off-base housing, transportation, crime rate, medical care, education, and off-base recreation. The Air Force assigned color-coded ratings to the six sub-elements, which were averaged out to a single colorcode assigned for community infrastructure. The analysis relied on various national, local, and service-specific data sources. The Variable Housing Allowance (VHA) survey evaluated various cost-related factors for individual bases, and was used to derive the VHA paid to enlisted personnel. VHA data were used by the Air Force to assess off-base housing and commute information. It should be noted that the objectives of the VHA survey (to measure need for VHA) tend to influence survey responders to maximize negative responses. Thus, quality of life data derived from the VHA survey may appear to show a negative bias towards community infrastructure.

Defense Agencies: he Defense Logistics Agency assessed communit impact by using data on local economic indicat rs, transportation, utilities, workforce availabil y, housing, education, health care, crime, and cl nate/environment. Data sources included Bureau of the Census, Department of Commerce, state ag ncies, local transit authorities, and published busir ss directories.

CRITERION 8: ENVI ONMENTAL IMPACT

An environmenta analyst detailed to the Commission's Revi v and Analysis Interagency Issues Team from he Environmental Protection Agency validated D)'s compliance with Criterion 8 on environmental impact. The review included (1) review of DoD uidance to the services and defense agencies, ( ) review of each services' analysis and recom endations, (3) review of selected base-specific data calls for each service, and (4) interviews ith an environmental analyst from the BRAC sta of each service to clarify interpretation of Dol guidance.

The Department re ired consideration of environmental impacts or closing, realigning, and receiving installation Specifically, seven environmental attributes we to be evaluated: threatened and endangered sp ies, wetlands, historic and archeological sites, ollution control, hazardous materials/wastes, la d and air uses, and programmed environme al costs/cost avoidances.

Guidance was issue in December 1994 which addressed environm tal restoration and compliance (costs.The polic stated that "[e]nvironmental restoration costs at losing bases are not to be considered for cost f closure calculations," and cited DoD's legal obl ation for environmental restoration at any bas whether or not it closes. Environmental compl nce costs, however, could be a factor in a base closure or realignment decision, and were estim ed for all facilities.

The services and def se agencies generally complied with the DoD g dance in their evaluation of environmental impac . The services applied different weighting, fact s to environmental criteria, and some services se cted certain environmental criteria to incorporate n their military value analysis. Specific comment follow:

Army: The Army asse ed some environmental impacts in its military v lue assessment as environmental carrying capa ty. which measured ability to conduct current missions, receive additional units, and expand operations in light of environmental constraints. The Army also assessed environmental impacts and costs in Installation Environmental Baseline Summaries. Army documentation indicated that environmental factors did not impede any recommended BRAC action.

Navy: The Navy selected certain environmental factors to include in most of its military value calculations, under "Environment and Encroachment." These factors were selected and weighted differently for each subcategory of Navy facilities, as some environmental criteria were considered more significant to certain types of facilities. Of all environmental factors measured within military value evaluations, air quality was often assigned the greatest weight. All required environmental attributes and costs were assessed qualitatively in the base-specific environmental data calls.

Air Force: The Air Force quantified air quality as one of seven sub-elements in its military value analysis under Criterion II (Availability and Conditions of Land, Facilities, and Associated Airspace). The Air Force addressed and weighted all other environnnental elements in general in Section VIII (Environmental Impact). Additional environmental information and costs were summarized in the base-specific data calls but were not weighted as criteria for comparison. The categories and level of detail for compliance costs varied from one base to another, and did not allow for effective comparison between bases.

Defense Agencies: The Defense Logistics Agency sent environmental questionnaires to installations, and sent responses to the Commission. DLA stated any environmental factors that would limit an installation's ability to expand were assessed. In two cases, Tracy/Sharpe and Ogden, air quality nonattainment was viewed as a potential limitation on expansion. The Defense Investigative Service completed an environmental analysis for the structure from which it will move.

General Comments: Air quality presented particular concerns for realigning and receiving candidate installations. The BRAC95 was the first round which {considered regulations for conformity under the 1990 Clean Air Act, which prohibits a Federal agency from supporting an action unless it determines that it conforms to the air quality implementation plan for the area.

The Air Force appe red to assign air quality a greater weight than (her services as they considered the military valu · implications. Air Force and DLA considered the robability of obtaining conformity determinatior in making their recommendations. Although the Navy identified areas where conformity might be required, its recommendations assumed that i plementation was possible, even at significant c st. The **Army's** documentation did not indicate hat air conformity concerns affected closures or re lignments.

THE ROLE OF THE GE ERAL ACCOUNTING OFFICE (GAO)

In compliance with Public Law 101-510, as amended, GAO eval ated DoD's selection process, provided the C mmission and Congress a report containing its (tailed analysis of the process, and testified bef e the Commission on April 17, 1995.

The GAO reported to Congress and the Commission that the service selection processes were generally sound, well documented, and should result in substantial sa ings. However, the recommendations and sele tion processes were not without problems and, n some cases, raised questions about the reason bleness of specific recommendations. At the sa ie time, GAO noted that improvements were m de to the processes from prior rounds, includin more precise categorization of bases and ac vities, resulting in more accurate comparisons etween like facilities and functions, and better ar lytical capabilities.

GAO reported that the DoD and its components included the requireme t to use certified data, i.e., information that was ac urate and complete to the best of the originator's nowledge and belief. This requirement was desig d to overcome concerns about the consistency a d reliability of data used in the processes. GAO a so found that the services improved their cost a d savings estimates for BRAC95 recommendati ns. In developing cost estimates, they took ste s to develop more current and reliable sources o information and placed greater reliance, where practicable, on standardized data. Some compo ents sought to minimize the costs of base closu es by avoiding unnecessary military constructic . For example, the Navy proposed a number of changes to prior BRAC decisions that will furt er reduce infrastructure and avoid some previou y planned closure costs.

The 1993 Defense Base Closure and Realignment Commission required DoD to explore opportunities for cross-service use of common support assets. For the 1995 round, the Department of Defense established cross-service review groups to provide the services with alternatives for realignments and closures in the areas of depot maintenance, laboratories, test and evaluation facilities, undergraduate pilot training, and medical treatment facilities. GAO found that DoD's attempt at reducing excess capacity by proposing cross-service alternatives yielded some results. Agreements for consolidating similar work done by two or more of the services were limited, however, and opportunities to achieve additional reductions in excess capacity and infrastructure were missed. This was particularly true of depot maintenance activities and laboratory facilities.

GAO also found that although the services have improved their processes with each succeeding BRAC round, some process problems continued to be identified. In particular, the Air Force's process remained largely subjective and not well documented; also, it was influenced by preliminary estimates of base closure costs that changed when a more focused analysis was made. For these and other reasons, GAO questioned a number of the Air Force's recommendations. To a lesser extent, some of the services' decisions affecting specific closures and realignments also raised questions. For example, GAO found the Secretary of the Navy's decision to exclude certain facilities from closure for economic impact reasons was not consistently applied.

As stated above, GAO reported that, as in the past, key aspects of the Air Force's 1995 process remained largely subjective and not well documented. Documentation of the Air Force's process was too limited for GAO to fully substantiate the extent of Air Force deliberations and analyses. However, GAO determined that initial analytical phases of the *Air* Force process were significantly influenced by preliminary estimates of base closure costs. For example, some bases were removed from initial consideration based on these estimates. Also, in some instances, closure costs appeared to materially affect how the bases were valued.

Relative to the Navy, GAO concluded its process was generally thorough and well documented. It pointed out, however, that the Secretary of the Navy excluded four activities in California, and

one in Guam, fro consideration for closure because of concerns ver the loss of civilian positions. For the activit s in California, the Secretary based his decision n the cumulative econoinic impact of closures rom all three prior BRAC rounds. But the econ mic impact of the four California activities, as d ined by OSD criteria, is less on a locality basis t n that for similar activities recommended for cl ure in other states either by the Navy or by oth DoD components. In this case, however, OSD d not take exception to the inconsistency.

GAO also found the Army's process and recommendations to be ge rally sound. GAO asserted the Army did not ful adhere to its regular process, however, in as ssing military value when recommending minor nd leased facilities for closure. In selecting 15 ninor sites for closure, the Army based its decis n on the judgment of its major commands whic assessed the sites as excess and of low military lue. In considering leased facilities, the Army rel d on its stationing strategy and its guidance to educe leases but did not assess the facilities se arately as it did for other installations. The d cisions were arrived at through some departu from the process used for installations.

Regarding the Defens Logisitics Agency, GAO reported its process a d recommendations were well documented and owed logically.

Finally, GAO certified t t the Defense Investigative Service's recommendat n was well documented and generally sound.

The Role of the Government Accountability Office (GAO)

The law autl orizing the 2005 base closure process also required the Government Accountabil y Office (GAO) to perform an independent assessment of the Department of Defense process and recommendations and provide a report by July 1, 2005 o the Congress and to the BRAC Commission. In addition to receiving the GAO's formal written report, Commission staff from the Review and Analysis (R& A) team periodically received briefings from GAO on their findings. The GAO wa also invited to testify before the Commission, and delivered sworn testimony or XXXX and XXXX.

In preparing ts July 1 report, the GAO's stated objectives were to (1) determine the extent to which DOD's proposals achieved its stated BRAC goals, (2) analyze whether the rocess for developing recommendations was logical and reasoned, and (3) ident fy issues with the recommendations that may warrant further attention by ne Commission. The GAO noted several times in its report that the sheer numbe of individual DoD recommendations (more than all previous rounds comb ned) made it impossible for it to separately analyze and evaluate each proposa . Instead, the GAO focused on assessing major trends and common themes that c it across multiple recommendations.

The basic con lusion of the GAO July report was that DoD had varying degrees of success in acl eving its 2005 BRAC goals of (a) reducing excess infrastructure and producin savings, (b) furthering transformation, and (c) fostering jointness.

Specifically, C AO's review of the DoD, military department, and Joint Cross Service Grou selection process concluded that it "was generally logical, reasoned, and well documented." The DoD process was marked by an emphasis on objective c rtified data, backed up by subjective military judgment in those instances whe numbers could not tell the whole story alone.

High marks w re given by GAO to the military services and seven joint cross-service groups (which focused on common business oriented functions) for

adapting the r analytical approaches to the unique aspects of their respective areas while still remaining consistent in adhering to the use of military value criteria, including new considerations introduced for this round, such as surge and homeland defense needs.

One trend that became apparent during the course of GAO's review was that many DoD proposals focused on reserve bases and relatively few on closing active bases. Importantly, GAO wrote that "Projected savings are almost_ as large_as all prior BRAC rounds combined, but about 80 percent of the projected 20-year net present value savings (savings minus up-front investment costs) are derived from only 10 percent of the recommendations." The report also pointed out several instances in which DoD bundled several groupings of otherwise unrelated recommendations with long payback periods alongside one recommendation that provided substantial savings and a rapid payback, in order to claim that the entire newly combined recommendation had an attractive savings and payback profile. GAO analysts found that approximately 36% of all DoD recommendations had a payback of 6 years or more, and 25% did not produce savings in excess of costs until a decade or more had passed.

Overall, GAO estimated that the DoD proposals would reduce the total plant replacement value of all military facilities by 5 percent, or $27 billion. GAO forecast that a up-front investment cost of $24 billion would be required to implement the DoD recommendations. GAO also cautioned that "there are clear limitations associated with DoD's projection of nearly $50 billion in savings over a 20-year period. Much of the projected net annual recurring savings (47 percent) is associated with eliminating jobs currently held by military personnel. However, rather than reducing end-strength levels, DOD indicates the positions are expected to be reassigned to other areas, which may enhance capabilities but also limit dollar savings available for other uses. Sizeable savings were projected from efficiency measures and other actions, but underlying assumptions have not been validated and could be difficult to track over time."

Thus, while t ıe GAO agrees there will be savings in excess of implementation costs, the fac that 47 percent of the savings are in military personnel, and that endstrength: are not being correspondingly reduced, is a significant issue. It means that t e traditional purposes of the BRAC process - reducing infrastructur so that savings in personnel, operations and maintenance funds could be shif ed into other program accounts like procurement and modernizati ı - are not as likely to be accomplished in the 2005 round as initially thou ht.

GAO raised c ıestions about several specific recommendations (particularly the larger ones w ıich account for most of the overall savings). It also recommended that the Com nission pay special attention to those major recommendations that had been pre iously approved by the military departments, JCSGs, and/or ISG, but were cha ged or dropped in the final weeks by the IEC (sometimes for reasons of "n litary judgment" that are hard to quantify).

The Commis on found some of GAO's concerns about these highlighted decisions par icularly useful, and it was partly reflected in the list of questions and possible adds" sent by Chairman Principi to Secretary of Defense Rumsfeld on July 2, 20 5. Contained on the Commission's potential additions list were at least five inst llations about which GAO expressed specific concerns (Pearl Harbor, HI; t ıe Naval Postgraduate School, CA; the Air Force Institute of Technology, (H; Naval Air Station Brunswick, ME; and Grand Forks Air Force Base, ND).

With respect o whether DoD succeeded in its transformation and jointness goals during BRAC GAO generally found that the 2005 round made measurably greater progr ss on these two initiatives than past BRAC rounds. Specifically, the role of the Jo ıt Cross Service Groups in 2005 was greatly expanded, and the JCSGs were a lowed to develop their own candidate recommendations and scenarios for irect ISG and IEC consideration. No longer could parochial military servi e departments simply block valid JCSG recommendations by not forwarding th m to the Secretary of Defense for his consideration, as occurred in

1995. Indee l, many of the JCSG proposals were accepted, and those that were not advance l as a freestanding recommendation were often incorporated into military serv ce department recommendations. GAO stated that the degree of coordinatio between the JCSGs and service departments was also unprecedent d.

Nevertheles GAO also noted several missed opportunities when it stated "several of tl e proposed represent efforts to foster jointness and transformation, such as initi joint training for the Joint Strike Fighter, but progress in each area varied, with ıany decisions reflecting consolidations within, and not across, the military serv es. In addition, transformation was often cited as support for proposals, bı t it was not well defined, and there was a lack of agreement on various trans ormation options."

With respect o the way in which the military service departments handled Reserve Com onent issues, GAO noted that the Army did not use the same military valu analysis for Reserve Component facilities, but that it sought extensive nat onal and state-level Reserve and Guard input and feedback when putting toget er its Reserve and Guard recommendations. In contrast, the Air Force and Na y/Marine Corps applied the same military value analysis to their Reserve Com onents, but the Air Force in particular did not involve any state-level officials r Adjutants General in their decision-making processes.

Lastly, GAO i entified four other issues for the Commission's consideration. These other is ues include: "(1) instances of lengthy payback periods (time required to re oup up-front investment costs), (2) inconsistencies in how DOD estimated cos s for BRAC actions involving military construction projects, (3) uncertainties ı estimating the total costs to the government to implement DOD's recommendec actions, and (4) potential impacts on communities surrounding bases that are expected to gain large numbers of personnel if DOD's recommendat ons are implemented."

MEASURES OF BRAC 95 ECONOMIC IMPACT

DoD Components shall measure the economic impact on communities of BRAC 95 alternatives nd recommendations using (1) the total potential job change in the economic area and (2) total potential job change as a percent of total--military and civilian--jobs in the economic area. These measures highlight the potential economic impact on economic areas and also take into account the size of each economic area.

Definition o Economic Area

The oint Cross-Service Group on Economic Impact shall review and approve DoD Component assignments of each military installation to a particular economic area. For installations located in metropolitan statistical areas (MSAs), as defined by the Office of Management and Budget, the economic area is generally the MSA. For installations located in nonmetropolitan areas, the economic area is generally the county in which the installation is located. In some cases, the economic area is defined as a multi-county, non-MSA area. The criteria listed at Annex A to this attachment shall be used to guide the assignment of installations to economic areas. These definitions of economic area take into account the area where most of the installation's employees live and most of the labor-market impacts and economic adjustment will occur. This guidance uses the term "economic area." In earlier BRAC rounds, this concept was also referred to as "region of influence.")

DoD Components will have the opportunity to identify, based on certified data, changes in the assignment of installations to economic areas. Such changes will be reviewed and approved by the Joint Cross-Service Group on Economic Impact.

Calculation

For each economic area where a BRAC 95 closure or realignment is considered, DoD Components shall identify the total potential job change in the economic area and calculate the total potential job change percentage by dividing total potential job changes by total--military and civilian--jobs in the economic area.

Total potential job change shall be defined as the sum of direct and indirect potential job changes for each BRAC 95 closure or realignment alternative or recommendation.

Direct job changes shall be defined as the sum of the net addition or loss of jobs for each of the following categories of personnel:

- Military Personnel. Permanent authorizations for officer and enlisted personnel. Trainees shall be included on an annual average basis. For example, members of the Guard and Reserve who serve full time (i.e., AGRs, TARs, etc.) should be included. Members of the Guard and Reserve who serve part time (during weekends, during two-weeks a year for active duty training, etc.) should not be included.

- DoD civilian employees. Permanent authorizations for appropriated fund DoD civilian employees are to be included as direct jobs. Direct jobs do not include non-appropriated fund activities, which are treated under indirect jobs.

- On-Base Contractors. Contractors that work on the installation in direct support of the installation's key military missions. These estimates should reflect an annual estimate on a full-time equivalency basis.

As described in the section entitled "Responsibilities" below, the Military Departments and the Defense Agencies will be responsible for providing direct job changes. Only job changes directly associated with base closures and realignments are to be included as direct job changes. Direct job changes shall not reflect job changes that result from planned force structure changes.

Indirect job changes shall be defined as the net addition or loss of jobs in each affected economic area that could potentially occur as a result of direct job changes. As described in the section entitled "Responsibilities" below, the Office of the Deputy Assistant Secretary of Defense for Installations shall provide factors (multipliers) that, when multiplied by the direct job changes, will provide potential indirect job changes.

Authoritative sources shall be used to determine total--military and civilian--jobs in economic areas.

MEASURES OF CUMULATIVE ECONOMIC IMPACT

During BRAC 95, DoD components shall consider the cumulative economic impact on communities for recommended installation closures and realignments as part of the economic impact on communities criterion. Cumulative economic impact shall be considered only as part of the economic impact criterion, which is one of the eight selection criteria.

Cumulative economic impact on a community shall be defined in two different ways:

- First, the cumulative economic impact on an economic area of a DoD Component's BRAC 95 recommendations, plus the future economic impacts (i.e., economic impacts that have not yet been realized) of decisions of all DoD Components from DoD-wide BRAC 88, BRAC 91, and BRAC 93 rounds (hereafter "prior BRAC rounds"); and

- Second, the cumulative economic impact on economic areas when more than one DoD component recommends a BRAC 95 closure or realignment in that economic area, plus the future economic impacts of decisions from prior BRAC rounds.

These calculations will account for circumstances in which basing decisions in one BRAC round have been changed in a subsequent BRAC round.

The umulative economic impact of actions that have already taken place as a result of prior BRAC rounds (i.e., have already affected economic area employment) will be considered under "Hist ric Economic Data" discussed below.

Cumulative Economic Impact: Prior BRAC Rounds

DoD Components shall include in their consideration of recommendations the cumulative future econ nic impact of prior BRAC rounds.

Wh BRAC 95 alternatives occur in the same economic areas that have BRAC-related actions fron the prior BRAC rounds, DoD Components shall review their recommendations by taking into ccount the cumulative future economic impact of prior BRAC rounds. The cumulative conomic impact of actions that have already occurred from prior BRAC rounds (i.e., have alread affected economic area employment) will be considered in the "Historic Economic Data" sectic below.

DoD Components shall consider the cumulative economic impacts of prior BRAC rounds that have n yet taken place by ensuring that the measures for economic impact (total potential job change the economic area and total potential job change as a percent of total--military and civilian--jol in the economic area) include total potential job changes that have not yet taken place from rior BRAC rounds DoD-wide.

Cun ulative economic impact will be considered within the overall context of the approved selection cr eria. Such a review shall be conducted so that the cumulative economic impact of prior BRAC rounds will be considered only as part of the economic impact criterion, which shall in turn be c nsidered as part of the eight selection criteria.

The act that prior BRAC rounds affect an economic area shall not, by itself, cause a recommend tion to be changed.

Cumulative Economic Impact: Multiple BRAC 95 Recommendations

The oint Cross-Service Group on Economic Impact will review the BRAC 95 recommend tions submitted by the Secretaries of the Military Departments and the Directors of the Defense Agencies to the Secretary of Defense. During this review, the Joint Cross-Service Group shall identify economic areas with multiple proposed BRAC 95 actions.

The oint Cross-Service Group on Economic Impact shall direct the appropriate DoD Component to review their recommendations submitted to the Secretary of Defense when there are multipl BRAC 95 recommendations in the same economic area that were not considered in the develop nent of their recommendations.

Do) Components will then reassess their BRAC 95 recommendations by taking into account th cumulative economic impact of these multiple BRAC 95 recommendations and by ensuring tl at the measures for economic impact for the economic area (the total potential job change in ı ıe economic area and the total potential job change as a percent of total--military and civilian--jc ɔs in the economic area) include the cumulative economic impact of multiple BRAC 95 recommen ations, as well as the cumulative future economic impact of prior BRAC rounds.

Suc ı a review shall be conducted so that the cumulative economic impact of multiple BRAC 95 ı ecommendations will be considered as part of the economic impact criterion, which shall in tur be considered as part of the eight selection criteria. DoD Components will complete such revie s expeditiously in order to facilitate compliance with statutory deadlines for BRAC actions.

Dol) Components may consider alternative closures and realignments, or mitigating actions, du ng this review. After the review is complete, DoD Components will report back to the Joint C ɔss-Service Group on Economic Impact, with a recommendation as to whether or not to change tl eir initial recommendations.

The existence of multiple BRAC 95 recommendations in an economic area shall not, by itself, cause a recommendation to be changed.

HISTORIC ECONOMIC DATA

DoL Components shall consider the measures described above, viewed in the context of historic eco omic data, in applying the economic impact criterion. Historic data will, among other things allow for consideration of the cumulative economic impacts that have already occurred (i.ı , have already affected economic area employment) as a result of prior BRAC actions. Be ause communities' economies are so complex, it is difficult to separate the effects of prior BRAC actions from the effects of other economic factors. To address this analytical difficulty, D ›D Components shall use historic data to consider the general conditions of communitie economies. Considering the general conditions of communities' economies will take into account the cumulative economic impacts that have already occurred due to prior BRAC actions, as w ell as the economic impact of other factors unrelated to BRAC actions.

Histc ic economic data shall be defined to include the following:

- E onomic area civilian employment (1984 to 1993)
- A ınualized change in economic area civilian employment, absolute and percent (1984 tc 1993),
- E onomic area per capita personal income (1984 to 1992)
- A ınualized change in economic area per capita personal income, absolute and percent (1 984 to 1992), and
- E onomic area unemployment rates (1984 to 1993).

The Office c the Deputy Assistant Secretary of Defense for Installations will provide historic data, from a thoritative sources, to the Military Departments and Defense Agencies.

USING MEASURES AND HISTORIC ECONOMIC DATA

This guidance does not establish threshold values for measures and historic economic data. Rather, DoD components will use the measures and historic economic data for relative comparisons of the economic impacts and cumulative economic impacts of recommendations.

RESPONSIBILITIES

Joint Cross-Service Group on Economic Impact

The Joint Cross-Service Group on Economic Impact shall analyze DoD Component recommendations and preliminary candidates to ensure that they are developed in accordance with this guidance and shall monitor implementation of this and any additional guidance on economic impact that may be issued. The Joint Cross-Service Group on Economic Impact shall also carry out other analyses requested by the BRAC 95 Review Group or Steering Group.

The Joint Cross-Service Group will work closely with DoD Components to resolve issues. Issues that the Joint Cross-Service Group and DoD components cannot resolve will be referred to the BRAC 95 Steering Group.

Office of the DASD (Installations)

The Office of the DASD (Installations) shall provide to the Military Departments and Defense Agencies a BRAC 95 Economic Impact Database tool that will contain the following:

- A listing of DoD installations
- The economic area to which each installation has been assigned
- Factors (multipliers) to estimate potential indirect job changes
- Historic economic data to include:
  - Economic area civilian employment (1984 to 1993)
  - Annualized change in economic area civilian employment, absolute and percent (1984 to 1993)
  - Economic area per capita personal income (1984 to 1992)
  - Annualized change in economic area per capita personal income, absolute and percent (1984 to 1992), and
  - Economic area unemployment rates (1984 to 1993)

- 'he capability to calculate the measures for economic impact and cumulative conomic impact described in this guidance based on the information provided by the Military Departments and Defense Agencies

Military De artments and the Defense Agencies

The Military Departments and the Defense Agencies shall provide and enter into the DoD BRAC 95 E conomic Impact Database:

- Current Base Personnel: As discussed above on page 3, this data will reflect projected illets and positions as of the start of FY 1996 for Officers, Enlisted, Military tudents, Civilians, and Contractors, net of planned force structure changes.

- ob Changes (Out): the number of authorizations for DoD civilian, military (in aining status), military (not in training status), and on-base contractor jobs to be elocated and/or disestablished under each alternative and recommendation, by installation, as a result of BRAC actions, both for DoD Component proposed RAC 95 actions and for actions yet to be realized (i.e., future) from prior BRAC ounds, by fiscal year, from 1994 through 2001;

- ob Changes (In): the number of authorizations for civilian, military (in training status), ilitary (not in training status) and on-base contractor jobs being gained under each lternative and recommendation, by installation, as a result of BRAC actions, both for ll proposed BRAC 95 actions and for actions yet to be realized (i.e., future) from rior BRAC rounds, by fiscal year, from 1994 through 2001.

Because of e difficulty of obtaining accurate estimates, contractor job outs and ins may be aggregated nto a single year.

DoI Components will provide the projected job changes from prior BRAC rounds and current pers nnel data to the Office of the Deputy Assistant Secretary of Defense for Installations. In identifyi g projected job changes associated with prior BRAC actions, the DoD Components shall use pl s that are consistent with the President's Fiscal Year 1995 Budget.

The Military Departments and the Defense Agencies shall collect information as necessary for the com uter-based tool. Such data shall be collected and handled in accordance with the Internal Co trol Plan of the Joint Cross-Service Group on Economic Impact and the respective Internal Co trol Plans of each Military Department and the Defense Agencies.

Sho ly after submitting recommendations and preliminary candidates to the Secretary of Defense, th Military Departments and Defense Agencies shall provide to the Joint Cross-Service Group on E onomic Impact computer files from the Economic Impact Database for their BRAC 95 r commendations and preliminary candidates.

DCN:11695

Annex A

DETI RMINATION OF ECONOMIC AREAS

In response to changes by the Office of Management and Budget (OMB) in m :tropolitan area definitions related to the 1990 Census, and a review of earlier B RAC economic area definitions, the Joint Cross-Service Group on Economic Ir pact has established the following rules to guide the assignment of installations tc economic areas for BRAC 95:

1. The economic area should include residences of the majority of the military a d civilian employees at the activity.

2. An economic area is generally defined as a metropolitan statistical area (I SA) or a non-MSA county(s) unless there is evidence to support some other d finition.

3. In those cases where OMB's 1993 redefinition of an MSA added counties w ich increased the MSA population by 10 percent or more, then continue to use th old MSA definition unless certified residency data shows that the new MSA d inition is more appropriate.

4. An economic area should only be expanded to include an additional county if he resulting percentage increase in the number of employee residences included in the expanded economic area is greater than the resulting percentage increase in th total employment of the expanded economic area.

5. Installations in the same county should be in the same economic area.

6. If the economic area was previously defined (in prior BRAC rounds) as a n -MSA county(s), it should continue to be that county, even if that county has n w been incorporated into an MSA.

DCN:11695

Base Realignment and Closure Definitions

Close

All missions of the base will cease or be relocated. All personnel (military, civilian and contractor) will either be eliminated or relocated. The entire base will be excessed and the property disposed. Note: A caretaker workforce is possible to bridge between closure (missions ceasing or relocating) and property disposal which are separate actions under Public Law 101-510.

Close, Except

The vast majority of the missions will cease or be relocated. Over 95 percent of the military, civilian and contractor personnel will either be eliminated or relocated. All but a small portion of the base will be excessed and the property disposed. The small portion retained will often be facilities in an enclave for use by the reserve component. Generally, active component management of the base will cease. Outlying, unmanned ranges or training areas retained for reserve component use do not count against the "small portion retained". Again, closure (missions ceasing or relocating) and property disposal are separate actions under Public Law 101-510.

Realign

Some missions of the base will cease or be relocated, but others will remain. The active component will still be host of the remaining portion of the base. Only a portion of the base will be excessed and the property disposed, with realignment (missions ceasing or relocating) and property disposal being separate actions under Public Law 101-510. In cases where the base is both gaining and losing missions, the base is being <u>realigned</u> if it will experience a net reduction of DoD civilian personnel. In such situations, it is possible that no property will be excessed.

Relocate

The term used to describe the movement of missions, units or activities from a closing or realigning base to another base. Units do not realign from a closing or a realigning base to another base, they <u>relocate</u>.

Receiving Base

A base which receives missions, units or activities relocating from a closing or realigning base. In cases where the base is both gaining and losing missions, the base is a <u>receiving base</u> if it will experience a net increase of DoD civilian personnel.

Mothball Layaway

Terms used when retention of facilities and real estate at a closing or realigning base are necessary to meet the mobilization or contingency needs of Defense. Bases or portions of bases "mothballed" will not be excessed and disposed. It is possible they could be leased for interim economic uses.

Inactivate, Disestablish

Terms used to describe planned actions which directly affect missions units or activities. Fighter wings are <u>inactivated</u>, bases are closed.

DCN:11695

Department of Defense (DoD)
Base Closure and Realignment
Report to the Commission

DoD Base Closur and Realignment Report (DoD Vol. I)	**OASD(ES)**
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Chapter 3 Final Criteria	OASD(ES)
Chapter 4 DoD Base Closure and Realignment Selection Process	OASD(ES)&JCSGs
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DCN:11695

NAME OF RECOMMENDATION
(e.g., Name of Activity/Facility/Installation, [State])

Recommendation: Describe what is to be closed and/or realigned; functions, activities, units, or organizations that will be eliminated or relocated; identify the receiving installations, if applicable; and describe functions, activities, units, or organizations that will remain on the installation, if applicable.

Justification: Explain the reasons for the recommendation: i.e., force structure reductions; mission transfer, consolidation, collocation, or elimination; excess capacity; cross-servicing; etc., as applicable.

Return on Investment: Include the total estimated one-time costs of implementing the recommendation, expected total one-time savings during the implementation period, expected annual recurring savings after implementation with return on investment years, and the net present value of costs and savings over a twenty year period. Express costs and savings in FY 1996 constant dollars.

Impact: Describe the impact the recommendation could have on the local community's economy in terms of total potential job change (direct and indirect) in absolute terms and as a percentage of employment in the economic area. Describe the impact the recommendation could have on the environment.

Appendix D

DoD Base Structure - Summary of Domestic and Overseas Reductions

TABLE 1A - MAJOR DOMESTIC CLOSURES

	Major U.S. Bases	BRAC 88	BRAC 91	BRAC 93	BRAC 95	Major Bases Remaining	Reduction in Facility Capacity
Army	109	-7	-4	-1	-12	85	22%
Navy/USMC	168	-4	-9	-20	-10	125	26%
Air Force	206	-5	-13	-6	-9	173	16%
Defense Agencie	12	0	0	-1	-2	9	25%
Totals	495	-16	-26	-28	-33	392	21%

TABLE 1B - MAJOR DOMESTIC REALIGNMENTS

	BRAC 88	BRAC 91	BRAC 93	BRAC 95	Bases Affected
Army	10	5	5	12	32
Navy/USMC	1	12	5	4	22
Air Force	0	2	3	10	15
Defense Agencies	0	0	0	0	0
Total	11	19	13	26	69

TABLE 1C - SUMMARY OF DOMESTIC PLANT REPLACEMENT VALUE (PRV) REDUCTIONS (FY 95 $BILLIONS)

	FY 91	BRAC 88/91	BRAC 93	BRAC 95	PRV Remaining	Reduction
Army	160.5	-15.7	-3.9	-15.6	125.3	22%
Navy/USMC	180.4	-11.3	-18.8	-10.3	140.0	22%
Air Force	169.6	-20.3	-8.0	-5.3	136.0	20%
Totals	510.5[1]	-47.3	-30.7	-31.2	401.3	21%

Note: Plant replacement value is what it would cost to replace all the buildings, pavements, and utilities at a base. DoD measures progress in terms of plant replacement value because it is a better measure of the magnitude of reductions in infrastructure than simply counting large bases and small bases equally.

[1]Since DoD Agencies do not hold real estate, the plant reductions realized by the Defense Logistics Agency, Defense Investigative Service, and others are included in the totals of the Military Departments.

TABLE 2 A - BASE STRUCTURE - SUMMARY OF ACTIONS TO END OR REDUCE OPERATIONS OVERSEAS (NUMBER OF SITES)

	FY 91	Announced to Date	Remaining	Site Reduction
Europe				
Army	847	617	230	73%
Navy/USMC	85	29	56	34%
Air Force	470	233	237	50%
Pacific/East Asia				
Army	112	29	83	26%
Navy/USMC	26	11	15	42%
Air Force	79	9	70	11%
Western Hemisphere/ Misc. Locations				
Army	15	13	2	87%
Navy/USMC	10	8	2	80%
Air Force	25	2	23	8%
Totals	1,669	951	718	57%

TABLE 2 B - BASE STRUCTURE - SUMMARY OF OVERSEAS REDUCTIONS BY PLANT REPLACEMENT VALUE (PRV) (FY 95 $BILLIONS)

	FY 91	Announced to Date	Planned Thru FY 99	Total Reduction	PRV Reduction
Army	57.0	28.6	2.0	30.6	54%
Navy/USMC	27.9	10.2	0.0	10.2	37%
Air Force	63.6	22.4	0.0	22.4	35%
Totals	148.5	61.2	2.0	63.2	43%

Appendi ɛ E

History of Base Closures

Background

In the arly 1960s, President Kennedy directed Secretary of Defense McNamara to develop and i ıplement an extensive base realignment and closure program to reduce the Department's ase structure developed during World War II and the Korean conflict. Hundreds of b ıses were closed and realigned during this period. More than 60 major bases were closed, r aking it the largest base closure in U.S. history. Criteria governing selection of bases for cl sure were established primarily within the Office of the Secretary of Defense, with minimal onsultation with the Military Departments or Congress.

Congr ss did not anticipate the broad extent of these actions. The cumulative political and e onomic impact was substantial and, with few exceptions, the closures were viewed negati ɜly by Congress.

Legislative History of Section 2687

In 196: Congress passed legislation setting up reporting requirements designed to involve itself i any DoD base closure program. The legislation was vetoed by President Johnson and th : confrontation between the Executive and Legislative branches of government gr w. Despite this situation, the DoD completed base realignments and closures routinely throu ;hout the 1960s.

In the e rly 1970s, DoD found it increasingly difficult to realign or close installations because Congr ss regulated the base closure process and limited or denied base closure funding. In 19 6, the Military Construction Authorization Bill contained a provision prohibiting any base closure or reduction of more than 250 civilian employees until DoD had notified Congr ss of the proposed actions, assessed the personnel and economic impacts, followed the ar ılysis provisions of the National Environmental Policy Act (NEPA), and waited nine mo ıths. This bill was vetoed by President Ford and a Congressional veto override effort ıiled.

In 1977 however, President Carter approved legislation requiring DoD to notify Congress when ı base is a candidate for reduction or closure; prepare reports on the strategic, environmental : nd local economic consequences of such actions; and wait 60 days for Congress' respc ıse. The legislation was codified as Section 2687, Title 10, U.S. Code (see Appendix B). : ɜction 2687, coupled with the requirements of NEPA, effectively brought base closures tc a halt, in part because the required studies took one to two years to complete.

The Next Decade

Througho t the next decade, after passage of Section 2687, all attempts to close major installation failed. Department proposals to initiate studies were thwarted by Congressional op osition, occasionally in specific prohibitions of funding authority to close or even study the losure of specific installations.

The Presic ent's Private Sector Survey on Cost Control (The Grace Commission) included in its 19 3 report a finding that economies could be made in the base structure. It recommended tha a non-partisan, independent commission be established to study the issue and submit a list c closures. Nothing came of these early efforts. Finally, at the end of the second Reagan te n, the Administration recognized a window in which to address this political stalemate

The 1988 Base Closure Commission

In 1988, S cretary of Defense Carlucci recognized the need to close excess bases and the political possil lity of gaining Congressional support. By that time, even though the Cold War had no signs f ending, the defense budget had already been declining for three straight years from the 19 peak, and it was predicted to decline further.

On May 3, 988, Secretary Carlucci chartered the Defense Secretary's Commission on Base Realignment nd Closure to recommend military bases within the United States for realignment and cl sure. Legislation that was subsequently enacted (Public Law 100-526) provided a statutor basis for this one-time approach and also provided relief from certain statutory impedim ts to the completion of base closures. These included a partial waiver of NEPA requiremen ; a delegation of property disposal authority to the DoD, and an expedited process of Congre ional review of BRAC recommendations.

Enactment f this legislation constituted recognition between the Legislative and the Executive Branche that improvement in the military basing structure could be a means of realizing savings ir the defense budget, while not impairing the ability of the armed forces to carry out their miss ons. It was also a compact which carefully balanced the prerogatives of the two branches o government.

The 1988 Commission's Recommendations

The 1988 B se Closure Commission issued its report in December of that year. It recommended clos g 86 military installations and realigning 13 others. An additional 46

installations ere designated for increases because units and activities were relocated as a result of the r commended closures and realignments. A recap of the major 1988 base closures and ı alignments is at Table 1 of this Appendix.

The 1 88 Commission was required to base its recommendations on the force structure anti pated in 1988, which was essentially a stable, Cold War force. Even so, it recommende closing about three percent of the domestic base structure.

I plementing the 1988 Commission's Recommendations

Secret ry Carlucci was required by Public Law 100-526 to accept or reject the 1988 Commission's recommendations in their entirety. In January of 1989, he accepted all of the recommendat ns. The law provided Congress with the same opportunity and by May of 1989, the Cor gressional review period expired without the enactment of a joint resolution of disapproval. he Commission's 1988 recommendations have the force of law.

DoD's lanning, budgeting and implementation of the 1988 recommendations are on track. The cl sures and realignments were required to begin by January of 1990 and must be completed by October of 1995. As of February 1995, 14 of the 16 major installations have been closed o reduced to a caretaker status pending property disposal.

The January 1990 List of Candidates

By the nd of 1989, as DoD was preparing to send its revised FY 1991 Budget to the Congress, the world political landscape began changing dramatically. The Berlin Wall had fallen, the Wa saw Pact was weakening, democracy was spreading throughout the region, and U.S.-Soviet re ations were improving.

It beca e clear that DoD's force structure and budget would decline over the next several years, ı response to reduced tensions and threats. While the long-term force structure requi ements of the post-Cold War were not yet known, base closures and realignments b came part of each Military Department's budget strategy for balancing their base structure vith their declining force structure.

Since i would take one to two years to complete the required base closure and environmental mpact studies under the old Section 2687 procedures, then-Secretary of Defense Chen y decided to get started. DoD could only have some studies completed in time to submit a fin l list of closures and realignments to Congress with DoD's FY 1992/1993 budget in Janu ry of 1991, if it announced a list of candidates for closure or realignment in January of 19), and began the required one to two year study process.

Public Law 101-510

Most of tl : January 1990 studies were never completed. In November of 1990 Congress passed nd the President signed Public Law 101-510 (see Appendix A). The law required DoD to l egin its review of the base structure anew, without regard for the January 1990 list of candi ates except when the study was below the numerical thresholds established by Public Law 1C -510. Working from the 1988 BRAC experience and lessons learned, the new law authoriz d independent Presidential BRAC Commissions in 1991, 1993 and 1995 to review the Secret ry of Defense's recommendations for base closures and realignments in those years. The aw also established initial direction to follow as DoD began implementing closures and reali nments.

The 1991 Base Closure Process

The first o the three Commissions to operate under the new law received Secretary of Defense Cheney's recommendations for base closures and realignments on April 12, 1991. Those recommen ations were based on approved final selection criteria and a six year force structure plan as r quired by law. By April of 1991, the Warsaw Pact had disintegrated and DoD was plannin on significant force reductions.

Consequer ly, the Secretary of Defense recommended a significant base structure drawdown involvi g 31 major base closures and 48 realignments. The 1991 Commission accepted approxin ately 90 percent of those recommendations and in its report to the President, recomn nded the closure of 26 major bases and the realignment of 48 others. These approved cl sures represent a reduction of about 5.4 percent of the domestic base structure. A recap of the major 1991 base closures and realignments is at Table 1 of this Appendix.

Impl menting the 1991 Commission's Recommendations

The Presid nt accepted all of the Commission's recommendations on July 11, 1991, and forwarded the Commission's report with his approval to the Congress. The Congressional review period esta lished by P.L. 101-510 expired without enactment of a joint resolution of disapproval. Reco mendations of the 1991 Commission now have the force of law.

DoD's plan ing, budgeting and implementation of the 1991 recommendations are on track. The closure and realignments were required to begin by July of 1993 and must be completed by July f 1997. As of February 1995, 19 of the 26 major installations have been closed and two mo e are scheduled for closure by the end of FY 1995.

DoD's Recommendations: -Year Comparison Details

1 Army - 5 Fort Wainwright, AK

Description: Recommendation: Realign Fort Wainwright, AK, by relocating the Cold Regions Test Center (CRTC) headquarters from Fort Wainwright, AK, to Fort Greely, AK.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Greely	Fairbanks, AK Metropolitan Statistical Area	54,469	0	0	0	0	0	0	0.0%
Realign	Fort Wainwright	Fairbanks, AK Metropolitan Statistical Area	54,469	0	0	0	0	0	0	0.0%
USA-0132 V3		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($0.19)	76	$0.05	190	2	($0.70)	166

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

2 Army - 6 Fort Gillem, GA

Description: Close Fort Gillem, GA. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL. Relocate the 2nd Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52nd Explosive Ordnance Disposal (EOD) Group to Fort Campbell, KY. Relocate the 81st RRC Equipment Concentration Site to Fort Benning, GA. Relocate the 3rd US Army Headquarters support office to Shaw Air Force Base, SC. Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC. Close the Army-Air Force Exchange System (AAFES) Atlanta Distribution Center and establish an enclave for the Georgia Army National Guard, the remainder of the 81st RRC units and the Criminal Investigation Division (CID) Forensics Laboratory.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Fort Gillem	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	-517	-570	0	-1,087	-736	-1,823	-0.1%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	78	79	0	157	0	157	0.0%
Gainer	Fort Benning	Columbus, GA-AL Metropolitan Statistical Area	163,565	0	93	0	93	51	144	0.1%
Gainer	Fort Campbell	Clarksville, TN-KY Metropolitan Statistical Area	128,456	73	10	0	83	60	143	0.1%
Gainer	Pope Air Force Base	Fayetteville, NC Metropolitan Statistical Area	195,370	8	0	0	8	5	13	0.0%
Gainer	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	104	63	0	167	93	260	0.1%
Gainer	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL Metropolitan Sta	229,053	157	120	0	277	173	450	0.2%
Gainer	Shaw Air Force Base	Sumter, SC Metropolitan Statistical Area	54,168	26	0	0	26	18	44	0.1%
USA-0121R		Net Economic Impact for This Recommendation:		-71	-205	0	-276	-336	-612	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($85.46)	27	$56.80	83	1	($421.50)	37

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

3 Army - 8 Fort McPherson, GA

Description: Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Fort McPherson	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	-2,260	-1,881	0	-4,141	[illegible]	[illegible]	[illegible]
Closure	Peachtree Leases, Atlanta	[illegible] Metropolitan Stati	2,777,548	-65	-97	0	-162	-114	-276	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	190	102	0	292	0	292	0.0%
Gainer	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	2	64	0	66	90	156	0.0%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	1	36	0	37	40	77	0.0%
Gainer	Pope Air Force Base	Fayetteville, NC Metropolitan Statistical Area	195,370	1,096	1,115	0	2,211	1,604	3,815	2.0%
Gainer	Shaw Air Force Base	Sumter, SC Metropolitan Statistical Area	54,168	748	49	0	797	584	1,381	2.5%
USA-0222R		Net Economic Impact for This Recommendation:		-288	-612	0	-900	-501	-1,401	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($111.39)	19	$197.80	27	2	($895.20)	20

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

4 Army - 10 Fort Bragg, NC

Description: Realign Fort Bragg, NC, by relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL, and by activating the 4th Brigade Combat Team (BCT), 82d Airborne Division and relocating European-based forces to Fort Bragg, NC.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	-716	0	0	-716	0	-716	0.0%
Gainer	Eglin Air Force Base	Fort Walton Beach-Crestview-Destin, FL Metropolitan	120,139	1,352	50	0	1,402	1,158	2,560	2.1%
Gainer	Fort Bragg	Fayetteville, NC Metropolitan Statistical Area	195,370	2,518	22	0	2,540	1,697	4,237	2.2%
USA-0040 V4		Net Economic Impact for This Recommendation:		3,154	72	0	3,226	2,855	6,081	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$446.12	185	$334.80	16	Never	$639.25	188

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

5 Army - 11 Fort Monmouth, NJ

Description: Close Fort Monmouth, NJ. Relocate the US Army Military Academy Preparatory School to West Point, NY. Relocate the Joint Network Management System Program Office to Fort Meade, MD. Relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Reparables to Aberdeen Proving Ground, MD, and designate them as Inventory Control Point functions, detachment of Defense Supply Center Columbus, OH, and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD. Relocate Information Systems, Sensors, Electronic Warfare, and Electronics Research and Development & Acquisition (RDA) to Aberdeen Proving Ground, MD. Relocate the elements of the Program Executive Office for Enterprise Information Systems and consolidate into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA. Realign Fort Belvoir, VA by relocating and consolidating Sensors, Electronics, and Electronic Warfare Research, Development and Acquisition activities to Aberdeen Proving Ground, MD, and by relocating and consolidating Information Systems Research and Development and Acquisition [illegible] Enterprise Information Systems) to Aberdeen Proving Ground, MD.

Realign Army Research Institute, Fort Knox, KY, by relocating Human Systems Research to Aberdeen Proving Ground, MD. Realign Redstone Arsenal, AL, by relocating and consolidating Information Systems Development and Acquisition to Aberdeen Proving Ground, MD. Realign the PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) facility at 2511 Jefferson Davis Hwy, Arlington, VA, a leased installation, by relocating and consolidating into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA.

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Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Fort Monmouth	Edison, NJ Metropolitan Division	1,220,335	-620	-4,652	0	-5,272	-4,464	-9,736	-0.8%
Realign	CRYSTAL CITY LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-3	-14	0	-17	-11	-28	0.0%
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-13	-681	0	-694	-523	-1,217	0.0%
Realign	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	0	-11	0	-11	-9	-20	0.0%
Realign	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	-7	-30	0	-37	-26	-63	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	44	108	0	152	0	152	0.0%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	188	4,853	0	5,041	4,789	9,830	0.6%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	0	49	0	49	40	89	0.0%
Gainer	Fort Meade	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	0	2	0	2	1	3	0.0%
Gainer	United States Military Academy	Poughkeepsie-Newburgh-Middletown, NY Metropolita	312,628	226	38	0	264	157	421	0.1%
USA-0223R		Net Economic Impact for This Recommendation:		-185	-338	0	-523	-46	-569	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$395.61	184	$822.30	5	6	($1,025.80)	15

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

6 Army - 15 Fort Hood, TX

Description: Realign Fort Hood, TX, by relocating a Brigade Combat Team (BCT) and Unit of Employment (UEx) Headquarters to Fort Carson, CO.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	-62	0	0	-62	0	-62	0.0%
Gainer	Fort Carson	Colorado Springs, CO Metropolitan Statistical Area	349,783	4,152	192	0	4,344	3,283	7,627	2.2%
Gainer	Fort Hood	Killeen-Temple-Fort Hood, TX Metropolitan Statistical	186,916	4,998	-53	0	4,945	3,222	8,167	4.4%
USA-0224R		Net Economic Impact for This Recommendation:		9,088	139	0	9,227	6,505	15,732	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$579.49	186	$435.80	13	Never	$980.40	189

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

7 Army - 16 Red River Army Depot

Description: Close Red River Army Depot, TX. Relocate the storage and demilitarization functions of the Munitions Center to McAlester Army Ammunition Plant, OK. Relocate the munitions maintenance functions of the Munitions Center to McAlester Army Ammunition Plant, OK, and Blue Grass Army Depot, KY. Relocate the depot maintenance of Armament and Structural Components, Combat Vehicles, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston Army Depot, AL. Relocate the depot maintenance of Powertrain Components, and Starters/Generators to Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Construction Equipment to Anniston Army Depot, AL, and Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Tactical Vehicles to Tobyhanna Army Depot, PA and Letterkenny Depot, PA. Relocate the depot maintenance of Tactical
Missiles to Letterkenny Army Depot, PA. Disestablish the supply, storage, and distribution functions for tires, packaged Petroleum, Oil, and Lubricants, and compressed gases. Relocate the storage and distribution functions and associated inventories of the Defense Distribution Depot to the Defense Distribution Depot, Oklahoma City, OK.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Red River Army Depot	Texarkana, TX-Texarkana, AR Metropolitan Statistical	67,895	-9	-2,491	0	-2,500	-1,675	-4,175	-6.1%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	0	56	0	56	0	56	0.0%
Gainer	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	979	0	979	726	1,705	2.8%
Gainer	Letterkenny Army Depot	Chambersburg, PA Micropolitan Statistical Area	65,783	0	344	0	344	187	531	0.8%
Gainer	Marine Corps Logistics Base Albany	Albany, GA Metropolitan Statistical Area	79,160	0	156	0	156	123	279	0.4%
Gainer	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	0	440	0	440	557	997	0.1%
Gainer	Tobyhanna Army Depot	Scranton--Wilkes-Barre, PA Metropolitan Statistical Ar	306,854	0	66	0	66	46	112	0.0%
USA-0036 R		Net Economic Impact for This Recommendation:		-9	-450	0	-459	-36	-495	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$216.64	177	$456.20	11	4	($539.00)	30

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

8 Army - 19 Fort Monroe, VA

Description: Close Fort Monroe, VA. Relocate the US Army Training & Doctrine Command (TRADOC) Headquarters, the Installation Management Agency (IMA) Northeast Region Headquarters, the US Army Network Enterprise Technology Command (NETCOM) Northeast Region Headquarters and the Army Contracting Agency Northern Region Office to Fort Eustis, VA. Relocate the US Army Accessions Command and US Army Cadet Command to Fort Knox, KY.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Fort Monroe	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1,393	-1,948	-223	-3,564	-4,418	-7,982	-0.8%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	86	94	0	180	0	180	0.0%
Gainer	Fort Eustis	[illegible] Metro	978,888	960	1,368	223	2,551	3,155	5,706	0.6%
Gainer	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	90	185	0	275	202	477	0.7%
USA-0113R		Net Economic Impact for This Recommendation:		-257	-301	0	-558	-1,061	-1,619	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($146.96)	17	$72.40	73	1	($686.60)	26

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

9 Army - 20 Manuever Training

Description: Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA, to accommodate the activation of an Infantry Brigade Combat Team (BCT) at Fort Knox, KY, and the relocation of engineer, military police, and combat service support units from Europe and Korea. Realign Fort McCoy, WI, by relocating the 84th Army Reserve Regional Training Center to Fort Knox, KY.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	-5,479	-621	0	-6,100	-2,421	-8,521	-12.9%
Realign	Fort McCoy	Monroe County, WI	23,884	-382	-115	0	-497	-336	-833	-3.5%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	-166	0	0	-166	0	-166	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	-1,563	0	0	-1,563	0	-1,563	0.0%
Gainer	Fort Benning	Columbus, GA-AL Metropolitan Statistical Area	163,565	9,393	530	0	9,923	4,032	13,955	8.5%
USA-0243R		Net Economic Impact for This Recommendation:		1,803	-206	0	1,597	1,275	2,872	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$244.05	179	$773.10	6	5	($948.10)	16

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

10 Army - 22 Operational Army (IGPBS)

Description: Realign Fort Bliss, TX by relocating air defense artillery units to Fort Sill and relocating 1st Armored Division and various echelon above division units from Germany and Korea to Fort Bliss, TX. Realign Fort Sill by relocating an artillery (Fires) brigade to Fort Bliss. Realign Fort Hood, TX by relocating maneuver battalions, a support battalion, and aviation units to Fort Bliss, TX. Realign Fort Riley, KS by inactivating various units, activating a Brigade Combat Team (BCT) and relocating 1st Infantry Division units and various echelons above division units from Germany and Korea to Fort Riley, KS. Realign Fort Campbell, KY, by relocating an attack aviation battalion to Fort Riley, KS.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Campbell	Clarksville, TN-KY Metropolitan Statistical Area	128,456	-433	-1	0	-434	-313	-747	[illegible]
Realign	Fort Hood	Killeen-Temple-Fort Hood, TX Metropolitan Statistical Area	[illegible]	[illegible]	[illegible]	0	-5,136	-3,385	-8,521	-4.6%
[illegible]	[illegible] or Overseas Reductions	To be determined	167,033,500	-16	0	0	-16	0	-16	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	-12,364	0	0	-12,364	0	-12,364	0.0%
Gainer	Fort Bliss	El Paso, TX Metropolitan Statistical Area	328,741	14,388	482	0	14,870	11,533	26,403	8.0%
Gainer	Fort Riley	Manhattan, KS Micropolitan Statistical Area	72,434	2,415	334	0	2,749	1,737	4,486	6.2%
Gainer	Fort Sill	Lawton, OK Metropolitan Statistical Area	63,978	1,055	44	0	1,099	730	1,829	2.9%
USA-0221		Net Economic Impact for This Recommendation:		-26	794	0	768	10,302	11,070	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$5,229.01	190	$3,946.00	1	Never	$7,846.70	190

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

11 Army - 25 RC Transformation, AL

Description: Realign Birmingham Armed Forces Reserve Center, Birmingham, Alabama, by relocating Detachment 1, 450th Military Police Company into a new Armed Forces Reserve Center(AFRC) on or near Birmingham Air National Guard Base, Birmingham, Alabama.
Close the Wright United States Army Reserve Center, Mobile, Alabama and relocate units into a new Armed Forces Reserve Center in Mobile, Alabama.
Close the Faith Wing United States Army Reserve Center on Fort McClellan, Alabama and relocate units into a new Armed Forces Reserve Center on Pelham Range in Anniston, Alabama.
Close the Finnell United States Army Reserve Center and the Area Maintenance Support Activity, Tuscaloosa, Alabama, and the Vicksburg United States Army Reserve Center, Vicksburg, Mississippi, and relocate units into a new Armed Forces Reserve Center and Area Maintenance Support Activity (AMSA) in Tuscaloosa, Alabama.
Close the Screws Army Reserve Center in Montgomery, Alabama; close the Cleveland Abbot Army Reserve Center, Tuskegee, Alabama; close the Harry Gary, Jr. Army Reserve Center, in Enterprise, Alabama; close the Quarles-Flowers Army Reserve Center in Decatur, Alabama; close the Grady Anderson Army Reserve Center, Troy, Alabama; and relocate all units to a new Armed Forces Reserve Center (AFRC) at the Alabama Army National Guard Joint Forces Headquarters Complex in Montgomery, AL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Abbott U.S. Army Reserve Center Tuskegee	Tuskegee, AL Micropolitan Statistical Area	8,256	-2	-1	0	-3	-1	-4	0.0%
Closure	Anderson U.S. Army Reserve Center Troy	Troy, AL Micropolitan Statistical Area	15,306	-15	0	0	-15	-8	-23	-0.2%
Closure	BG William P. Screws U.S. Army Reserve Center Montgomery	Montgomery, AL Metropolitan Statistical Area	207,595	-15	-3	0	-18	-11	-29	0.0%
Closure	Fort Ganey Army National Guard Reserve Center Mobile	Mobile, AL Metropolitan Statistical Area	213,966	-13	0	0	-13	-5	-18	0.0%
Closure	Fort Hanna Army National Guard Reserve Center Birmingham	Birmingham-Hoover, AL Metropolitan Statistical Area	622,605	-28	0	0	-28	-12	-40	0.0%
Closure	Gary U.S. Army Reserve Center Enterprize	Enterprise-Ozark, AL Micropolitan Statistical Area	48,094	-9	-1	0	-10	-8	-18	0.0%
Closure	The Adjutant General Bldg, AL Army National Guard Montgomery	Montgomery, AL Metropolitan Statistical Area	207,595	-85	0	0	-85	-56	-141	-0.1%
Closure	U.S. Army Reserve Center Vicksburg	Vicksburg, MS Micropolitan Statistical Area	29,916	-26	-2	0	-28	-14	-42	-0.1%
Closure	Wright U.S. Army Reserve Center	Mobile, AL Metropolitan Statistical Area	213,966	-8	-1	0	-9	-3	-12	0.0%
USA-0233 V3		Net Economic Impact for This Recommendation:		-201	-8	0	-209	-118	-327	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$31.09	131	$109.20	51	6	($140.30)	70

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

12 Army - 28 RC Transformation, AZ

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Allen Hall Armed Forces Reserve Center, Tucson	Tucson, AZ Metropolitan Statistical Area	448,946	-60	0	0	-60	-52	-112	0.0%
USA-0247 V2		Net Economic Impact for This Recommendation:		-60	0	0	-60	-52	-112	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$5.32	96	$31.10	106	5	($51.70)	102

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

13 Army - 30 RC Transformation, AR

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	El Dorado Armed Forces Reserve Center	El Dorado, AR Micropolitan Statistical Area	29,093	-24	0	0	-24	-12	-36	-0.1%
Closure	Stone U.S. Army Reserve Center, Pine Bluff	Pine Bluff, AR Metropolitan Statistical Area	49,184	-30	-4	0	-34	-13	-47	-0.1%
USA-0228		Net Economic Impact for This Recommendation:		-54	-4	0	-58	-25	-83	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$97.58	167	$118.90	49	31	$38.20	182

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

14 Army - 33 RC Transformation, CA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Bell	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	-72	0	0	-72	-34	-106	0.0%
Closure	U.S. Army Reserve Center, Moffett Field	San Jose-Sunnyvale-Santa Clara, CA Metropolitan Stati	1,187,969	-3	0	0	-3	0	-3	0.0%
USA-0240 V2		Net Economic Impact for This Recommendation:		-75	0	0	-75	-34	-109	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$41.34	139	$78.70	68	10	($46.00)	106

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

15 Army - 35 RC Transformation, CT

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	SGT Libby U.S. Army Reserve Center, New Haven	New Haven-Milford, CT Metropolitan Statistical Area	472,774	-14	-7	0	-21	-11	-32	0.0%
Closure	Turner U.S. Army Reserve Center, Fairfield	Bridgeport-Stamford-Norwalk, CT Metropolitan Statist	578,009	-13	-4	0	-17	-9	-26	0.0%
Closure	U.S. Army Reserve Center Area Maintenance Support Facility Middletown	Hartford-West Hartford-East Hartford, CT Metropolitan	760,935	-13	-5	0	-18	-7	-25	0.0%
USA-0236 V2		Net Economic Impact for This Recommendation:		-40	-16	0	-56	-27	-83	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$107.03	170	$128.60	44	36	$47.50	185

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

16 Army - 37 Rc Transformation, DE

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Kirkwood U.S. Army Reserve Center, Newark	Wilmington, DE-MD-NJ Metropolitan Division	405,766	-7	-2	0	-9	-3	-12	0.0%
USA-0164 V3		Net Economic Impact for This Recommendation:		-7	-2	0	-9	-3	-12	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$9.80	109	$13.60	137	19	$0.90	170

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

17 Army - 39 RC Transformation, GA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Fort Benning Bldg 15	Columbus, GA-AL Metropolitan Statistical Area	163,565	-53	-3	0	-56	-32	-88	-0.1%
Closure	U.S. Army Reserve Center Columbus	Columbus, GA-AL Metropolitan Statistical Area	163,565	-9	0	0	-9	-5	-14	0.0%
USA-0143 V3		Net Economic Impact for This Recommendation:		-62	-3	0	-65	-37	-102	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$3.51	91	$21.40	126	5	($44.80)	108

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

18 Army - 40 RC Transformation, HI

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Honokaa	Kapaa, HI Micropolitan Statistical Area	37,731	-118	0	0	-118	-100	-218	-0.6%
USA-0114 V3		Net Economic Impact for This Recommendation:		-118	0	0	-118	-100	-218	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$26.35	128	$56.60	84	7	($62.40)	95

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

19 Army - 42 RC Transformation, IL

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Carbondale	Carbondale, IL Micropolitan Statistical Area	38,275	-32	0	0	-32	-17	-49	-0.1%
USA-0245v2		Net Economic Impact for This Recommendation:		-32	0	0	-32	-17	-49	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$28.10	129	$42.60	95	14	($6.50)	151

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

20 Army - 44 RC Transformation, IN

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	U.S. Army Reserve Center Lafeyette	Lafayette, IN Metropolitan Statistical Area	112,699	-21	0	0	-21	-11	-32	0.0%
Closure	U.S. Army Reserve Center Seston	Indianapolis, IN Metropolitan Statistical Area	1,037,290	-12	0	0	-12	-4	-16	0.0%
USA-0246 V2		Net Economic Impact for This Recommendation:		-33	0	0	-33	-15	-48	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$33.68	134	$47.60	90	22	$6.10	174

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

21 Army - 46 RC Transformation, IA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Army National Guard Reserve Center Camp Dodge	Des Moines, IA Metropolitan Statistical Area	362,215	-217	-1	0	-218	-83	-301	-0.1%
USA-0244v2		Net Economic Impact for This Recommendation:		-217	-1	0	-218	-83	-301	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($16.54)	47	$68.90	75	3	($201.70)	57

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

22 Army - 48 RC Transformation, KY

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Paducah	Paducah, KY-IL Micropolitan Statistical Area	61,551	-31	0	0	-31	-16	-47	-0.1%
Closure	U.S. Army Reserve Center Maysville	Maysville, KY Micropolitan Statistical Area	16,643	-16	-2	0	-18	-9	-27	-0.2%
USA-0237 V2		Net Economic Impact for This Recommendation:		[illegible]		[illegible]	[illegible]	-25	-74	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$6.89	99	$25.30	117	6	($34.10)	113

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

23 Army - 50 RC Transformation, LA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Baton Rouge Army National Guard Reserve Center	Baton Rouge, LA Metropolitan Statistical Area	411,691	-128	0	0	-128	-62	-190	0.0%
Closure	Roberts U.S. Army Reserve Center, Baton Rouge	Baton Rouge, LA Metropolitan Statistical Area	411,691	-30	0	0	-30	-14	-44	0.0%
USA-0230 V2		Net Economic Impact for This Recommendation:		-158	0	0	-158	-76	-234	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($17.67)	46	$30.70	107	2	($147.60)	68

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

24 Army - 52 RC Transformation, MD

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	PFC Flair U.S. Army Reserve Center, Frederick	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	-20	-2	0	-22	-15	-37	0.0%
USA-0178v3		Net Economic Impact for This Recommendation:		-20	-2	0	-22	-15	-37	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($1.37)	73	$6.30	163	3	($17.80)	132

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

25 Army - 54 RC Transformation, MA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Combined Support Maintenance Shop Devens	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Closure	Army National Guard Reserve Center Ayer	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Closure	Fort Devens, 323d Maintenance Facility	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Closure	Regional Training Site Maintenance (98), U.S. Army Reserve Fort Devens	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Ayer Area 3713	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve ECS 65 Ayers	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center Ayers	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	0	0	0	0	0	0.0%
USA-0202 V3		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$79.73	159	$85.50	64	100	$60.40	186

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

26 Army - 55 RC Transformation, MI

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Parisan U.S. Army Reserve Center, Lansing	Lansing-East Lansing, MI Metropolitan Statistical Area	281,040	-25	0	0	-25	-11	-36	0.0%
USA-0235 V2		Net Economic Impact for This Recommendation:		-25	0	0	-25	-11	-36	

COBRA Results

[illegible]	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($1.44)	71	$7.90	157	3	($21.60)	126

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

27 Army - 57 RC Transformation, MN

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Cambridge	Minneapolis-St. Paul-Bloomington, MN-WI Metropolit	2,127,894	0	0	0	0	0	0	0.0%
Closure	Army National Guard Faribault	Faribault-Northfield, MN Micropolitan Statistical Area	30,123	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Cambridge	Minneapolis-St. Paul-Bloomington, MN-WI Metropolit	2,127,894	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Faribault	Faribault-Northfield, MN Micropolitan Statistical Area	30,123	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center New Cambridge	Minneapolis-St. Paul-Bloomington, MN-WI Metropolit	2,127,894	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center New Faribault	Faribault-Northfield, MN Micropolitan Statistical Area	30,123	0	0	0	0	0	0	0.0%
USA-0249 V2		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	0.0%

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$17.77	122	$17.30	132	Never	$17.10	180

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DCN:11695

28 Army - 58 RC Transformation, MO

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Jefferson Barracks	St. Louis, MO-IL Metropolitan Statistical Area	1,668,793	-67	0	0	-67	-54	-121	0.0%
USA-0250v2		Net Economic Impact for This Recommendation:		-67	0	0	-67	-54	-121	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$0.90	80	$28.60	111	3	($61.00)	97

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

29 Army - 60 RC Transformation, MT

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Galt Hall U.S. Army Reserve Center, Great Falls	Great Falls, MT Metropolitan Statistical Area	49,197	-14	-3	0	-17	-8	-25	-0.1%
USA-0251 V3		Net Economic Impact for This Recommendation:		-14	-3	0	-17	-8	-25	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$19.75	123	$26.00	115	23	$4.30	173

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: ·Year Comparison Details

30 Army - 62 RC Transformation, NE

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Columbus	Columbus, NE Micropolitan Statistical Area	22,545	-31	0	0	-31	-16	-47	-0.2%
Closure	Army National Guard Reserve Center Grand Island	Grand Island, NE Micropolitan Statistical Area	45,763	-31	0	0	-31	-16	-47	-0.1%
	[illegible] Center Kearney	Kearney, NE Micropolitan Statistical Area	35,434	-8	0	0	-8	-4	-12	0.0%
USA-0241v2		Net Economic Impact for This Recommendation:		-70	0	0	-70	-36	-106	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$6.03	97	$33.10	103	5	($53.70)	99

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

31 Army - 65 RC Transformation, NH

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Doble U.S. Army Reserve Center Portsmouth	Rockingham County-Strafford County, NH Metropolita	238,671	-39	-5	0	-44	-29	-73	0.0%
USA-0219 V3		Net Economic Impact for This Recommendation:		-39	-5	0	-44	-29	-73	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$44.57	143	$54.20	86	26	$12.90	179

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

32 Army - 66 RC Transformation, NJ

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	SFC Nelson V. Brittin U.S. Army Reserve Center	Camden, NJ Metropolitan Division	619,919	-34	-1	0	-35	-29	-64	0.0%
USA-0076 V3		Net Economic Impact for This Recommendation:		-34	-1	0	-35	-29	-64	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$2.03	88	$15.10	135	5	($26.60)	119

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

33 Army - 68 RC Transformation, NM

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Jenkins Armed Forces Reserve Center Albuquerque	Albuquerque, NM Metropolitan Statistical Area	454,397	-35	-1	0	-36	-29	-65	0.0%
USA-0215 V3		Net Economic Impact for This Recommendation:		-35	-1	0	-36	-29	-65	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$4.64	94	$17.90	129	6	($24.60)	121

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

34 Army - 69 RC Transformation, NY

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Armed Forces Reserve Center Amityville	Nassau-Suffolk, NY Metropolitan Division	1,530,568	-24	-4	0	-28	-8	-36	0.0%
Closure	Army National Guard Reserve Center Niagara Falls	Buffalo-Niagara Falls, NY Metropolitan Statistical Are	643,318	-1	0	0	-1	0	-1	0.0%
USA-0242		Net Economic Impact for This Recommendation:				0	-29	-8	-37	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$88.49	164	$103.80	53	47	$46.50	184

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

35 Army - 72 RC Transformation, NC

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Niven U.S. Army Reserve Center, Albermarle	Albemarle, NC Micropolitan Statistical Area	26,102	-34	5	0	-29	-14	-43	-0.2%
USA-0171R		Net Economic Impact for This Recommendation:		-34	5	0	-29	-14	-43	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($5.11)	60	$9.20	153	2	($30.20)	117

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

36 Army - 73 RC Transformation, ND

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Johnson U.S. Army Reserve Center, Fargo	Fargo, ND-MN Metropolitan Statistical Area	129,893	0	0	0	0	0	0	0.0%
Realign	Fargo, ND Armed Forces Reserve Center	Fargo, ND-MN Metropolitan Statistical Area	129,893	0	0	0	0	0	0	0.0%
USA-0210 V3		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$8.11	104	$7.90	156	Never	$8.00	175

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

37 Army - 75 RC Transformation, OH

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Mansfield	Mansfield, OH Metropolitan Statistical Area	73,323	-37	0	0	-37	-34	-71	-0.1%
Closure	Army National Guard Reserve Center Westerville	Columbus, OH Metropolitan Statistical Area	1,122,033	-12	0	0	-12	-4	-16	0.0%
Closure	Parrott U.S. Army Reserve Center Kenton	Hardin County, OH	13,264	-9	-1	0	-10	-4	-14	-0.1%
Closure	Scouten U.S. Army Reserve Center Mansfield	Mansfield, OH Metropolitan Statistical Area	73,323	-22	-2	0	-24	-22	-46	-0.1%
Closure	U.S. Army Reserve Center Whitehall	Columbus, OH Metropolitan Statistical Area	1,122,033	-25	0	0	-25	-9	-34	0.0%
Realign	Rickenbacker Army National Guard Bldg 943 Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	-4	0	0	-4	-1	-5	0.0%
USA-0248 V3		Net Economic Impact for This Recommendation:		-109	-3	0	-112	-74	-186	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$93.62	166	$134.80	42	18	$1.30	172

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

38 Army - 77 RC Transformation, OK

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Broken Arrow RC	Tulsa, OK Metropolitan Statistical Area	533,659	-26	0	0	-26	-9	-35	0.0%
Closure	Army National Guard Reserve Center Tishomingo	Johnston County, OK	4,603	-30	0	0	-30	-16	-46	-1.0%
Closure	Ashworth U.S. Army Reserve Center Muskogee	[illegible] Metropolitan Statistical Area	40,416	-14	-2	0	-16	-8	-24	-0.1%
Closure	Krowse U.S. Army Reserve Center Oklahoma City	Oklahoma City, OK Metropolitan Statistical Area	703,918	-78	-6	0	-84	-77	-161	0.0%
USA-0229v3		Net Economic Impact for This Recommendation:		-148	-8	0	-156	-110	-266	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$98.56	168	$168.70	35	11	($63.80)	94

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

39 Army - 80 RC Transformation, OR

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Jackson Band	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Closure	Army National Guard Reserve Center Lake Oswego	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Closure	Sears U.S. Army Reserve Center, Portland	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Closure	Sharff U.S. Army Reserve Center, Portland	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center Camp With (New)	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Realign	Army National Guard Reserve Center Camp Withycombe	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
Realign	Army National Guard Reserve Center Maison	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	0	0	0	0	0	0	0.0%
USA-0184v3		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$23.49	126	$24.10	121	100	$19.80	181

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

40 Army - 82 RC Transformation, PA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Bristol U.S. Army Reserve Center, Philadelphia	Philadelphia, PA Metropolitan Division	2,273,372	-9	-2	0	-11	-5	-16	0.0%
Closure	North Penn U.S. Army Reserve Center, Norristown	Philadelphia, PA Metropolitan Division	2,273,372	-22	-1	0	-23	-10	-33	0.0%
Closure	Serrenti U.S. Army Reserve Center, Scranton	[illegible]	306,654	-47	-8	0	-55	-20	-75	0.0%
Closure	U.S. Army Reserve Center Bloomsburg	Bloomsburg-Berwick, PA Micropolitan Statistical Area	49,836	-20	-2	0	-22	-11	-33	-0.1%
Closure	U.S. Army Reserve Center Lewisburg	Lewisburg, PA Micropolitan Statistical Area	22,716	-9	-2	0	-11	-5	-16	-0.1%
Closure	U.S. Army Reserve Williamsport	Williamsport, PA Metropolitan Statistical Area	67,466	-25	-4	0	-29	-16	-45	-0.1%
Closure	W. Reese U.S. Army Reserve Center/OMS, Chester	Philadelphia, PA Metropolitan Division	2,273,372	-9	-1	0	-10	-4	-14	0.0%
USA-0253v3		Net Economic Impact for This Recommendation:		-141	-20	0	-161	-71	-232	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$81.06	160	$142.70	40	10	($58.40)	98

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

41 Army - 85 RC Transformation, PR

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Humacao	San Juan-Caguas-Guaynabo, PR Metropolitan Statistica	850,261	-26	0	0	-26	-18	-44	0.0%
Closure	Lavergne U.S. Army Reserve Center Bayamon	San Juan-Caguas-Guaynabo, PR Metropolitan Statistica	850,261	-25	-1	0	-26	-18	-44	0.0%
Realign	Aguadillla-Ramey U.S. Army Reserve Center/BMA-126	Aguadilla-Isabela-San Sebastian, PR Metropolitan Stati	80,981	-10	0	0	-10	-5	-15	0.0%
Realign	Camp Euripedes Rubio, Puerto Nuevo	San Juan-Caguas-Guaynabo, PR Metropolitan Statistica	850,261	-43	0	0	-43	-29	-72	0.0%
USA-0234		Net Economic Impact for This Recommendation:		-104	-1	0	-105	-70	-175	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$64.01	156	$87.00	61	15	($8.60)	145

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

42 Army - 87 RC Transformation, RI

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Bristol U.S. Army Reserve Center	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	-24	0	0	-24	-28	-52	0.0%
Closure	Harwood U.S. Army Reserve Center, Providence	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	-20	-4	0	-24	-30	-54	0.0%
USA-0158 V3		Net Economic Impact for This Recommendation:						-58	-106	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$9.44	108	$32.40	105	6	($35.30)	111

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

43 Army - 89 RC Transformation, TN

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	U.S. Army Reserve Area Maintenance Support Facility Kingsport	Kingsport-Bristol-Bristol, TN-VA Metropolitan Statisti	161,187	-30	-2	0	-32	-6	-38	0.0%
USA-0238v2		Net Economic Impact for This Recommendation:		-30	-2	0	-32	-6	-38	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$28.17	130	$36.90	99	18	$1.10	171

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

44 Army - 91 RC Transformation, TX

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center # 2 Dallas	Dallas-Plano-Irving, TX Metropolitan Division	2,410,769	-90	0	0	-90	-48	-138	0.0%
Closure	Army National Guard Reserve Center (Hondo Pass) El Paso	El Paso, TX Metropolitan Statistical Area	328,741	-106	0	0	-106	-81	-187	-0.1%
Closure	Army National Guard Reserve Center [illegible] Crossing	[illegible]	2,410,769	-47	0	0	-47	-25	-72	0.0%
Closure	Army National Guard Reserve Center Ellington	Houston-Baytown-Sugar Land, TX Metropolitan Statist	2,898,160	-14	-45	0	-59	-41	-100	0.0%
Closure	Army National Guard Reserve Center Marshall	Marshall, TX Micropolitan Statistical Area	29,682	-15	-1	0	-16	-8	-24	-0.1%
Closure	Army National Guard Reserve Center New Braunfels	San Antonio, TX Metropolitan Statistical Area	1,009,217	-106	0	0	-106	-89	-195	0.0%
Closure	U.S. Army Reserve Center # 2 Houston	Houston-Baytown-Sugar Land, TX Metropolitan Statist	2,898,160	-2	0	0	-2	0	-2	0.0%
Closure	U.S. Army Reserve Center Lufkin	Lufkin, TX Micropolitan Statistical Area	45,773	-10	0	0	-10	-5	-15	0.0%
USA-0225v3		**Net Economic Impact for This Recommendation:**		-390	-46	0	-436	-297	-733	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$220.58	178	$375.60	14	12	($133.20)	72

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

45 Army - 95 RC Transformation, VT

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army National Guard Reserve Center Ludlow	Lebanon, NH-VT Micropolitan Statistical Area	115,211	0	0	0	0	0	0	0.0%
Closure	Army National Guard Reserve Center North Springfield	Lebanon, NH-VT Micropolitan Statistical Area	115,211	0	0	0	0	0	0	0.0%
Closure	Army National Guard Reserve Center Rutland	Rutland, VT Micropolitan Statistical Area	38,502	0	0	0	0	0	0	0.0%
Closure	Army National Guard Reserve Center Windsor	Lebanon, NH-VT Micropolitan Statistical Area	115,211	0	0	0	0	0	0	0.0%
Closure	Courcelle Brothers U.S. Army Reserve Center, Rutland	Rutland, VT Micropolitan Statistical Area	38,502	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Area Maintenance Support Facility #160, Rutland	Rutland, VT Micropolitan Statistical Area	38,502	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Center Berlin	Barre, VT Micropolitan Statistical Area	43,696	0	0	0	0	0	0	0.0%
Closure	U.S. Army Reserve Center Chester	Lebanon, NH-VT Micropolitan Statistical Area	115,211	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center New Rutland	Rutland, VT Micropolitan Statistical Area	38,502	0	0	0	0	0	0	0.0%
Realign	Armed Forces Reserve Center White River Jct	Lebanon, NH-VT Micropolitan Statistical Area	115,211	0	0	0	0	0	0	0.0%
USA-0239 V2		**Net Economic Impact for This Recommendation:**		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$57.17	154	$61.40	81	100	$41.70	183

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

46 Army - 97 RC Transformation, WA

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	1LT Richard H. Walker U.S. Army Reserve Center	Spokane, WA Metropolitan Statistical Area	249,887	-38	0	0	-38	-32	-70	0.0%
Closure	Army National Guard Reserve Center Everett	Seattle-Bellevue-Everett, WA Metropolitan Division	1,690,448	-57	0	0	-57	-32	-89	0.0%
USA-0232		Net Economic Impact for This R		[illegible]	0	0	-95	-64	-159	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$33.27	133	$61.20	82	9	($46.10)	105

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

47 Army - 99 RC Transformation, WV

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Bias U.S. Army Reserve Center, Huntington	Huntington-Ashland, WV-KY-OH Metropolitan Statisti	139,908	-1	0	0	-1	0	-1	0.0%
Closure	Fairmont U.S. Army National Guard Reserve Center	Fairmont, WV Micropolitan Statistical Area	26,404	-88	0	0	-88	-47	-135	-0.5%
USA-0231		Net Economic Impact for This Recommendation:		-89	0	0	-89	-47	-136	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($4.17)	63	$29.50	109	3	($77.00)	90

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

48 Army - 102 RC Transformation, WI

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Olson U.S. Army Reserve Center, Madison	Madison, WI Metropolitan Statistical Area	401,730	-113	0	0	-113	-42	-155	0.0%
Closure	U.S. Army Reserve Center O'Connell	Madison, WI Metropolitan Statistical Area	401,730	-11	-1	0	-12	-4	-16	0.0%
USA-0200 V3		Net Economic Impact for This Recommendation:		-124	-1	0	-125	[illegible]	[illegible]	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($37.67)	37	$10.70	145	nmediateediat	($139.70)	71

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

49 Army - 103 RC Transformation, WY

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Army Aviation Support Facility Cheyenne	Cheyenne, WY Metropolitan Statistical Area	55,849	-23	0	0	-23	-10	-33	-0.1%
Closure	Army National Guard Reserve Center Thermopolis	Hot Springs County, WY	3,204	-19	0	0	-19	-10	-29	-0.9%
USA-0193 R		Net Economic Impact for This Recommendation:		-42	0	0	-42	-20	-62	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$53.80	153	$72.40	72	21	$9.00	176

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

50 Army - 105 Single Drill Sergeant

Description: Realign Fort Benning, GA, and Fort Leonard Wood, MO, by relocating the Drill Sergeant School at each location to Fort Jackson, SC.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Benning	Columbus, GA-AL Metropolitan Statistical Area	163,565	-119	-2	0	-121	-49	-170	-0.1%
Realign	Fort Leonard Wood	Fort Leonard Wood, MO Micropolitan Statistical Area	25,515	-181	-2	0	-183	-53	-236	-0.9%
Gainer	Fort Jackson	Columbia, SC Metropolitan Statistical Area	418,871	268	11	0	279	120	399	0.1%
USA-0046B V2		Net Economic Impact for This Recommendation:		-32	7	0	-25	18	-7	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($7.57)	54	$1.80	182	1	($31.30)	116

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

51 Army - 106 U.S. Army Garrison, MI

Description: Close United States Army Garrison Michigan at Selfridge, which is located on Selfridge Air National Guard Base. Retain an enclave to support the Dynamic Structural Load Simulator (Bridging) Laboratory and the Water Purification Laboratory on Selfridge.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Selfridge Army Activity	Warren-Farmington Hills-Troy, MI Metropolitan Divisi	1,505,252	-126	-174	-76	-376	-225	-601	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	113	37	0	150	0	150	0.0%
Gainer	Detroit Arsenal	Detroit-Livonia-Dearborn, MI Metropolitan Division	994,108	1	5	0	6	3	9	0.0%
USA-0063 V3		Net Economic Impact for This Recommendation:		-12	-132	-76	-220	-222	-442	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($91.39)	23	$9.50	148	Immediate	($260.90)	49

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

52 Army - 107 USAR Command and Control New England

Description: Close the Westover Armed Forces Reserve Center, Chicopee, Massachusetts, the MacArthur United States Army Reserve Center, Springfield, Massachusetts, the United States Army Reserve Area Maintenance Support Activity, Windsor Locks, Connecticut, and realign the Malony United States Army Reserve Center on Devens Reserve Forces Training Area by disestablishing the 94th Regional Readiness Command, and relocate all units from the closed facilities to a new Armed Forces Reserve Center on Westover Air Reserve Base. Establish an Army Reserve Sustainment Brigade headquarters in the new Armed Forces Reserve Center on Westover Air Reserve Base. Realign Devens Reserve Forces Training Area by relocating the 5th JTF, 654th ASG and the 382nd MP Battalion to the new Armed Forces Reserve Center on Westover Air Reserve Base. The new Armed Forces Reserve Center shall have the capability to accommodate Massachusetts Army National Guard units from the Massachusetts Army National Guard Armory in Agawam Massachusetts, if the state decides to relocate those National Guard units.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contractor	[illegible]	[illegible]	[illegible]	[illegible]
Closure	Malony U.S. Army R[illegible]	[illegible] Lawrence-Haverhill, MA Metropolitan Di	1,054,892	-100	-55	0	-155	-87	-242	0.0%
Closure	Westover U.S. Army Reserve Center, Cicopee	Springfield, MA Metropolitan Statistical Area	374,117	-13	0	0	-13	-5	-18	0.0%
Gainer	Armed Forces Reserve Center Westover (new)	Springfield, MA Metropolitan Statistical Area	374,117	67	11	0	78	39	117	0.0%
USA-0212 V4		Net Economic Impact for This Recommendation:		-46	-44	0	-90	-53	-143	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$61.19	155	$96.10	58	13	($21.80)	125

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

53 Army - 109 USAR Command and Control Northeast

Description: Realign Pitt USARC, Coraopolis, PA by disestablishing the HQ 99th Regional Readiness Command and establishing a Northeast Regional Readiness Command Headquarters at Fort Dix, NJ. Close Camp Kilmer, NJ and relocate the HQ 78th Division at Fort Dix, NJ. Realign Fort Totten, NY by disestablishing the HQ 77th Regional Readiness Command and establishing a Maneuver Enhancement Brigade at Fort Dix, NJ. Realign Fort Sheridan IL by relocating the 244th Aviation Brigade to Fort Dix, NJ. Realign Fort Dix, NJ by relocating Equipment Concentration Site 27 to the New Jersey Army National Guard Mobilization and Training Equipment Site joint facility at Lakehurst, NJ. Close Charles Kelly Support Center and relocate units to Pitt US Army Reserve Center, PA. Close Carpenter USARC, Poughkeepsie, NY, close McDonald USARC, Jamaica, NY, close Fort Tilden USARC, Far Rockaway, NY, close Muller USARC, Bronx, NY, and relocate units to a new Armed Forces Reserve Center at Fort Totten, NY. Close the United States Army Reserve Center on Fort Hamilton, NY and relocate the New York Recruiting Battalion Headquarters and Army Reserve units into a new Armed Forces Reserve Center on Fort Hamilton, NY. The new AFRC shall have the capacity to accommodate units from the NYARNG 47th Regiment Marcy Armory, Brooklyn and the Brooklyn Bedford Armory/OMS, Brooklyn NY if the state decides to relocate those National Guard units.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Carpenter U.S. Army Reserve Center,Poughkeepie	Poughkeepsie-Newburgh-Middletown, NY Metropolita	312,628	-8	-1	0	-9	-4	-13	0.0%
Closure	Kelly Support Center	Pittsburgh, PA Metropolitan Statistical Area	1,403,312	-174	-136	0	-310	-183	-493	0.0%
Closure	Kilmer U.S. Army Reserve Center, Edison	Edison, NJ Metropolitan Division	1,220,335	-23	-21	0	-44	-31	-75	0.0%
Realign	Fort Sheridan	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	-17	-17	0	-34	-52	-86	0.0%
Realign	Fort Totten / Pyle	New York-Wayne-White Plains, NY-NJ Metropolitan	6,226,027	-75	-74	0	-149	-72	-221	0.0%
Realign	Pitt U.S. Army Reserve Center, Corapolis	Pittsburgh, PA Metropolitan Statistical Area	1,403,312	-119	-101	0	-220	-132	-352	0.0%
Gainer	Fort Dix	Camden, NJ Metropolitan Division	619,919	178	224	0	402	385	787	0.1%
USA-0167 V3		Net Economic Impact for This Recommendation:		-238	-126	0	-364	-89	-453	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$44.32	142	$171.20	34	5	($302.10)	46

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

54 Army - 112 USAR Command and Control Northwest

Description: Close Vancouver Barracks and relocate the 104th Division (IT) to Fort Lewis, WA. Relocate all other units to a new Armed Forces Reserve Center in Vancouver, WA. Close Fort Lawton by disestablishing the 70th Regional Readiness Command, relocate all other units to a new Armed Forces Reserve Center on Fort Lewis, WA and establish a Maneuver Enhancement Brigade. Realign Fort Snelling, MN by disestablishing the 88th Regional Readiness Command and establish the Northwest Regional Readiness Command Headquarters at Fort McCoy, WI. Realign the Wichita US Army Reserve Center by disestablishing the 89th Regional Readiness Command and establishing a Sustainment Unit of Action at the Wichita Army Reserve Center in support of the Northwest Regional Readiness Command at Fort McCoy, WI. Realign Fort Douglas, UT by disestablishing the 96th Regional Readiness Command and establishing a Sustainment Unit of Action in support of the Northwest Regional Readiness Command at Fort McCoy, WI.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	U.S. Army Reserve Center Fort Lawton	Seattle-Bellevue-Everett, WA Metropolitan Division	1,690,448	-53	-54	0	-107	-75	-182	0.0%
Closure	Vancover Barracks	Portland-Vancouver-Beaverton, OR-WA Metropolitan	1,232,839	-29	-16	0	-45	-27	-72	0.0%
Realign	Fort Douglas	Salt Lake City, UT Metropolitan Statistical Area	701,532	-15	-38	0	-53	-41	-94	0.0%
Realign	Fort Snelling	Minneapolis-St. Paul-Bloomington, MN-WI Metropolit	2,127,894	-130	-124	0	-254	-155	-409	0.0%
Realign	U.S. Army Reserve Center Wichita	Wichita, KS Metropolitan Statistical Area	364,878	-22	-56	0	-78	-75	-153	0.0%
Gainer	Fort Lewis	Tacoma, WA Metropolitan Division	339,431	63	33	0	96	81	177	0.1%
Gainer	Fort McCoy	Monroe County, WI	23,884	100	166	0	266	202	468	2.0%
USA-0166 V3		Net Economic Impact for This Recommendation:		-86	-89	0	-175	-90	-265	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$43.37	140	$80.40	66	9	($65.00)	93

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

55 Army - 115 USAR Command and Control Southeast

Description: Realign Birmingham Armed Forces Reserve Center Alabama by disestablishing the 81st Regional Readiness Command, and establishing the Army Reserve Southeast Regional Readiness Command in a new Armed Forces Reserve Center on Fort Jackson, SC. Close Louisville United States Army Reserve Center and relocate the 100th DIV(IT) headquarters to Fort Knox, KY.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	U.S. Army Reserve Center Louisville	Louisville, KY-IN Metropolitan Statistical Area	728,101	-30	-13	0	-43	-21	-64	0.0%
Realign	Birmingham Armed Forces Reserve Center	Birmingham-Hoover, AL Metropolitan Statistical Area	622,605	-146	-159	0	-305	-192	-497	-0.1%
Gainer	Fort Jackson	Columbia, SC Metropolitan Statistical Area	418,871	100	166	0	266	211	477	0.1%
Gainer	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	30	13	0	43	27	70	0.1%
USA-0131v3		Net Economic Impact for This Recommendation:		-46	7	0	-39	25	-14	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$22.54	125	$29.90	108	16	($1.50)	164

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

56 Army - 117 USAR Command and Control Southwest

Description: Realign the Joint Force Training Base Los Alamitos, CA by disestablishing the 63rd Regional Readiness Command (RRC) Headquarters, Robinson Hall, USARC and activating a Southwest Regional Readiness Command headquarters at Moffett Field, CA in a new AFRC. Realign Camp Pike Reserve Complex, Little Rock, AR by disestablishing the 90th RRC and activating a Sustainment Brigade. Close the Major General Harry Twaddle United States Armed Forces Reserve Center, Oklahoma City, OK, and relocate the 95th DIV (IT) to Fort Sill, OK. Realign Camp Parks Reserve Forces Training Area, CA, by relocating the 91st Div (TSD) to Fort Hunter Liggett, CA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Oklahoma City (95th)	Oklahoma City, OK Metropolitan Statistical Area	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Realign	Camp Parks (91st)	Oakland-Fremont-Hayward, CA Metropolitan Division	1,383,332	-25	-18	0	-43	-25	-68	0.0%
Realign	Camp Pike (90th)	Little Rock-North Little Rock, AR Metropolitan Statisti	394,114	-86	-91	0	-177	-158	-335	-0.1%
Realign	Los Alamitos (63rd)	Santa Ana-Anaheim-Irvine, CA Metropolitan Division	1,901,499	-92	-78	0	-170	-99	-269	0.0%
Gainer	Armed Forces Reserve Center Moffett Field	San Jose-Sunnyvale-Santa Clara, CA Metropolitan Stati	1,187,969	90	166	0	256	107	363	0.0%
Gainer	Fort Hunter Liggett	Salinas, CA Metropolitan Statistical Area	235,299	25	18	0	43	40	83	0.0%
Gainer	Fort Sill	Lawton, OK Metropolitan Statistical Area	63,978	31	22	0	53	41	94	0.1%
USA-0168 V3		Net Economic Impact for This Recommendation:		-88	-3	0	-91	-149	-240	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$44.13	141	$55.50	85	23	$9.80	177

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

57 DoN - 6 Marine Corps Logistics Base, Barstow, CA

Description: Realign Marine Corps Logistics Base Barstow, CA. Disestablish the depot maintenance of Aircraft Other Components, Aircraft Rotary, and Strategic Missiles. Consolidate depot maintenance of Engines/Transmissions, Other Components, and Small Arms/Personal Weapons at Anniston Army Depot, AL. Consolidate the depot maintenance of Conventional Weapons, Engines/Transmissions, Material Handling, Powertrain Components, Starters/Alternators/Generators, Test Measurement Diagnostic Equipment, and Wire at Marine Corps Logistics Base Albany, GA. Consolidate depot maintenance of Electronic Components (Non-Airborne), Electro-Optics/Night Vision/Forward-Looking-Infrared, Generators, Ground Support Equipment, Radar, and Radio at Tobyhanna Army Depot, PA. Consolidate depot maintenance of Tactical Missiles at Letterkenny Army Depot, PA. Realign Fleet Support Division Maintenance Center Barstow and Marine Corps Logistics Base Barstow operations to increase efficiencies and reduce infrastructure.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Marine Corps Logistics Base Barstow	Riverside-San Bernardino-Ontario, CA Metropolitan St	1,479,524	-137	-323	51	-409	-387	-796	-0.1%
Gainer	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	25	0	25	18	43	0.1%
Gainer	Letterkenny Army Depot	Chambersburg, PA Micropolitan Statistical Area	65,783	0	36	0	36	19	55	0.1%
Gainer	Marine Corps Logistics Base Albany	Albany, GA Metropolitan Statistical Area	79,160	1	35	0	36	27	63	0.1%
Gainer	Tobyhanna Army Depot	Scranton--Wilkes-Barre, PA Metropolitan Statistical Ar	306,854	3	123	0	126	87	213	0.1%
DoN-0165 R		Net Economic Impact for This Recommendation:		-133	-104	51	-186	-236	-422	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($56.49)	32	$26.00	114	Immediate	($230.60)	54

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

58 DoN - 7 Naval Support Activity Corona, CA

Description: Close Naval Support Activity Corona, CA. Relocate Naval Surface Warfare Center Division Corona, CA to Naval Base Ventura County (Naval Air Station Point Mugu), CA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Support Activity Corona	Riverside-San Bernardino-Ontario, CA Metropolitan St	1,479,524	-6	-886	0	-892	-903	-1,795	-0.1%
Gainer	Naval Base Ventura County	Oxnard-Thousand Oaks-Ventura, CA Metropolitan Stat	420,712	5	849	0	854	1,108	1,962	0.5%
DoN-0161B R		Net Economic Impact for This Recommendation:		-1	-37	0	-38	205	167	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$65.47	157	$80.20	67	15	($0.40)	169

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

59 DoN - 9 Naval Weapons Station Seal Beach Detachment,Concord, CA

Description: Close the Inland area of Naval Weapons Station Seal Beach Detachment, Concord CA, except retain such property and facilities as are necessary to support operations in the Tidal area of Naval Weapons Station Seal Beach Detachment Concord. The Tidal area of Naval Weapons Station Seal Beach Detachment Concord, along with the retained portion of the Inland area, shall be transferred to the Army.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Weapons Station Seal Beach Det Concord	Oakland-Fremont-Hayward, CA Metropolitan Division	1,383,332	0	0	0	0	0	0	0.0%
		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($43.24)	36	$14.00	136	1	($199.70)	58

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

60 DoN - 10 Submarine Base New London, CT

Description: Close Naval Submarine Base New London, CT. Relocate its assigned submarines, Auxiliary Repair Dock 4 (ARDM-4), and Nuclear Research Submarine 1 (NR-1) along with their dedicated personnel, equipment and support to Submarine Base Kings Bay, GA, and Naval Station Norfolk, VA. Relocate the intermediate submarine repair function to Shore Intermediate Repair Activity Norfolk, at Naval Shipyard Norfolk, VA, and Trident Refit Facility Kings Bay, GA. Relocate the Naval Submarine School and Center for Submarine Learning to Submarine Base Kings Bay, GA. Consolidate the Naval Security Group Activity Groton, CT with Naval Security Group Activity Norfolk, VA at Naval Station Norfolk, VA. Consolidate Naval Submarine Medical Research Laboratory Groton, CT, with Naval Medical Research Center at Walter Reed Army Medical Center Forest Glenn Annex, MD. Relocate Naval Undersea Medical Institute Groton, CT to Naval Air Station Pensacola, FL, and Fort Sam Houston, TX. Consolidate Navy Region Northeast, New London, CT, with Navy Region, Mid-Atlantic, Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Submarine Base New London	Norwich-New London, CT Metropolitan Statistical Are	168,620	-7,093	-952	-412	-8,457	-7,349	-15,806	-9.4%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	23	2	0	25	20	45	0.0%
Gainer	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	53	1	0	54	67	121	0.1%
Gainer	Naval Medical Center Portsmouth	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	28	0	0	28	29	57	0.0%
Gainer	Naval Shipyard Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	106	85	191	239	430	0.0%
Gainer	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	23	47	0	70	103	173	0.0%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	2,983	100	0	3,083	3,280	6,363	0.7%
Gainer	Naval Weapons Station Earle	Edison, NJ Metropolitan Division	1,220,335	2	0	0	2	1	3	0.0%
Gainer	Submarine Base Kings Bay	St. Marys, GA Micropolitan Statistical Area	23,025	3,145	80	20	3,245	1,606	4,851	21.1%
Gainer	Walter Reed Army Medical Center	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	17	16	0	33	22	55	0.0%
Gainer	Westover Air Force Base	Springfield, MA Metropolitan Statistical Area	374,117	2	0	0	2	0	2	0.0%
DoN-0033 R		Net Economic Impact for This Recommendation:		-817	-600	-307	-1,724	-1,982	-3,706	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$345.44	180	$679.60	8	3	($1,576.40)	11

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

61 DoN - 12 Officer Training Command, Pensacola, FL

Description: Realign Naval Air Station Pensacola, FL by relocating Officer Training Command Pensacola, FL to Naval Station Newport, RI, and consolidating with Officer Training Command Newport, RI.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-274	-21	0	-295	-379	-674	-0.3%
Gainer	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	265	14	-3	276	335	611	0.1%
DoN-0085 V2		Net Economic Impact for This Recommendation:		-9	-7	-3	-19	-44	-63	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($1.38)	72	$3.60	170	4	($10.00)	144

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

62 DoN - 13 Naval Air Station Atlanta, GA

Description: Close Naval Air Station Atlanta, GA. Relocate its aircraft and necessary personnel, equipment and support to Naval Air Station Joint Reserve Base New Orleans, LA; Naval Air Station Joint Reserve Base Fort Worth, TX; and Robins Air Force Base, Robins, GA. Relocate Reserve Intelligence Area 14 to Fort Gillem, Forest Park, GA. Relocate depot maintenance Aircraft Components, Aircraft Engines, Fabrication and Manufacturing, and Support Equipment in support of F/A-18, C-9 and C-12 aircraft to Fleet Readiness Center West Site Fort Worth at Naval Air Station Joint Reserve Base Fort Worth, TX. Relocate intermediate maintenance in support of E-2C aircraft to Fleet Readiness Center Mid-Atlantic Site New Orleans at Naval Air Station Joint Reserve Base New Orleans, LA. Consolidate the Naval Air Reserve Atlanta with Navy Marine Corps Reserve Center Atlanta located at Dobbins Air Reserve Base, Marietta, GA. Retain the Windy Hill Annex.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Air Station Atlanta	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	-1,274	-156	-68	-1,498	-806	-2,304	-0.1%
Gainer	Dobbins Air Reserve Base	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	64	8	0	72	37	109	0.0%
Gainer	Fort Gillem	Fort Worth-Arlington, TX Metropolitan Division	1,004,416	6	0	0	6	2	8	0.0%
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	276	17	2	295	176	471	0.0%
Gainer	Naval Air Station New Orleans	Warner Robins, GA Metropolitan Statistical Area	65,130	50	3	0	53	35	88	0.0%
Gainer	Robins Air Force Base			327	23	0	350	240	590	0.9%
DoN-0068AR		**Net Economic Impact for This Recommendation:**		-551	-105	-66	-722	-316	-1,038	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($289.85)	13	$43.00	94	Immediate	($910.90)	19

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

63 DoN - 14 Navy Supply Corps School Athens, GA

Description: Close the naval installation at Athens, GA. Relocate the Navy Supply Corps School and the Center for Service Support to Naval Station Newport, RI. Disestablish the Supply Corps Museum.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Supply Corps School Athens	Athens-Clarke County, GA Metropolitan Statistical Are	96,829	-393	-108	-16	-517	-318	-835	-0.9%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	4	0	0	4	2	6	0.0%
Gainer	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	359	86	16	461	593	1,054	0.1%
DoN-0126		**Net Economic Impact for This Recommendation:**		-30	-22	0	-52	277	225	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$13.56	117	$23.80	122	7	($21.80)	124

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: ·Year Comparison Details

64 DoN - 15 Naval Support Activity New Orleans, LA

Description: Close Naval Support Activity New Orleans, LA. Relocate the Navy Reserve Personnel Command and the Enlisted Placement and Management Center to Naval Support Activity Mid-South, Millington, TN and consolidate with the Navy Personnel Command at Naval Support Activity Mid-South, Millington, TN. Relocate the Naval Reserve Recruiting Command to Naval Support Activity Mid-South, Millington, TN and consolidate with the Navy Recruiting Command at Naval Support Activity Mid-South, Millington, TN. Relocate the Navy Reserve Command to Naval Support Activity Norfolk, VA, except for the installation management function, which consolidates with Navy Region Southwest, Naval Station San Diego, CA, Navy Region Northwest, Submarine Base Bangor, WA, and Navy Region Midwest, Naval Station Great Lakes, IL. Relocate Headquarters, Marine Forces Reserve to Naval Air Station Joint Reserve Base New Orleans, LA, and consolidate with Marine Corps Reserve Support Command element of Mobilization Command, which is relocating from Marine Corps Support Activity, Kansas City, MO. Relocate Naval Air Systems Command Support Equipment Facility New Orleans, LA, Navy Recruiting District New Orleans, LA, and the Navy Reserve Center New Orleans, LA, to Naval Air Station Joint Reserve Base New Orleans, LA. Relocate 8th Marine Corps District to Naval Air Station Joint Reserve Base Fort Worth, TX. Consolidate Naval Support Activity New Orleans, LA installation management function with Naval Air Station Joint Reserve Base New Orleans, LA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Support Activity New Orleans	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	-1,997	-652	-62	-2,711	-2,015	-4,726	-0.6%
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	Fort Worth-Arlington, TX Metropolitan Division	1,004,416	54	19	0	73	50	123	0.0%
Gainer	Naval Air Station New Orleans	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	1,181	335	3	1,519	1,111	2,630	0.3%
Gainer	Naval Support Activity Mid South	Memphis, TN-MS-AR Metropolitan Statistical Area	758,153	228	145	3	376	217	593	0.1%
Gainer	Naval Support Activity Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	345	105	7	457	515	972	0.1%
DoN-0158A R		Net Economic Impact for This Recommendation:		-189	-48	-49	-286	-122	-408	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$86.12	162	$164.60	37	3	($276.40)	48

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

65 DoN - 18 Naval Air Station Brunswick, ME

Description: Realign Naval Air Station Brunswick, ME to a Naval Air Facility and relocate its aircraft along with dedicated personnel, equipment and support to Naval Air Station Jacksonville, FL. Consolidate Aviation Intermediate Maintenance with Fleet Readiness Center Southeast Jacksonville, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Brunswick	Portland-South Portland-Biddeford ME Metropolitan St	331,655	-2,317	-61	-42	-2,420	-1,844	-4,264	-1.3%
Gainer	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	1,971	4	46	2,021	2,350	4,371	0.6%
DoN-0138 R		Net Economic Impact for This Recommendation:		-346	-57	4	-399	506	107	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$112.62	172	$147.20	39	4	($238.80)	51
99		141.12				

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

66 DoN - 19 Marine Corps Support Activity Kansas City, MO

Description: Close Marine Corps Support Activity, Kansas City, MO. Relocate Marine Corps Reserve Support Command element of Mobilization Command to Naval Air Station Joint Reserve Base New Orleans, LA, and consolidate with Headquarters, Marine Forces Reserve. Retain an enclave for the 9th Marine Corps District and the 24th Marine Regiment.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Marine Corps Support Center Kansas City	Kansas City, MO-KS Metropolitan Statistical Area	1,225,451	-191	-139	-3	-333	-249	-582	0.0%
Gainer	Naval Air Station New Orleans	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	176	106	0	282	221	503	0.1%
DoN-0157 R		Net Economic Impact for This Recommendation:		[illegible]	[illegible]	-3	-51	-28	-79	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$8.03	103	$23.30	123	3	($49.80)	104

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

67 DoN - 20 Naval Station Pascagoula, MS

Description: Close Naval Station Pascagoula, MS. Relocate its ships along with dedicated personnel, equipment, and support to Naval Station Mayport, FL. Relocate the ship intermediate repair function to Shore Intermediate Maintenance Activity Mayport, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Station Pascagoula	Pascagoula, MS Metropolitan Statistical Area	68,520	-844	-112	-7	-963	-797	-1,760	-2.6%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	12	0	0	12	0	12	0.0%
Gainer	Naval Station Mayport	Jacksonville, FL Metropolitan Statistical Area	727,765	403	2	0	405	470	875	0.1%
DoN-0002 R		Net Economic Impact for This Recommendation:		-429	-110	-7	-546	-327	-873	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($220.02)	15	$17.90	128	Immediate	($665.70)	28

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

68 DoN - 21 Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA

Description: Close Naval Air Station Joint Reserve Base Willow Grove, PA. Relocate all Navy and Marine Corps squadrons, their aircraft and necessary personnel, equipment and support to McGuire Air Force Base, Cookstown, NJ. Relocate the minimum amount of manpower and equipment to support intermediate maintenance workload and capacity for Tire and Wheel, non-destruction inspections, and Aviation Life Support System equipment to McGuire Air Force Base. Relocate intermediate maintenance workload and capacity for Aircraft Components, Aircraft Engines, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC. Deactivate the 111th Fighter Wing (Air National Guard) and relocate assigned A-10 aircraft to the 124th Wing (Air National Guard), Boise Air Terminal Air Guard Station, Boise, ID (three primary aircraft authorized); 175th Wing (Air National Guard), Martin State Airport Air Guard Station, Baltimore, MD, (three primary aircraft authorized); 127th Wing (Air National Guard), Selfridge Air National Guard Base, Mount Clemens, MI (three primary aircraft authorized) and retired (six primary aircraft authorized). Relocate Armed Forces Reserve Center Expeditionary Combat Support manpower to Eglin Air Force Base, FL. Relocate Co A/228th Aviation to Fort Dix, Trenton, NJ. Relocate Reserve Intelligence Area 16 to Fort Dix. Establish an enclave for the Army Reserve units remaining on or relocating to Willow Grove and the Air National Guard 270th Engineering Installation Squadron. Realign Cambria Regional Airport, Johnstown, PA, by relocating Marine Light Attack Helicopter Squadron 775 Detachment [illegible] equipment, and support, to McGuire Air Force Base.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Air Station Willow Grove	Philadelphia, PA Metropolitan Division	2,273,372	-726	-357	-5	-1,088	-628	-1,716	-0.1%
Realign	Marine Corps Reserve Center Johnstown	Johnstown, PA Metropolitan Statistical Area	74,442	-86	0	0	-86	-52	-138	-0.2%
Gainer	Fort Dix	Camden, NJ Metropolitan Division	619,919	24	2	0	26	21	47	0.0%
Gainer	Marine Corps Air Station Cherry Point	New Bern, NC Micropolitan Statistical Area	66,366	64	8	0	72	52	124	0.2%
Gainer	McGuire Air Force Base	Camden, NJ Metropolitan Division	619,919	497	36	0	533	448	981	0.2%
DoN-0084AR		Net Economic Impact for This Recommendation:		-227	-311	-5	-543	-159	-702	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($134.73)	18	$126.30	46	2	($710.50)	25

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

69 DoN - 23 Naval Shipyard Portsmouth, Kittery, ME

Description: Close the Naval Shipyard Portsmouth, Kittery, ME. Relocate the ship depot repair function to Naval Shipyard Norfolk, VA, Naval Shipyard and Intermediate Maintenance Facility Pearl Harbor, HI and Naval Shipyard Puget Sound, WA. Relocate the Submarine Maintenance, Engineering, Planning and Procurement Command to Naval Shipyard Norfolk.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Shipyard Portsmouth	Portland-South Portland-Biddeford ME Metropolitan St	331,855	-201	-4,032	-277	-4,510	-4,655	-9,165	-2.8%
Gainer	Naval Shipyard Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	12	1,341	0	1,353	1,875	3,228	0.3%
Gainer	Naval Station Bremerton	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	1,358	0	1,358	1,430	2,788	2.3%
Gainer	Naval Station Pearl Harbor	Honolulu, HI Metropolitan Statistical Area	573,389	0	357	0	357	357	714	0.1%
DoN-0133 R		Net Economic Impact for This Recommendation:		-189	-976	-277	-1,442	-993	-2,435	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($21.42)	43	$448.40	12	4	($1,262.40)	14

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

70 DoN - 25 Naval Station Newport, RI

Description: Realign Naval Station Newport, RI by relocating the Navy Warfare Development Command to Naval Station Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	-53	-58	-89	-200	-288	-488	-0.1%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	53	58	89	200	232	432	0.0%
DoN-0168A R		Net Economic Impact for This Recommendation:		0	0	0	0	-56	-56	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$8.33	105	$11.80	140	13	($2.10)	160

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

71 DoN - 26 Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX

Description: Close Naval Station Ingleside, TX. Relocate its ships along with dedicated personnel, equipment and support to Naval Station San Diego, CA. Relocate the ship intermediate repair function to Shore Intermediate Maintenance Activity San Diego, CA. Consolidate Mine Warfare Training Center with Fleet Anti-submarine Warfare Training Center San Diego, CA. Realign Naval Air Station Corpus Christi, TX. Relocate Commander Mine Warfare Command and Commander Mobile Mine Assembly Group to Fleet Anti-Submarine Warfare Center, Point Loma, CA. Relocate Helicopter Mine Countermeasures Squadron 15 (HM-15) and dedicated personnel, equipment and support to Naval Station Norfolk, VA. Disestablish Commander Helicopter Tactical Wing U.S. Atlantic Fleet Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi, TX and relocate its intermediate maintenance function for Aircraft Components, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center Mid-Atlantic Site Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Station Ingleside	Corpus Christi, TX Metropolitan Statistical Area	221,376	-1,901	-260	-57	-2,218	-2,581	-4,799	-2.2%
Realign	Naval Air Station Corpus Christi	Corpus Christi, TX Metropolitan Statistical Area	221,376	-926	-30	-10	-966	-1,097	-2,063	-0.9%
Gainer	Naval Base Point Loma	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	311	30	0	341	310	651	0.0%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	741	2	0	743	782	1,525	0.2%
Gainer	Naval Station San Diego	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	1,085	86	2	1,173	1,069	2,242	0.1%
DoN-0032R		Net Economic Impact for This Recommendation:		-690	-172	-65	-927	-1,517	-2,444	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($99.98)	21	$178.39	31	2	($822.23)	21

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

72 DoN - 28 Engineering Field Division/Activity

Description: Close Naval Facilities Engineering Field Division South leased space in Charleston, SC. Consolidate Naval Facilities Engineering Field Division South, Charleston, SC, with Naval Facilities Engineering Field Activity Southeast, Jacksonville, FL, at Naval Air Station Jacksonville, FL; Naval Facilities Midwest, Great Lakes, IL, at Naval Station Great Lakes, IL; and Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA. Close Naval Facilities Engineering Field Activity Northeast leased space in Lester, PA. Consolidate Naval Facilities Engineering Field Activity Northeast, Philadelphia, PA, with Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA and relocate Navy Crane Center Lester, PA, to Norfolk Naval Shipyard, Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Engineering Field Activity Northeast	Philadelphia, PA Metropolitan Division	2,273,372	-4	-188	0	-192	-154	-346	0.0%
Closure	Navy Crane Center Lester	Philadelphia, PA Metropolitan Division	2,273,372	-1	-54	0	-55	-44	-99	0.0%
Closure	South Naval Facilities Engineering Command	Charleston-North Charleston, SC Metropolitan Statistic	331,580	-6	-492	-45	-543	-890	-1,433	-0.4%
Gainer	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	3	301	12	316	434	750	0.1%
Gainer	Naval Shipyard Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	1	54	0	55	76	131	0.0%
Gainer	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	1	65	1	67	112	179	0.0%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	1	156	0	157	217	374	0.0%
Gainer	Naval Support Activity Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	78	9	87	117	204	0.0%
DoN-0074A		Net Economic Impact for This Recommendation:		-5	-80	-23	-108	-132	-240	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$9.06	107	$37.90	98	4	($81.80)	86

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

73 DoN - 29 Navy and Marine Corps Reserve Centers **(RollUp)

Description: (See Vol.1 part II for details)

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Inspector/Instructor Center West Trenton	Trenton-Ewing, NJ Metropolitan Statistical Area	249,721	-11	-1	0	-12	-3	-15	0.0%
Closure	Inspector/Instructor Rome GA	Rome, GA Metropolitan Statistical Area	50,944	-9	0	0	-9	-3	-12	0.0%
Closure	Navy Reserve Center La Crosse	La Crosse, WI-MN Metropolitan Statistical Area	89,588	-7	0	0	-7	-2	-9	0.0%
[illegible]	[illegible]	[illegible] Metropolitan Statistical Area	398,976	-26	0	0	-26	-10	-36	0.0%
Closure	Navy-Marine Corps Reserve Center Baton Rouge	Baton Rouge, LA Metropolitan Statistical Area	411,691	-18	0	0	-18	-8	-26	0.0%
Closure	Navy-Marine Corps Reserve Center Cleveland	Cleveland-Elyria-Mentor, OH Metropolitan Statistical	1,301,423	-24	-1	0	-25	-7	-32	0.0%
Closure	Navy-Marine Corps Reserve Center Dubuque	Dubuque, IA Metropolitan Statistical Area	62,005	-19	-5	0	-24	-7	-31	0.0%
Closure	Navy-Marine Corps Reserve Center Madison	Madison, WI Metropolitan Statistical Area	401,730	-23	-3	0	-26	-10	-36	0.0%
Closure	Navy-Marine Corps Reserve Center Moundsville	Wheeling, WV-OH Metropolitan Statistical Area	80,664	-16	0	0	-16	-5	-21	0.0%
Closure	Navy-Marine Corps Reserve Center Reading	Reading, PA Metropolitan Statistical Area	213,550	-18	0	0	-18	-6	-24	0.0%
Closure	Navy-Marine Corps Reserve Center Tulsa	Tulsa, OK Metropolitan Statistical Area	533,659	-32	0	0	-32	-11	-43	0.0%
Closure	Navy-Marine Corps Reserve Center, Encino	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	-33	0	0	-33	-15	-48	0.0%
Closure	Navy-Marine Corps Reserve Center, Los Angeles	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	-48	0	0	-48	-22	-70	0.0%
Closure	Navy-Marine Corps Reserve Center, Mobile AL	Mobile, AL Metropolitan Statistical Area	213,966	-27	0	0	-27	-11	-38	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	249,721	0	1	0	1	0	1	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	7	0	0	7	0	7	0.0%
Gainer	Armed Forces Reserve Center Akron	Akron, OH Metropolitan Statistical Area	398,976	37	0	0	37	14	51	0.0%
Gainer	Armed Forces Reserve Center Bell	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	48	0	0	48	22	70	0.0%
Gainer	Armed Forces Reserve Center Broken Arrow	Tulsa, OK Metropolitan Statistical Area	533,659	32	0	0	32	11	43	0.0%
Gainer	Armed Forces Reserve Center Madison	Madison, WI Metropolitan Statistical Area	401,730	40	8	0	48	21	69	0.0%
Gainer	Armed Forces Reserve Center Mobile	Mobile, AL Metropolitan Statistical Area	213,966	22	0	0	22	9	31	0.0%
Gainer	Baton Rouge Army National Guard Reserve Center	Baton Rouge, LA Metropolitan Statistical Area	411,691	11	0	0	11	5	16	0.0%
Gainer	Dobbins Air Reserve Base	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	9	0	0	9	4	13	0.0%
Gainer	Fort Dix	Camden, NJ Metropolitan Division	619,919	11	0	0	11	9	20	0.0%
Gainer	Marine Corps Reserve Center Pasadena CA	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	25	0	0	25	11	36	0.0%
Gainer	Navy-Marine Corps Reserve Center Lehigh	Allentown-Bethlehem-Easton, PA-NJ Metropolitan Stat	396,091	8	0	0	8	3	11	0.0%
Gainer	Navy-Marine Corps Reserve Center Pittsburgh	Pittsburgh, PA Metropolitan Statistical Area	1,403,312	7	0	0	7	2	9	0.0%
DoN-0057 V2		Net Economic Impact for This Recommendation:		-52	-1	0	-53	-9	-62	

COBRA Results **Other DoD's Recommendations**

DoD's Recommendations: Year Comparison Details

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$17.09	121	$62.35	79	Immediate	($76.80)	91

***See Appendix - Alphabetical Listing of Bases

74 DoN - 34 Navy Recruiting Districts

Description: Close the following Navy Recruiting Districts: Montgomery, AL; Indianapolis, IN; Kansas City, MO; Omaha, NE; Buffalo, NY

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Naval Recruiting District Headquarters Omaha	Omaha-Council Bluffs, NE-IA Metropolitan Statistical	538,121	-19	-7	-6	-32	-27	-59	0.0%
Closure	Navy Recruiting District Headquarters Buffalo	Buffalo-Niagara Falls, NY Metropolitan Statistical Are	643,318	-25	-6	-6	-37	-14	-51	0.0%
Closure	Navy Recruiting District Headquarters Indianapolis	Indianapolis, IN Metropolitan Statistical Area	1,037,290	-27	-5	-6	-38	-14	-52	0.0%
Closure	Navy Recruiting District Headquarters Kansas	Kansas City, MO-KS Metropolitan Statistical Area	1,225,451	-21	-6	-6	-33	-22	-55	0.0%
Closure	Navy Recruiting District Headquarters Montgomery	Montgomery, AL Metropolitan Statistical Area	207,595	-31	-5	-5	-41	-25	-66	0.0%
DoN-0062 V2		Net Economic Impact for This Recommendation:		-123	-29	-29	-181	-102	-283	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($78.27)	28	$2.40	178	Immediate	($214.50)	55

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

75 DoN - 35 Navy Regions

Description: Realign Naval Air Station Pensacola, FL, by consolidating Navy Region Gulf Coast, with Navy Region Southeast at Naval Air Station Jacksonville, FL. Realign Naval Air Station Corpus Christi, TX by consolidating Navy Region South with Navy Region Midwest at Naval Station Great Lakes, IL and Navy Region Southeast at Naval Station Jacksonville, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Corpus Christi	Corpus Christi, TX Metropolitan Statistical Area	221,376	0	-59	0	-59	-85	-144	-0.1%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	0	-24	0	-24	-41	-65	0.0%
Gainer	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	0	5	0	5	6	11	0.0%
Gainer	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	0	33	0	33	56	89	0.0%
DoN-0041 R		Net Economic Impact for This Recommendation:		0	-45	0	-45	-64	-109	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($8.88)	53	$3.20	173	1	($34.60)	112

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

76 DoN - 37 Navy Reserve Centers** (Roll up)

Description: Close the following Navy Reserve Centers: Tuscaloosa, AL; St. Petersburg, FL; Pocatello, ID; Forest Park, IL; Evansville, IN; Cedar Rapids, IA; Sioux City, IA; Lexington, KY; Bangor, ME; Adelphi, MD; Duluth, MN; Cape Girardeau, MO; Lincoln, NE; Glens Falls, NY; Horseheads, NY; Watertown, NY; Asheville, NC; Central Point, OR; Lubbock, TX; Orange, TX.

Close the Navy Reserve Facility in Marquette, MI.

Close the following Navy Marine Corps Reserve Centers: Grissom Air Reserve Base, Peru, IN, and Tacoma, WA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence								
Closure	Naval Reserve Center, Bangor	Bangor, ME Metropolitan Statistical Area	92,291	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill	Peru, IN Micropolitan Statistical Area	14,974	-7	0	0	-7	-1	-8	-0.1%
Closure	Navy Reserve Center Adelphi	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-17	0	0	-17	-10	-27	0.0%
Closure	Navy Reserve Center Asheville	Asheville, NC Metropolitan Statistical Area	217,211	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Cape Girardeau	Cape Girardeau-Jackson, MO-IL Micropolitan Statistic	59,473	-7	0	0	-7	-1	-8	0.0%
Closure	Navy Reserve Center Cedar Rapids	Cedar Rapids, IA Metropolitan Statistical Area	162,044	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Central Point	Medford, OR Metropolitan Statistical Area	106,355	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Duluth	Duluth, MN-WI Metropolitan Statistical Area	157,359	-8	0	0	-8	-2	-10	0.0%
Closure	Navy Reserve Center Evansville	Evansville, IN-KY Metropolitan Statistical Area	212,719	-7	0	0	-7	-1	-8	0.0%
Closure	Navy Reserve Center Forest Park	Chicago-Naperville-Joliet, IL Metropolitan Division	4,607,077	-15	0	0	-15	-4	-19	0.0%
Closure	Navy Reserve Center Glenn Falls	Glens Falls, NY Metropolitan Statistical Area	64,173	-7	0	0	-7	-1	-8	0.0%
Closure	Navy Reserve Center Horsehead	Elmira, NY Metropolitan Statistical Area	50,494	-7	0	0	-7	-6	-13	0.0%
Closure	Navy Reserve Center Lexington	Lexington-Fayette, KY Metropolitan Statistical Area	296,523	-9	0	0	-9	-2	-11	0.0%
Closure	Navy Reserve Center Lincoln	Lincoln, NE Metropolitan Statistical Area	198,773	-7	0	0	-7	-3	-10	0.0%
Closure	Navy Reserve Center Lubbock, TX	Lubbock, TX Metropolitan Statistical Area	156,975	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Marquette	Marquette, MI Micropolitan Statistical Area	34,562	-7	0	0	-7	-1	-8	0.0%
Closure	Navy Reserve Center Orange,TX	Beaumont-Port Arthur, TX Metropolitan Statistical Are	193,048	-11	0	0	-11	-6	-17	0.0%
Closure	Navy Reserve Center Pocatello	Pocatello, ID Metropolitan Statistical Area	47,266	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Sioux City	Sioux City, IA-NE-SD Metropolitan Statistical Area	93,206	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center ST Petersburg	Tampa-St. Petersburg-Clearwater, FL Metropolitan Stat	1,485,074	-12	0	0	-12	-10	-22	0.0%
Closure	Navy Reserve Center Tuscaloosa AL	Tuscaloosa, AL Metropolitan Statistical Area	104,345	-7	0	0	-7	-2	-9	0.0%
Closure	Navy Reserve Center Watertown	Watertown-Fort Drum, NY Micropolitan Statistical Are	62,390	-9	0	0	-9	-5	-14	0.0%
Closure	Navy-Marine Corps Reserve Center Tacoma	Tacoma, WA Metropolitan Division	339,431	-20	0	0	-20	-15	-35	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	3	0	0	3	0	3	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	11	0	0	11	0	11	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	5	0	0	5	0	5	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	5	0	0	5	0	5	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	5	0	0	5	0	5	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	5	0	0	5	0	5	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	12	0	0	12	0	12	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	8	0	0	8	0	8	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	4	0	0	4	0	4	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%

Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	3	0	0	3	0	3	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	1	0	0	1	0	1	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	1	0	0	1	0	1	0.0%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	1	0	0	1	0	1	0.0%
Gainer	Undistributed or Overseas Reductions	To be determined	167,033,500	2	0	0	2	0	2	0.0%
				1	0	0	1	0	1	0.0%
DoN-0045		Net Economic Impact for This Recommendation:		-129	0	0	-129	-84	-213	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($87.02)	26	$2.55	176	Immediate	($236.60)	53

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

77 DoN - 44 Navy Reserve Readiness Comands

Description: Realign Naval Air Station Joint Reserve Base Fort Worth, TX, by consolidating Navy Reserve Readiness Command South with Naval Reserve Readiness Command Midwest at Naval Station Great Lakes, IL. Realign Naval Station Newport, RI, and the Washington Navy Yard, Washington, DC, by consolidating Naval Reserve Readiness Command Northeast with Naval Reserve Readiness Command Mid-Atlantic and relocating the consolidated commands to Naval Station, Norfolk, VA

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Joint Reserve Base Ft. Worth	Fort Worth-Arlington, TX Metropolitan Division	1,004,416	-54	-5	0	-59	-35	-94	0.0%
Realign	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-26	-11	0	-37	-24	-61	0.0%
Realign	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	-34	-15	0	-49	-64	-113	0.0%
Gainer	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	15	3	0	18	26	44	0.0%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	42	17	0	59	67	126	0.0%
DoN-0078		Net Economic Impact for This Recommendation:		-57	-11	0	-68	-30	-98	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($30.94)	39	$2.60	175	Immediate	($91.70)	81

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

121 E&T - 6 Combat Service Support Center

Description: Realign Fort Eustis, VA, by relocating the Transportation Center and School to Fort Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Fort Lee, VA. Realign Redstone Arsenal, AL, by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	-3,857	-343	0	-4,200	-3,184	-7,384	-0.5%
Realign	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1,499	-210	0	-1,709	-1,870	[illegible]	[illegible]
Realign	Redstone Arsenal	Huntsville, AL Metropolitan [illegible]	[illegible]	[illegible]	[illegible]	0	-1,443	-675	-2,118	-0.9%
[illegible]	Fort Lee	Richmond, VA Metropolitan Statistical Area	715,302	5,672	303	0	5,975	3,467	9,442	1.3%
E&T-0064 V3		Net Economic Impact for This Recommendation:		-995	-382	0	-1,377	-2,262	-3,639	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$352.42	182	$754.00	7	6	($934.20)	18

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

122 E&T - 7 Joint Center for Consolidated Transportation Management Training

Description: Realign Lackland Air Force Base, TX, by relocating the Transportation Management training to Fort Lee, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-140	-15	0	-155	-103	-258	0.0%
Gainer	Fort Lee	Richmond, VA Metropolitan Statistical Area	715,302	136	4	0	140	80	220	0.0%
E&T-0053 V2		Net Economic Impact for This Recommendation:		-4	-11	0	-15	-23	-38	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($5.78)	58	$1.50	185	1	($18.00)	129

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

123 E&T - 8 Joint Center of Excellence for Culinary Training

Description: Realign Lackland Air Force Base, TX, by relocating Culinary Training to Fort Lee, VA, establishing it as a Joint Center of Excellence for Culinary Training.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-282	-9	0	-291	-179	-470	0.0%
Gainer	Fort Lee	Richmond, VA Metropolitan Statistical Area	715,302	276	0	0	276	156	432	0.1%
E&T-0016 V2		Net Economic Impact for This Recommendation:		-6	-9	0	-15	-23	-38	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($2.57)	67	$5.00	165	4	($16.10)	136

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

124 E&T - 9 Joint Center of Excellence for Religious Training and Education

Description: Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a Joint Center of Excellence for religious training and education.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Maxwell Air Force Base	Montgomery, AL Metropolitan Statistical Area	207,595	-19	-1	0	-20	-11	-31	0.0%
Realign	Naval Air Station Meridian	Meridian, MS Micropolitan Statistical Area	54,548	-15	0	-1	-16	-12	-28	-0.1%
Realign	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	-37	-2	0	-39	-46	-85	0.0%
Gainer	Fort Jackson	Columbia, SC Metropolitan Statistical Area	418,871	68	3	0	71	35	106	0.0%
E&T-0014 V5		Net Economic Impact for This Recommendation:		-3	0	-1	-4	-34	-38	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($3.96)	64	$1.00	187	1	($11.90)	142

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

125 E&T - 10 Joint Strike Fighter Initial Joint Training Site

Description: Realign Luke Air Force Base, AZ, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Marine Corps Air Station Miramar, CA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corps' portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Oceana, VA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots, operations, and maintenance support personnel to stand up the Navy's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Sheppard Air Force Base, TX, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Pensacola, FL, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the JSF Initial Joint Training Site hereby established at Eglin Air Force Base, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Luke Air Force Base	Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical	1,971,119	-45	-3	0	-48	-35	-83	0.0%
Realign	Marine Corps Base Miramar	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-40	-3	0	-43	-38	-81	0.0%
Realign	Naval Air Station Oceana	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-30	-3	0	-33	-34	-67	0.0%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-384	-8	0	-392	-494	-886	-0.4%
Realign	Sheppard Air Force Base	Wichita Falls, TX Metropolitan Statistical Area	93,033	-291	-4	0	-295	-190	-485	-0.5%
Gainer	Eglin Air Force Base	Fort Walton Beach-Crestview-Destin, FL Metropolitan	120,139	790	21	0	811	670	1,481	1.2%
E&T-0052 V2		Net Economic Impact for This Recommendation:		0	0	0	0	-121	-121	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$209.60	176	$199.10	26	Never	$226.30	187

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

126 E&T - 12 Net Fires Center

Description: Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Bliss	El Paso, TX Metropolitan Statistical Area	328,741	-3,034	-335	0	-3,369	-2,649	-6,018	-1.8%
Gainer	Fort Sill	Lawton, OK Metropolitan Statistical Area	63,978	2,527	279	0	2,806	1,645	4,451	7.0%
E&T-0061 V3		Net Economic Impact for This Recommendation:		-507	-56	0	-563	-1,004	-1,567	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$92.96	165	$247.00	22	6	($319.10)	44

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

127 E&T - 13 Prime Power to Fort Leonard Wood, Mo

Description: Realign Fort Belvoir, VA, by relocating Army Prime Power School training to Fort Leonard Wood, MO.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-73	-29	0	-102	-66	-168	0.0%
Gainer	Fort Leonard Wood	Fort Leonard Wood, MO Micropolitan Statistical Area	25,515	71	25	0	96	38	134	0.5%
E&T-0029 V3		Net Economic Impact for This Recommendation:		-2	-4	0	-6	-28	-34	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$3.91	93	$6.02	164	16	($0.80)	165

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

128 E&T - 14 Undergraduate Pilot and Navigator Training

Description: Realign Moody Air Force Base, GA, as follows: relocate the Primary Phase of Fixed-wing Pilot Training to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Randolph Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; and relocate Introduction to Fighter Fundaments Training for Instructor Pilots to Randolph Air Force Base, TX.

Realign Randolph Air Force Base, TX, by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Moody Air Force Base	Valdosta, GA Metropolitan Statistical Area	65,992	-557	-145	0	-702	-466	-1,168	-1.8%
Realign	Randolph Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-472	-99	0	-571	-507	-1,078	-0.1%
Gainer	Columbus Air Force Base	Columbus, MS Micropolitan Statistical Area	34,053	100	3	0	103	67	170	0.5%
Gainer	Laughlin Air Force Base	Del Rio, TX Micropolitan Statistical Area	21,096	98	80	0	178	133	311	1.5%
Gainer	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	502	123	0	625	841	1,466	0.7%
Gainer	Sheppard Air Force Base	Wichita Falls, TX Metropolitan Statistical Area	93,033	51	2	0	53	33	86	0.1%
Gainer	Vance Air Force Base	Enid, OK Micropolitan Statistical Area	34,406	89	6	0	95	90	185	0.5%
E&T-0046 R		Net Economic Impact for This Recommendation:		-189	-30	0	-219	191	-28	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$1.62	84	$71.70	74	4	($174.20)	62

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

129 H&SA - 3 Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations

Description: Close 1501 Wilson Blvd, a leased installation in Arlington, VA. Relocate the Air Force-Judge Advocate General to Andrews Air Force Base, MD.
Close 1560 Wilson Blvd, a leased installation in Arlington, VA. Relocate the Secretary of the Air Force-Acquisition to Andrews Air Force Base, MD.
Close Arlington Plaza, a leased installation in Arlington, VA. Relocate the Secretary of the Air Force-Auditor General to Andrews Air Force Base, MD.
Realign 1401 Wilson Blvd, the Nash Street Building, and 1919 Eads Street, leased installations in Arlington, VA, by relocating Air Force-Operations to Andrews Air Force Base, MD.
Realign 1815 N. Fort Myer Drive, a leased installation in Arlington, VA, by relocating Air Force-Operations, the Secretary of the Air Force-Administrative Assistant, and the Secretary of the Air Force-Auditor General to Andrews Air Force Base, MD.
Realign Ballston Metro Center, a leased installation in Arlington, VA, by relocating the Secretary of the Air Force-Public Affairs and the Secretary of the Air Force-Small Business to Andrews Air Force Base, MD.
Realign Crystal Gateway 1, a leased installation in Arlington, VA, by relocating Air Force- Personnel, Air Force-Installation and Logistics, Air Force-Operations, and Air Force Personnel Operations to Andrews Air Force Base, MD.
Realign Crystal Gateway 2 and Jefferson Plaza 2, leased installations in Arlington, VA, by relocating Air Force-Installation and Logistics to Andrews Air Force Base, MD.
Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating Air Force- Installation and Logistics and the Secretary of the Air Force-Financial Management to Andrews Air Force Base, MD.
Realign Crystal Park 5 and Crystal Plaza 6, leased installations in Arlington, VA, by relocating the Secretary of the Air Force-Administrative Assistant to Andrews Air Force Base, MD.
Realign Crystal Plaza 5, a leased installation in Arlington, VA, by relocating the Air Force-Chief Information Officer and Air Force-Operations to Andrews Air Force Base, MD.
Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating Air Force- Personnel and Air Force-Personnel Operations to Andrews Air Force Base, MD.
Realign the Webb Building, a leased installation in Arlington, VA, by relocating Air Force- Personnel and the Secretary of the Air Force/General Counsel to Andrews Air Force Base, MD.
Realign Jefferson Plaza-1, Arlington, VA, by relocating the National Guard Bureau Headquarters, the Air National Guard Headquarters, and elements of the Army National Guard Headquarters to the Army National Guard Readiness Center, Arlington, VA, and Andrews Air Force Base, MD

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	CRYSTAL CITY LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-753	-342	-385	-1,480	-983	-2,263	-0.1%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-119	-160	-10	-289	-201	-490	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-240	-169	0	-409	-278	-687	0.0%
Gainer	Andrews Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	640	450	271	1,361	919	2,280	0.1%
Gainer	Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	412	186	81	679	450	1,129	0.0%
H&SA-0132RV3		Net Economic Impact for This Recommendation:		-60	-35	-43	-138	-93	-31	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($10.83)	52	$90.50	59	Immediate	($308.30)	45

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

130 H&SA - 5 Co-locate Defense Military Department Adjudication Activities

Description: Close 21820 Burbank Boulevard, a leased installation in Woodland Hills, CA. Relocate all components of the Defense Office of Hearings and Appeals Western Hearing Office to Fort Meade, MD.
Close 800 Elkridge Landing Road, a leased installation in Linthicum, MD. Relocate all components of the National Security Agency Central Adjudication Facility to Fort Meade, MD.
Realign 2780 Airport Drive, a leased installation in Columbus, OH, by relocating all components of the Defense Industrial Security Clearance Office and the Defense Office of Hearings and Appeals Personal Security Division to Fort Meade, MD.
Realign 1777 N. Kent Street, a leased installation in Arlington, VA, by relocating all components of the Washington Headquarters Service Central Adjudication Facility to Fort Meade, MD.
Realign 875 N. Randolph Street, a leased installation in Arlington, VA, by relocating all components of the Defense Office of Hearings and Appeals Headquarters to Fort Meade, MD.
Realign 10050 North 25th Avenue, a leased installation in Phoenix, AZ, by relocating all components of the Defense Office of Hearings and Appeals Arizona office to Fort Meade, MD.
Realign the Washington Navy Yard, DC, by relocating all components of the Navy Central Adjudication Facility Fort Meade, MD.
Realign Bolling Air Force Base, DC, by relocating all components of the Air Force Central Adjudication Facility and the Defense Intelligence Agency Central Adjudication [illegible]
Realign the Pentagon, Washington, DC, by relocating [illegible] Adjudication Facility to Fort Meade, MD.
Realign the U.S. Army Soldiers Systems Center Garrison, Natick, MA, by relocating all components of the Defense Office of Hearings and Appeals Boston Hearing office to Fort Meade, MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Leased Space - AZ	Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical	1,971,119	0	-1	0	-1	-1	-2	0.0%
Closure	Leased Space - CA	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	-2	-10	-2	-14	-8	-22	0.0%
Closure	Leased Space - MD	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	0	-42	0	-42	-40	-82	0.0%
Closure	Leased Space - OH	Columbus, OH Metropolitan Statistical Area	1,122,033	0	-177	-59	-236	-145	-381	0.0%
Closure	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-1	-5	0	-6	-4	-10	0.0%
Closure	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-2	-140	-22	-164	-123	-287	0.0%
Realign	Bolling Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-32	-91	-60	-183	-128	-311	0.0%
Realign	Natick Soldier Systems Center	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	-1	0	-1	0	-1	0.0%
Realign	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-136	-12	-148	-111	-259	0.0%
Gainer	Fort Meade	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	28	556	153	737	688	1,425	0.1%
H&SA-0099V3		Net Economic Impact for This Recommendation:		-9	-47	-2	-58	128	70	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$47.51	150	$67.10	76	13	($11.30)	143

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

131 H&SA - 8 Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency

Description: Close 1919 South Eads Street, and 1801 South Bell Street, leased installations in Arlington, VA; 1340 Braddock Place, a leased installation in Alexandria, VA; and 938 Elridge Landing, a leased installation in Linthicum, MD. Relocate all components of the Counterintelligence Field Activity (CIFA) and Defense Security Service (DSS) to Marine Corps Base Quantico, VA.
Realign Crystal Square 2, Crystal Square 4, and 251 18th Street South, leased installations in Arlington, VA; and 6845 and 6856 Deerpath Road, leased installations in Elkridge, MD; 1 World Trade Center, a leased installation in Long Beach, California; 2300 Lake Park Drive, a leased installation in Smyrna, GA; and 2780 Airport Drive, a leased installation in Columbus, OH, by relocating all components of CIFA and DSS to Marine Corps Base Quantico, VA.
Realign 121 Tejon, a leased installation in Colorado Springs, CO, by relocating all components of CIFA to Peterson Air Force Base, CO.
Disestablish CIFA and DSS, and consolidate their components into the newly created Department of Defense Counterintelligence and Security Agency.
Realign Washington Navy Yard, Washington, DC, by relocating the Naval Criminal Investigation Service (NCIS) to Marine Corp Base Quantico, VA.
Realign Andrews Air Force Base, MD by relocating the Air Force Office of Special Investigations (AFOSI) to Marine Corps Base Quantico, VA.
Realign Fort Belvoir, VA, by relocating the Army Criminal Investigation Command (CID) to Marine Corp Base Quantico, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Leased Space - CA	Los Angeles-Long Beach-Glendale, CA Metropolitan D	5,554,695	0	-4	-2	-6	-5	-11	0.0%
Closure	Leased Space - CO	Colorado Springs, CO Metropolitan Statistical Area	349,783	0	-11	0	-11	-11	-22	0.0%
Closure	Leased Space - GA	Atlanta-Sandy Springs-Marietta, GA Metropolitan Stati	2,777,548	0	-6	-2	-8	-6	-14	0.0%
Closure	Leased Space - MD	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	-3	-79	-76	-158	-146	-304	0.0%
Closure	Leased Space - OH	Columbus, OH Metropolitan Statistical Area	1,122,033	0	-10	0	-10	-8	-18	0.0%
Closure	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-1	-454	0	-455	-343	-798	0.0%
Realign	Andrews Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-273	-165	-362	-800	-534	-1,334	0.0%
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-161	-163	-85	-409	-279	-688	0.0%
Realign	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-82	-526	-102	-710	-516	-1,226	0.0%
Gainer	Marine Corps Base Quantico	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	496	1,357	1,216	3,069	2,143	5,212	0.2%
Gainer	Peterson Air Force Base	Colorado Springs, CO Metropolitan Statistical Area	349,783	0	11	36	47	36	83	0.0%
H&SA-0108Rv2		Net Economic Impact for This Recommendation:		-24	-50	623	549	331	880	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$87.99	163	$174.00	33	7	($172.70)	63

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

132 H&SA - 10 Co-locate Miscellaneous Army Leased Locations

Description: Realign Ballston Metro Center, a leased installation in Arlington, VA, by relocating the U.S. Army Legal Agency to Fort Belvoir, VA.
Realign Park Center Office 1, a leased installation in Alexandria, VA, by relocating the U.S. Army Audit Agency to Fort Belvoir, VA.
Realign Skyline VI, a leased installation in Falls Church, VA, by relocating the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.
Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the U.S. Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, the U.S. Army Network Enterprise Technology Command, and the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.
Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating U.S. Army NISAP, the U.S. Army Environmental Policy Institute, and Senior Executive Public Affairs Training to Fort Belvoir, VA.
Realign Crystal Gateway 2, a leased installation in Arlington, VA, by relocating the Deputy Under Secretary of the Army - Operations Research to Fort Belvoir, VA.
Realign the Hoffman 1 and 2 Buildings, leased installations in Alexandria, VA, by relocating U.S. Army G1/Civilian Personnel Office, G1/Personnel Transformation, the [illegible] and the Communication and Electronics Command to Fort Belvoir, VA.
Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.
Realign Jefferson Plaza 1 and 2, leased installations in Arlington, VA, by relocating the U.S. Army Office of the Chief Army Reserve, Assistant Secretary of the Army Financial Management and Comptroller/CEAC, the Administrative Assistant to the Secretary of the Army(SAAA), and Chief of Chaplains to Fort Belvoir, VA.
Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating the U.S. Army G3/Army Simulation to Fort Belvoir, VA.
Realign Crystal Plaza 5, a leased installation in Arlington, VA, by relocating the U.S. Army Safety Office and OSAA to the Fort Belvoir, VA.
Realign Crystal Mall 4, a leased installation in Arlington, VA, by relocating the Assistant Secretary of the Army Manpower and Reserve Affairs/Amy Review Board/Equal Opportunity Office to the Fort Belvoir, VA.
Realign Crystal Gateway 1, a leased installation in Arlington, VA, by relocating U.S. Army Office of Environmental Technology to Fort Belvoir, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	BAILEY'S CROSSROADS, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-1	-85	-10	-96	-70	-166	0.0%
Realign	BALSTON LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-262	-93	-191	-546	-359	-905	0.0%
Realign	CRYSTAL CITY LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-294	-893	-408	-1,595	-1,129	-2,724	-0.1%
Realign	HOFFMAN LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-360	0	-360	-272	-632	0.0%
Realign	ROSSLYN LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-209	-83	-292	-212	-504	0.0%
Gainer	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	557	1,681	692	2,930	2,079	5,009	0.2%
H&SA-0069v2		Net Economic Impact for This Recommendation:		0	41	0	41	37	78	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($59.49)	30	$44.10	93	1	($322.00)	43

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

133 H&SA - 12 Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations

Description: Close 1010 North Glebe Road, 1515 Wilson Boulevard, 4850 Mark Center Drive, the Crown Ridge Building at 4035 Ridgetop, and 1901 N. Beauregard, leased installations in Northern VA, by relocating the Office of the Secretary of Defense to Fort Belvoir, VA.
Close North Tower at 2800 Crystal Drive, a leased installation in Arlington, VA, by relocating the DoD Inspector General to Fort Belvoir, VA.
Close 1600 Wilson Boulevard, a leased installation in Arlington, VA, by relocating the Defense Human Resources Activity to Fort Belvoir, VA.
Close 1500 Wilson Boulevard and Presidential Towers, leased installations in Arlington, VA, by relocating offices accommodating Pentagon Renovation temporary space to Fort Belvoir, VA.
Close Metro Park III and IV (6350 and 6359 Walker Lane), a leased installation in Alexandria, VA, by relocating the Defense Contract Management Agency Headquarters to Fort Lee, VA.
Realign 400 Army Navy Drive, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, VA.
Realign the Webb Building, a leased installation in Arlington, VA, by relocating the Department of Defense Education Activity and the Defense Human R
Realign Rosslyn Plaza North, a leased installation in Arlington, VA, by relocating offices accommodating Pentagon Renovation temporary space, Washington Headquarters Services and the Defense Human Resources Activity to Fort Belvoir, VA.
Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, VA.
Realign 2001 North Beauregard Street, 621 North Payne Street, Ballston Metro Center, Crystal Square 4, Crystal Square 5, Crystal Plaza 6, 4015 Wilson Boulevard, Skyline 5, and Skyline 6, leased installations in Northern VA, by relocating the Office of the Secretary of Defense to Fort Belvoir, VA.
Realign Crystal Mall 3, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense and the Defense Finance and Accounting Service at Fort Belvoir, VA.
Realign Hoffman 1, Crystal Gateway 1, Crystal Gateway 2, Crystal Gateway 3, and the James K. Polk Building, leased installations in Northern VA, by relocating the Office of the Secretary of Defense and Washington Headquarters Services to Fort Belvoir, VA.
Realign the Nash Street Building, a leased installation in Arlington, VA, by relocating the Defense Human Resources Activity to Fort Belvoir, VA.
Realign Alexandria Tech Center IV, a leased installation in Alexandria, VA, by relocating the Defense Technology Security Administration to Fort Belvoir, VA.
Realign 1400-1450 South Eads Street, a leased installation in Arlington, VA, by relocating the DoD Inspector General to Fort Belvoir, VA.
Realign 1401 Wilson Boulevard, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and Defense Human Resources Activity to Fort Belvoir, VA.
Realign 1555 Wilson Boulevard, a leased installation in Arlington, VA, by relocating offices of the Office of the Secretary of Defense and Defense Human Resources Activity to Fort Belvoir, VA.
Realign Crystal Mall 2-3-4 and Skyline 4, leased installations in Northern VA, by relocating Washington Headquarters Services to Fort Belvoir, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-9	-1,518	-1,527	-1,013	-2,540	-0.1%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-1,459	-2,326	0	-3,785	-2,674	-6,459	-0.2%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-1,288	-3,218	0	-4,506	-3,243	-7,749	-0.3%
Gainer	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	2,693	5,215	1,462	9,370	6,603	15,973	0.6%
Gainer	Fort Lee	Richmond, VA Metropolitan Statistical Area	715,302	54	496	56	606	448	1,054	0.1%
H&SA-0053Rv2		Net Economic Impact for This Recommendation:		0	158	0	158	121	279	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$376.85	183	$539.00	9	9	($257.60)	50

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

134 H&SA - 15 Co-locate Missile and Space Defense Agencies

Description: Close the Suffolk Building, a leased installation in Falls Church, VA. Relocate all Missile Defense Agency (MDA) functions, except the Ballistic Missile Defense System Sensors Directorate, to Redstone Arsenal, AL.
Close the Space and Missile Defense Command (SMDC) Building, a leased installation in Huntsville, AL. Relocate all functions of the Missile Defense Agency to Redstone Arsenal, AL.
Realign Federal Office Building 2, Arlington, VA, by relocating a Headquarters Command Center for the Missile Defense Agency to Fort Belvoir, VA, and by relocating all other functions of the Missile Defense Agency, except the Command and Control Battle Management and Communications Directorate, to Redstone Arsenal, AL.
Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating all functions of the Missile Defense Agency and the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.
Realign Crystal Mall 4, a leased installation in Arlington, VA, by relocating the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-46	-282	0	-328	-241	-569	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-98	-418	-952	-1,468	-1,010	-2,478	-0.1%
Gainer	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	13	139	0	152	113	265	0.0%
Gainer	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	131	568	1,055	1,754	993	2,747	1.2%
H&SA-0047Rv2		Net Economic Impact for This Recommendation:		0	7	103	110	-145	-35	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($12.98)	49	$178.20	32	1	($359.10)	39

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

135 H&SA - 17 Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & T

Description: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN.
Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-159	-488	-91	-738	-1,139	-1,877	-0.9%
Gainer	Naval Support Activity Mid South	Memphis, TN-MS-AR Metropolitan Statistical Area	758,153	144	456	85	685	449	1,134	0.1%
H&SA-0130v4		Net Economic Impact for This Recommendation:		-15	-32	-6	-53	-690	-743	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$23.64	127	$33.30	102	10	($14.40)	138

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

136 H&SA - 18 Consolidate Army Test and Evaluation Command Headquarters

Description: Realign Park Center Four, a leased installation in Alexandria, VA, by relocating and consolidating Army Test and Evaluation Command (ATEC) with its subcomponents at Aberdeen Proving Ground (APG), MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	ATEC LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-181	-227	-62	-470	-325	-795	0.0%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	169	193	62	424	364	788	0.1%
	H&SA-0065v2	Net Economic Impact for This R			[illegible]	0	-46	39	-7	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($43.97)	35	$7.10	159	Immediate	($125.70)	73

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

137 H&SA - 19 Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies

Description: Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast, 9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the H[illegible] Resource Service Center-Northwest, 3220 NW R[illegible] [illegible] Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

Realign Wright-Patterson Air Force Base, OH, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Robins Air Force Base, GA, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Hill Air Force Base, UT, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Tinker Air Force Base, OK, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Bolling Air Force Base, DC, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Consolidate the relocated civilian personnel offices with the Civilian Personnel Office at Randolph Air Force Base, TX.

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56th Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Bolling Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-37	0	-37	-28	-65	0.0%
Realign	Fort Richardson	Anchorage, AK Metropolitan Statistical Area	211,967	-2	-59	-1	-62	-54	-116	-0.1%
Realign	Hill Air Force Base	Ogden-Clearfield, UT Metropolitan Statistical Area	239,699	0	-85	0	-85	-82	-167	-0.1%
Realign	Human Resources Support Center Northeast	Philadelphia, PA Metropolitan Division	2,273,372	0	-174	-9	-183	-148	-331	0.0%
Realign	Human Resources Support Center Southeast	Gulfport-Biloxi, MS Metropolitan Statistical Area	151,445	0	-138	-10	-148	-131	-279	-0.2%
Realign	Human Resources Support Center Southwest	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	-164	0	-164	-175	-339	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-323	-6	-329	-249	-578	0.0%
Realign	Naval Station Pearl Harbor	Honolulu, HI Metropolitan Statistical Area	573,389	0	-68	0	-68	-68	-136	0.0%
Realign	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	-1	-94	0	-95	-59	-154	-0.2%
Realign	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL Metropolitan Sta	229,053	0	-251	0	-251	-219	-470	-0.2%
Realign	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	0	-111	0	-111	-140	-251	0.0%
Realign	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	0	-127	0	-127	-107	-234	0.0%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	0	106	0	106	101	207	0.0%
Gainer	Defense Finance and Accounting Service, Indianapolis	Indianapolis, IN Metropolitan Statistical Area	1,037,290	0	22	4	26	16	42	0.0%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	0	237	0	237	194	431	0.0%
Gainer	Fort Huachuca	Sierra Vista-Douglas, AZ Micropolitan Statistical Area	51,749	0	44	1	45	32	77	0.1%
Gainer	Fort Riley	Manhattan, KS Micropolitan Statistical Area	72,434	0	106	0	106	80	186	0.3%
Gainer	Human Resources Support Center Northwest	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	23	0	23	24	47	0.0%
Gainer	Naval Base Coronado	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	198	0	198	212	410	0.0%
Gainer	Naval Support Activity Philadelphia	Philadelphia, PA Metropolitan Division	2,273,372	0	291	0	291	237	528	0.0%

DCN:11695

DoD's Recommendations: -Year Comparison Details

Gainer Randolph Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	1	379	0	380	425	805	0.1%
H&SA-0031v2	Net Economic Impact for This Recommendation:		-2	-225	-21	-248	-139	-387	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$46.37	148	$97.50	56	4	($196.70)	60

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

138 H&SA - 22 Consolidate Correctional Facilities into Joint Regional Correctional Facilities

Description: Realign Edwards Air Force Base, CA, Kirtland Air Force Base, NM, and Marine Corps Base Camp Pendleton, CA, by relocating the correctional function of each to Marine Corps Air Station, Miramar, CA, and consolidating them with the correctional function already at Marine Corps Air Station Miramar, CA, to form a single Level II Southwest Joint Regional Correctional Facility.
Realign Lackland Air Force Base, TX, Fort Knox, KY, and Fort Sill, OK by relocating the correctional function of each to Fort Leavenworth, KS, and consolidating them with the correctional function already at Fort Leavenworth, KS, to form a single Level II Midwest Joint Regional Correctional Facility.
Realign Naval Air Station Jacksonville, FL, and Naval Air Station Pensacola, FL, by relocating the correctional function of each to Naval Weapons Station Charleston, SC, and consolidating them with the correctional function already at Naval Weapons Station Charleston, SC, to form a single Level II Southeastern Joint Regional Correctional Facility.
Realign Naval Support Activity Norfolk, VA, Marine Corps Base Quantico, VA, and Camp LeJeune, NC, by relocating the correctional function of each and consolidating them at Naval Support Activity, Northwest Annex, Chesapeake, VA, to form a single Level II Mid-Atlantic Joint Regional Correctional Facility.
Realign Fort Lewis, WA, by relocating the management of correctional functions to Submarine Base Bangor, WA. The correctional facilities at Submarine Base Bangor, WA [illegible] will together form the Level II Northwestern Joint Regional Correctional Facility.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Edwards Air Force Base	Bakersfield, CA Metropolitan Statistical Area	325,440	-12	0	0	-12	-10	-22	0.0%
Realign	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	-98	-7	0	-105	-62	-167	-0.3%
Realign	Fort Lewis	Tacoma, WA Metropolitan Division	339,431	-2	-1	0	-3	-2	-5	0.0%
Realign	Fort Sill	Lawton, OK Metropolitan Statistical Area	63,978	-117	-3	-3	-123	-79	-202	-0.3%
Realign	Kirtland Air Force Base	Albuquerque, NM Metropolitan Statistical Area	454,397	-12	0	0	-12	-9	-21	0.0%
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-9	0	0	-9	-7	-16	0.0%
Realign	Marine Corps Base Camp Lejeune	Jacksonville, NC Metropolitan Statistical Area	91,677	-182	-16	-9	-207	-118	-325	-0.4%
Realign	Marine Corps Base Camp Pendleton	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-145	-6	0	-151	-136	-287	0.0%
Realign	Marine Corps Base Quantico	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-50	0	-6	-56	-34	-90	0.0%
Realign	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	-34	-2	0	-36	-41	-77	0.0%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-17	-13	0	-30	-43	-73	0.0%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-117	-6	0	-123	-131	-254	0.0%
Realign	Submarine Base Bangor	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	-1	0	-1	-1	-2	0.0%
Gainer	Fort Leavenworth	Kansas City, MO-KS Metropolitan Statistical Area	1,225,451	195	8	0	203	130	333	0.0%
Gainer	Marine Corps Base Miramar	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	81	6	0	87	78	165	0.0%
Gainer	Naval Support Activity Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	222	22	0	244	263	507	0.1%
Gainer	Naval Weapons Station Charleston	Charleston-North Charleston, SC Metropolitan Statistic	331,580	39	3	0	42	58	100	0.0%
H&SA-0135v3		Net Economic Impact for This Recommendation:		-258	-16	-18	-292	-144	-436	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$149.39	175	$178.80	30	16	($2.30)	159

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

139 H&SA - 26 Consolidate Defense Commisary Agency Eastern, Midwestern Regional, and Hopewell Offices

Description: Close 300 AFCOMS Way, a leased installation in San Antonio, TX; 5258 Oaklawn Boulevard, a leased installation in Hopewell, VA; and 5151 Bonney Road, a leased installation in Virginia Beach, VA. Relocate all components of the Defense Commissary Agency (DeCA) to Fort Lee, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Leased Space - TX	San Antonio, TX Metropolitan Statistical Area	1,009,217	-1	-82	0	-83	-92	-175	0.0%
Closure	Leased Space - VA	Richmond, VA Metropolitan Statistical Area	715,302	0	-215	0	-215	-166	-381	-0.1%
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Gainer	Fort Lee	Richmond, VA Metropolitan Statistical Area	715,302	1	346	0	347	268	615	0.1%
H&SA-0109v2		Net Economic Impact for This Recommendation:		-2	-58	0	-60	-140	-200	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$35.39	136	$47.20	91	14	($4.90)	155

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

140 H&SA - 27 Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability

Description: Close 5600 Columbia Pike and Skyline Place (Skyline VII), leased installations in Falls Church, VA, and 1010 Gause Boulevard, a leased installation in Slidell, LA.
Relocate all components of the Defense Information Systems Agency (DISA) to Fort Meade, MD.
Close the Logicon Building, a leased installation in Arlington, Virginia. Relocate the Joint Task Force-Global Network Operation (JTF-GNO) to Fort Meade, MD.
Realign Skyline IV and Skyline V, leased installations in Falls Church, VA, and GSA Franconia Warehouse Depot, a leased installation in Springfield, VA, by relocating all components of DISA to Fort Meade, MD.
Realign Arlington Service Center, VA, by relocating all components of DISA and the JTF-GNO to Fort Meade, MD.
Realign Naval Support Activity Panama City, Florida by relocating the Deployable Joint Command and Control (DJC2) Program Office of the Naval Surface Warfare Center to Fort Meade, MD.
Realign Rosslyn Plaza North, a leased location in Arlington, VA, by relocating the Joint Tactical Radio System (JTRS) Program Office to Fort Meade, MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Arlington Service Center	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-224	-516	-383	-1,123	-785	-1,908	-0.1%
Realign	Leased Space - Slidell	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	-1	-102	-48	-151	-143	-294	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-5	-16	-15	-36	-25	-61	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-225	-1,805	-1,037	-2,867	-2,044	-4,911	-0.2%
Realign	Naval Support Activity Panama City	Panama City-Lynn Haven, FL Metropolitan Statistical	86,688	-12	-12	0	-24	-23	-47	-0.1%
Gainer	Fort Meade	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	429	2,119	1,370	3,918	3,572	7,490	0.5%
H&SA-0045v2		Net Economic Impact for This Recommendation:		-38	-132	-113	-283	552	269	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$102.07	169	$220.00	23	2	($491.20)	32

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

141 H&SA - 30 Consolidate Media Organizations into a New Agency for Media and Publications

Description: Realign Fort Belvoir, VA, by relocating Soldier Magazine to Fort Meade, MD. Realign Anacostia Annex, District of Columbia, by relocating the Naval Media Center to Fort Meade, MD. Realign 2320 Mill Road, a leased installation in Alexandria, VA, by relocating Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. Realign 103 Norton Street, a leased installation in San Antonio, TX, by relocating Air Force News Agency-Army/Air Force Hometown News Service (a combined entity) to Fort Meade, MD. Close 601 North Fairfax Street, a leased installation in Alexandria, VA, by relocating the American Forces Information Service and the Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. Consolidate Soldier Magazine, Naval Media Center, Army Broadcasting-Soldier Radio/TV, and the Air Force News Agency-Army/Air Force Hometown News Service into a single DoD Media Activity at Fort Meade, MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
[illegible]	[illegible]	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-3	0	0	-3	-2	-4	0.0%
Realign	Leased Space - DC	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-103	-68	-10	-181	-123	-296	0.0%
Realign	Leased Space - TX	San Antonio, TX Metropolitan Statistical Area	1,009,217	-77	-65	-131	-273	-242	-410	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-65	-117	-100	-282	-195	-477	0.0%
Gainer	Fort Meade	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	225	238	241	704	609	1,313	0.1%
H&SA-0071v3		Net Economic Impact for This Recommendation:		-23	-12	0	-35	47	126	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$2.90	89	$42.00	96	4	($89.00)	82

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

142 H&SA - 31 Consolidate Transportation Command Components

Description: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.
Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.
Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-23	-300	-54	-377	-498	-875	-0.1%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-24	-508	-325	-857	-615	-1,472	-0.1%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1	-104	0	-105	-145	-250	0.0%
Gainer	Scott Air Force Base	St. Louis, MO-IL Metropolitan Statistical Area	1,668,793	-209	654	86	531	634	1,165	0.1%
H&SA-0114Rv3		Net Economic Impact for This Recommendation:		-257	-258	-293	-808	-624	-1,432	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($339.32)	9	$101.80	55	Immediate	($1,278.20)	13

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

143 H&SA - 33 Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force

Description: Realign Army Human Resources Command leased facilities in Alexandria, VA, Indianapolis, IN, and St. Louis, MO. Relocate and consolidate all functions at Fort Knox, KY.
Realign the Air Reserve Personnel Center (Buckley Annex), CO, by relocating the Air Reserve Personnel Center processing functions to Randolph Air Force Base, TX, and consolidating them with the Air Force Personnel Center at Randolph Air Force Base, TX, and by relocating the Individual Mobilization Augmentee operational management functions to Robins Air Force Base, GA, and consolidating them with the Air Force Reserve Command at Robins Air Force Base, GA.
Realign Robins Air Force Base, GA, by relocating Air Force Reserve Recruiting Service to Randolph Air Force Base, TX.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Air Reserve Personnel Center	Denver-Aurora, CO M[illegible]	[illegible]	122	-284	-59	-465	-363	-828	-0.1%
Realign	HOFFMAN LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-575	-1,438	-164	-2,177	-1,558	-3,735	-0.1%
Realign	Leased Space - IN	Indianapolis, IN Metropolitan Statistical Area	1,037,290	-25	-111	-1	-137	-90	-227	0.0%
Realign	Leased Space - MO	St. Louis, MO-IL Metropolitan Statistical Area	1,668,793	-709	-1,234	-150	-2,093	-2,078	-4,171	-0.2%
Gainer	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	619	2,175	326	3,120	2,365	5,485	8.3%
Gainer	Randolph Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	110	243	63	416	414	830	0.1%
Gainer	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	0	30	-4	26	16	42	0.1%
H&SA-0145		Net Economic Impact for This Recommendation:		-702	-619	11	-1,310	-1,294	-2,604	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($463.03)	7	$119.30	48	Immediate	($1,913.40)	8

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

144 H&SA - 35 Create Joint Mobilization Sites

Description: Realign Aberdeen Proving Ground, MD, Washington Navy Yard, DC, and Naval Submarine Base New London, CT, by relocating all mobilization functions to Fort Dix, NJ, designating it as Joint Pre-Deployment/Mobilization Site Dix/McGuire/Lakehurst. Realign Submarine Base Bangor, WA, by relocating all mobilization processing functions to Ft Lewis, WA, designating it as Joint Pre-Deployment/Mobilization Site Lewis/McChord. Realign Ft Huachuca, AZ, by relocating all mobilization processing functions to Ft Bliss, TX, designating it as Joint Pre-Deployment/Mobilization Site Bliss/Holloman. Realign Ft Eustis, VA, Ft Jackson, SC, and Ft Lee, VA, by relocating all mobilization processing functions to Ft Bragg, NC, designating it as Joint Pre-Deployment/Mobilization Site Bragg/Pope.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1	0	0	-1	-1	-2	0.0%
Realign	Fort Jackson	Columbia, SC Metropolitan Statistical Area	418,871	-1	0	0	-1	0	-1	0.0%
Realign	Submarine Base New London	Norwich-New London, CT Metropolitan Statistical Are	168,620	-3	0	0	-3	-2	-5	0.0%
Gainer	Fort Dix	Camden, NJ Metropolitan Division	619,919	3	0	0	3	2	5	0.0%
H&SA-0133v2		Net Economic Impact for This Recommendation:		-2	0	0	-2	-1	-3	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($30.85)	40	$0.10	189	Immediate	($37.90)	110

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

145 H&SA - 37 Defense Finance and Accounting Service

Description: Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the [illegible] Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, [illegible] retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Defense Finance and Accounting Service, Charleston	Charleston-North Charleston, SC Metropolitan Statistic	331,580	0	-368	0	-368	-607	-975	-0.3%
Closure	Defense Finance and Accounting Service, Dayton	Dayton, OH Metropolitan Statistical Area	512,393	0	-230	0	-230	-194	-424	-0.1%
Closure	Defense Finance and Accounting Service, Kansas City	Kansas City, MO-KS Metropolitan Statistical Area	1,225,451	-37	-576	0	-613	-548	-1,161	-0.1%
Closure	Defense Finance and Accounting Service, Lexington	Lexington-Fayette, KY Metropolitan Statistical Area	296,523	-5	-40	0	-45	-26	-71	0.0%
Closure	Defense Finance and Accounting Service, Limestone	Aroostook County, ME	41,134	0	-241	0	-241	-149	-390	-0.9%
Closure	Defense Finance and Accounting Service, Oakland	Oakland-Fremont-Hayward, CA Metropolitan Division	1,383,332	0	-50	0	-50	-40	-90	0.0%
Closure	Defense Finance and Accounting Service, Orlando	Orlando, FL Metropolitan Statistical Area	1,082,297	-9	-200	0	-209	-204	-413	0.0%
Closure	Defense Finance and Accounting Service, Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	0	-53	0	-53	-70	-123	-0.2%
Closure	Defense Finance and Accounting Service, Rome	Utica-Rome, NY Metropolitan Statistical Area	158,421	0	-290	0	-290	-274	-564	-0.4%
Closure	Defense Finance and Accounting Service, San Antonio	San Antonio, TX Metropolitan Statistical Area	1,009,217	-32	-303	0	-335	-366	-701	-0.1%
Closure	Defense Finance and Accounting Service, San Bernardino	Riverside-San Bernardino-Ontario, CA Metropolitan St	1,479,524	0	-120	0	-120	-121	-241	0.0%
Closure	Defense Finance and Accounting Service, San Diego	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-3	-237	0	-240	-256	-496	0.0%
Closure	Defense Finance and Accounting Service, Seaside	Salinas, CA Metropolitan Statistical Area	235,299	-10	-51	0	-61	-61	-122	-0.1%
Closure	Defense Finance and Accounting Service, St. Louis	St. Louis, MO-IL Metropolitan Statistical Area	1,668,793	-2	-291	0	-293	-317	-610	0.0%

DoD's Recommendations: [illegible] Year Comparison Details

Realign	Air Reserve Personnel Center	Denver-Aurora, CO Metropolitan Statistical Area	1,545,580	6	-195	0	-189	-169	-358	0.0%
Realign	Defense Finance and Accounting Service, Arlington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-7	-401	0	-408	-307	-715	0.0%
Realign	Defense Finance and Accounting Service, Cleveland	Cleveland-Elyria-Mentor, OH Metropolitan Statistical	1,301,423	-15	-1,013	0	-1,028	-846	-1,874	-0.1%
Realign	Fort Sill	Lawton, OK Metropolitan Statistical Area	63,978	-52	-181	0	-233	-206	-439	-0.7%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-1	-636	0	-637	-1,099	-1,736	-0.8%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-3	-311	0	-314	-435	-749	-0.1%
Realign	Naval Station Pearl Harbor	Honolulu, HI Metropolitan Statistical Area	573,389	-29	-177	0	-206	-198	-404	-0.1%
Realign	Offutt Air Force Base	Omaha-Council Bluffs, NE-IA Metropolitan Statistical	538,121	0	-235	0	-235	[illegible]	[illegible]	[illegible]
Realign	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL [illegible]	[illegible]	0	-235	0	-235	-205	-440	-0.2%
	[illegible] Reserve Personnel Center	Denver-Aurora, CO Metropolitan Statistical Area	1,545,580	14	532	0	546	477	1,023	0.1%
Gainer	Defense Finance and Accounting Service, Indianapolis	Indianapolis, IN Metropolitan Statistical Area	1,037,290	72	2,313	0	2,385	1,701	4,086	0.4%
Gainer	Defense Finance and Accounting Service, Indianapolis	Indianapolis, IN Metropolitan Statistical Area	1,037,290	42	1,043	0	1,085	770	1,855	0.2%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	65	877	0	942	742	1,684	0.2%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	0	395	0	395	323	718	0.1%
H&SA-0018 V5		**Net Economic Impact for This Recommendation:**		-6	-1,274	0	-1,280	-2,944	-4,224	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($158.12)	16	$282.10	20	Immediate	($1,313.80)	12

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

146 H&SA - 41 Joint Basing

Description: Realign McChord Air Force Base (AFB), WA, by relocating the installation management functions to Fort Lewis, WA, establishing Joint Base Lewis-McChord.
Realign Fort Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions to McGuire AFB, NJ, establishing Joint Base McGuire-Dix- Lakehurst.
Realign Naval Air Facility Washington, MD, by relocating the installation management functions to Andrews AFB, MD, establishing Joint Base Andrews-Naval Air Facility Washington, MD.
Realign Bolling AFB, DC, by relocating the installation management functions to Naval District Washington at the Washington Navy Yard, DC, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL), DC.
Realign Henderson Hall, VA, by relocating the installation management functions to Fort Myer, VA, establishing Joint Base Myer-Henderson Hall, VA.
Realign Fort Richardson, AK, by relocating the installation management functions to Elmendorf AFB, AK, establishing Joint Base Elmendorf-Richardson, AK.
Realign Hickam AFB, HI, by relocating the installation management functions to Naval Station Pearl Harbor, HI, establishing Joint Base Pearl Harbor-Hickam, HI.
Realign Fort Sam Houston, TX, and Randolph AFB, TX, by relocating the installation management functions to Lackland AFB, TX.
Realign Naval Weapons Station Charleston, SC, by [illegible] functions to Charleston AFB, SC.
Realign Fort Eustis, VA, by relocating the installation management functions to Langley AFB, VA.
Realign Fort Story, VA, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.
Realign Andersen AFB, Guam, by relocating the installation management functions to Commander, U.S. Naval Forces, Marianas Islands, Guam.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Andersen Air Force Base	Guam County, GU	54,980	-64	-31	0	-95	-79	-174	-0.3%
Realign	Bolling Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-64	-55	0	-119	-81	-200	0.0%
Realign	Fort Dix	Camden, NJ Metropolitan Division	619,919	-7	-82	0	-89	-92	-181	0.0%
Realign	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-68	-170	0	-238	-307	-545	-0.1%
Realign	Fort Richardson	Anchorage, AK Metropolitan Statistical Area	211,967	-84	-140	0	-224	-187	-411	-0.2%
Realign	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	-28	-52	0	-80	-81	-161	0.0%
Realign	Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-11	-2	0	-13	-7	-20	0.0%
Realign	Hickam Air Force Base	Honolulu, HI Metropolitan Statistical Area	573,389	-177	-100	0	-277	-233	-510	-0.1%
Realign	McChord Air Force Base	Tacoma, WA Metropolitan Division	339,431	-306	-116	0	-422	-353	-775	-0.2%
Realign	Naval Air Engineering Station Lakehurst	Edison, NJ Metropolitan Division	1,220,335	-132	-41	0	-173	-111	-284	0.0%
Realign	Naval Air Facility Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-9	-9	0	-18	-11	-29	0.0%
Realign	Naval Weapons Station Charleston	Charleston-North Charleston, SC Metropolitan Statistic	331,580	-163	-101	0	-264	-392	-656	-0.2%
Realign	Randolph Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-40	-69	0	-109	-110	-219	0.0%
H&SA-0010 R		Net Economic Impact for This Recommendation:		-1,153	-968	0	-2,121	-2,044	-4,165	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($601.32)	5	$50.60	87	Immediate	($2,342.50)	6

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

147 H&SA - 44 Relocate Air Force Real Property Agency (AFRPA)

Description: Realign Rosslyn Center and the Nash Street Building, leased installations in Arlington, VA, by relocating the Air Force Real Property Agency to Lackland Air Force Base, San Antonio, TX.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Bolling Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-59	-3	-62	-45	-107	0.0%
Gainer	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	0	59	0	59	66	125	0.0%
H&SA-0122		Net Economic Impact for This Recommendation:		0	0	-3	-3	21	18	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$0.92	81	$4.50	166	5	($7.90)	148

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

148 H&SA - 46 Relocate Army Headquarters and Field Operating Agencies

Description: Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the Army Installation Management Agency headquarters to Fort Sam Houston, TX.
Realign Rock Island Arsenal, Illinois, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.
Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.
Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.
Realign Seven Corners Corporate Center, a leased installation in Falls Church, VA, and 4700 King Street, a leased installation in Alexandria, VA, by relocating the Army Community and Family Support Center to Fort Sam Houston, TX.
Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating [illegible] to Fort Sam Houston, TX.
[illegible] in Falls Church, VA, by relocating the Army Contracting Agency headquarters to Fort Sam Houston, TX.
Realign the Hoffman 1 Building, a leased installation in Alexandria, VA, by relocating the Army Contracting Agency E-Commerce Region headquarters to Fort Sam Houston, TX.
Realign Fort Buchanan, Puerto Rico, by relocating the Army Contracting Agency Southern Hemisphere Region headquarters to Fort Sam Houston, TX.
Realign Aberdeen Proving Ground, MD, by relocating the Army Environmental Center to Fort Sam Houston, TX.
Realign Fort Belvoir, VA by relocating Army Materiel Command (AMC) and the Security Assistance Command (USASAC, an AMC major subordinate command) to Redstone Arsenal, AL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	-5	-175	0	-180	-170	-350	0.0%
Realign	BAILEY'S CROSSROADS, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-23	-527	0	-550	-413	-963	0.0%
Realign	CRYSTAL CITY LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-25	-204	0	-229	-169	-398	0.0%
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-91	-1,212	0	-1,303	-974	-2,277	-0.1%
Realign	Fort Buchanan	San Juan-Caguas-Guaynabo, PR Metropolitan Statistica	850,261	-9	-47	0	-56	-54	-110	0.0%
Realign	HOFFMAN LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-83	0	-83	-62	-145	0.0%
Realign	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL Metropolitan Sta	229,053	-3	-130	0	-133	-114	-247	-0.1%
Realign	ROSSLYN LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-2	0	-2	-1	-3	0.0%
Gainer	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	5	56	0	61	48	109	0.2%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	57	1,016	0	1,073	1,188	2,261	0.2%
Gainer	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	85	1,137	0	1,222	913	2,135	0.9%
H&SA-0092Rv2		Net Economic Impact for This Recommendation:		-9	-171	0	-180	192	12	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$111.82	171	$199.90	25	10	($122.90)	74

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

149 H&SA - 49 Relocate Miscellaneous Department of Navy Leased Locations

Description: Close Crystal Park 3 and Crystal Square 3, leased installations in Arlington, VA, and 214191 Great Mills Road and 21535 Pacific Drive, leased installations in Lexington Park, MD. Relocate all Department of the Navy organizations to DoD owned space in the National Capital Region. Realign Crystal Gateway 3, Crystal Gateway 4, Crystal Mall 2, Crystal Mall 3, Crystal Park 1, Crystal Park 5, Crystal Square 2, 1400-1450 S. Eads Street, and 2300 Clarendon Blvd, all leased installations in Arlington, VA, and any other Department of the Navy occupied leased space in the National Capital Region, by relocating all Department of the Navy organizations to DoD owned space in the National Capital Region. Realign Federal Office Building 2, Arlington, VA, by relocating all Department of the Navy organizations to DoD owned space in the National Capital Region.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Leased Space - MD	Lexington Park, MD Micropolitan Statistical Area	[illegible]	[illegible]	[illegible]	0	-164	-217	-381	-0.7%
[illegible]	[illegible]	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-10	0	-10	-7	-17	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-459	-973	0	-1,432	-1,024	-2,456	-0.1%
Gainer	Arlington Service Center	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	435	406	0	841	579	1,420	0.1%
Gainer	Leased Space - DC	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	79	0	79	59	138	0.0%
Gainer	Naval Air Station Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	0	164	6	170	222	392	0.7%
Gainer	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	24	498	164	686	500	1,186	0.0%
H&SA-0078 Rv2		Net Economic Impact for This Recommendation:		0	0	170	170	112	282	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$12.79	115	$61.90	80	1	($164.00)	67

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

150 Ind - 4 Naval Weapons Station Seal beach, CA

Description: Realign Naval Weapons Station Seal Beach, CA, as follows: relocate the depot maintenance of Electronic Components (Non-Airborne), Fire Control Systems and Components, Radar, and Radio to Tobyhanna Army Depot, PA; relocate the depot maintenance of Material Handling to Marine Corps Logistics Base Albany, GA; relocate the depot maintenance of Other Components to Anniston Army Depot, AL; and relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Weapons Station Seal Beach	Santa Ana-Anaheim-Irvine, CA Metropolitan Division	1,901,499	0	-47	0	-47	-38	-85	0.0%
Gainer	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	2	0	2	1	3	0.0%
Gainer	Letterkenny Army Depot	Chambersburg, PA Micropolitan Statistical Area	65,783	0	2	0	2	1	3	0.0%
Gainer	Marine Corps Logistics Base Albany	Albany, GA Metropolitan Statistical Area	79,160	0	5	0	5	3	8	0.0%
Gainer	Tobyhanna Army Depot	Scranton--Wilkes-Barre, PA Metropolitan Statistical Ar	306,854	0	31	0	31	21	52	0.0%
IND-0083B		Net Economic Impact for This Recommendation:		0	-7	0	-7	-12	-19	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($2.26)	68	$4.10	168	1	($17.70)	133

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

151 Ind - 5 Riverbank Army Ammunition Plant, CA

Description: Close Riverbank Army Ammunition Plant, CA. Relocate the artillery cartridge case metal parts functions to Rock Island Arsenal, IL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Riverbank Army Ammunition Plant	Modesto, CA Metropolitan Statistical Area	217,388	0	-4	-85	-89	-16	-105	0.0%
	IND-0112	**Net Economic Impact for This Recommendation:**		0	-4	-85	-89	-16	-105	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$10.44	110	$25.20	119	3	($53.30)	100

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

152 Ind - 6 Sierra Army Depot, CA

Description: Realign Sierra Army Depot, CA. Relocate Storage to Tooele Army Depot, NV and Demilitarization to Crane Army Ammunition Activity, IN, and McAlester Army Ammunition Plant, OK.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Crane Army Ammunition Plant	Martin County, IN	8,525	0	0	0	0	0	0	0.0%
Realign	McAlester Army Ammunition Plant	McAlester, OK Micropolitan Statistical Area	21,197	0	0	0	0	0	0	0.0%
Realign	Sierra Army Depot	Susanville, CA Micropolitan Statistical Area	14,296	0	0	0	0	0	0	0.0%
Realign	Tooele Army Depot	Salt Lake City, UT Metropolitan Statistical Area	701,532	0	0	0	0	0	0	0.0%
	IND-0113	**Net Economic Impact for This Recommendation:**		0	0	0	0	0	0	0.0%

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$7.21	100	$33.40	100	7	($66.70)	92

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

153 Ind - 7 Rock Island Arsenal, IL

Description: Realign Rock Island Arsenal, IL, by relocating the depot maintenance of Combat Vehicles and Other to Anniston Army Depot, AL, and the depot maintenance of Other Equipment and Tactical Vehicles to Letterkenny Army Depot, PA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL Metropolitan Sta	229,053	0	-181	0	-181	-158	-339	-0.1%
Gainer	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	119	0	119	88	207	0.3%
Gainer	Letterkenny Army Depot	Chambersburg, PA Micropolitan Statistical Area	65,783	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.1%
		Net Economic Impact for This Recommendation:		0	-35	0	-35	-56	-91	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$16.20	119	$27.00	113	9	($13.80)	139

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

154 Ind - 8 Newport Chemical Depot, IN

Description: Close Newport Chemical Depot, IN.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Newport Chemical Depot	Terre Haute, IN Metropolitan Statistical Area	89,765	-210	-81	-280	-571	-267	-838	-0.9%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	5	0	0	5	0	5	0.0%
IND-0119		Net Economic Impact for This Recommendation:		-205	-81	-280	-566	-267	-833	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($95.62)	22	$7.10	158	Immediate	($436.20)	35

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DCN:11695

DoD's Recommendations: -Year Comparison Details

155 Ind - 9 Kansas Army Ammunition Plant, KS

Description: Close Kansas Army Ammunition Plant (AAP), KS. Relocate Sensor Fuzed Weapon/Cluster Bomb function and Missile warhead production to McAlester AAP, OK; 155MM ICM Artillery and 60MM, 81MM, and 120MM Mortar functions to Milan, TN; 105MM HE, 155MM HE, and Missile Warhead functions to Iowa AAP, IA; and Detonators/relays/delays to Crane Army Ammunition Activity, IN.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Kansas Army Ammunition Plant	Parsons, KS Micropolitan Statistical Area	15,144	0	-8	-159	-167	-108	-275	-1.8%
	IND-0106	Net Economic Impact for This Recommendation:								

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($2.14)	69	$25.20	118	2	($101.40)	78

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

156 Ind - 10 Lima Tank Plant, OH

Description: Realign Lima Tank Plant, OH. Retain the portion required to support the manufacturing of armored combat vehicles to include Army Future Combat System (FCS) program, Marine Corps Expeditionary Force Vehicle (EFV) chassis, and M1 Tank recapitalization program.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Lewis	Lima, OH Metropolitan Statistical Area	70,835	0	0	0	0	0	0	0.0%
	IND-0115	Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($5.85)	57	$0.20	188	Immediate	($22.30)	123

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

157 Ind - 11 Mississippi Army Ammunition Plant, MS

Description: Close Mississippi Army Ammunition Plant, MS. Relocate the 155MM ICM artillery metal parts functions to Rock Island Arsenal, IL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Mississippi Army Ammunition Plant	Picayune, MS Micropolitan Statistical Area	16,286	0	-4	-50	-54	-35	-89	-0.5%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	0	1	0	1	0	1	0.0%
IND-0110		Net Economic Impact for This Recommendation:		0	-3	-50	-53	-35	-88	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$10.75	111	$32.40	104	7	($38.60)	109

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

158 Ind - 12 Hawthorne Army Depot, NV

Description: Close Hawthorne Army Depot, NV. Relocate Storage and Demilitarization functions to Tooele Army Depot, UT.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
	Tooele Army Depot			0	0	0	0	0	0	
Closure	Hawthorne Army Depot	Mineral County	2,413	-1	-45	-493	-539	-357	-896	-37.1%
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	0	20	0	20	0	20	0.0%
IND-0108		Net Economic Impact for This Recommendation:		-1	-25	-493	-519	-357	-876	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($59.22)	31	$180.30	29	Immediate	($777.70)	23

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

159 Ind - 13 Watervliet Arsenal, NY

Description: Realign Watervliet Arsenal, NY, by disestablishing all capabilities for Other Field Artillery Components.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign Watervliet Arsenal		Albany-Schenectady-Troy, NY Metropolitan Statistical	529,819	0	0	0	0	0	0	0.0%
IND-0114		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$46.81	149	$63.70	78	18	($5.20)	154

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

160 Ind - 14 Umatilla Chemical Depot, OR

Description: Close Umatilla Chemical Depot, OR.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure Umatilla Army Depot		Pendleton-Hermiston, OR Micropolitan Statistical Area	44,887	-127	-385	0	-512	-371	-883	-2.0%
IND-0120		Net Economic Impact for This Recommendation:		-127	-385	0	-512	-371	-883	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($89.06)	24	$15.50	133	Immediate	($681.10)	27

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

161 Ind - 15 Lackland Air Force Base, TX

Description: Realign Lackland Air Force Base, TX, by relocating the depot maintenance of Computers, Crypto, Electronic Components (Non-Airborne), and Radio to Tobyhanna Army Depot, PA; and disestablishing all depot maintenance capabilities.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	0	-177	0	-177	-198	-375	0.0%
Gainer	Tobyhanna Army Depot	Scranton--Wilkes-Barre, PA Metropolitan Statistical Ar	306,854	0	138	0	138	96	234	0.1%
		Net Economic Impact for This Recommendation:		0	-39	0	-39	-102	-141	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$0.07	77	$10.20	147	3	($28.00)	118

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

162 Ind - 16 Lone Star Army Ammunition Plant

Description: Close Lone Star Army Ammunition Plant (AAP), TX. Relocate the Storage and Demilitarization functions to McAlester AAP, IL. Relocate the 105MM and 155MM ICM Artillery, MLRS Artillery, Hand Grenades, 60MM and 81MM Mortars functions to Milan AAP, TN. Relocate Mines and Detonators/Relays/Delays functions to Iowa AAP, IA. Relocate Demolition Charges functions to Crane Army Ammunition Activity (AAA), IN.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Lone Star Army Ammunition Plant	Texarkana, TX-Texarkana, AR Metropolitan Statistical	67,895	-2	-18	-129	-149	-79	-228	-0.3%
	IND-0122	Net Economic Impact for This Recommendation:		-2	-18	-129	-149	-79	-228	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$4.66	95	$29.00	110	1	($164.20)	66

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

163 Ind - 17 Desert Chemical Depot, UT

Description: Close Deseret Chemical Depot, UT. Transfer the storage igloos and magazines to Tooele Army Depot, UT.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Deseret Chemical Depot	Salt Lake City, UT Metropolitan Statistical Area	701,532	-186	-62	0	-248	-142	-390	-0.1%
IND-0117		Net Economic Impact for This Recommendation:		-186	-62	0	-248	-142	-390	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($65.05)	29	$4.40	167	Immediate	($356.40)	41

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

164 Ind - 18 Ship Intermediate Maintenance Activity Norfolk, VA

Description: Realign Ship Intermediate Maintenance Activity (SIMA) Norfolk, VA, by relocating intermediate ship maintenance function to Naval Shipyard Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-217	-242	0	-459	-564	-1,023	-0.1%
Gainer	Naval Shipyard Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	164	200	0	364	449	813	0.1%
IND-0024		Net Economic Impact for This Recommendation:		-53	-42	0	-95	-115	-210	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($26.82)	42	$10.60	146	1	($104.30)	77

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

165 Ind - 19 Fleet Readiness Centers **(Roll up)

Description: Realign Naval Air Station Oceana, VA, by disestablishing the Aircraft Intermediate Maintenance Department Oceana, the Naval Air Depot Cherry Point Detachment, and the Naval Air Depot Jacksonville Detachment; establishing Fleet Readiness Center Mid Atlantic, Naval Air Station Oceana, VA; and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Mid Atlantic, Naval Air Station Oceana, VA.

Realign Naval Air Station Patuxent River, MD, by disestablishing the Aircraft Intermediate Maintenance Department at Naval Air Warfare Center Aircraft Division; establishing Fleet Readiness Center Mid Atlantic Site Patuxent River, Naval Air Station Patuxent River, MD; and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Mid Atlantic Site Patuxent River, Naval Air Station Patuxent River, MD.

Realign Naval Air Station Norfolk, VA, by disestablishing the Aircraft Intermediate Maintenance Department Norfolk VA, the Naval Air Depot Jacksonville Detachment, and Naval Air Warfare Center Aircraft Division Lakehurst Detachment; establishing Fleet Readiness Center Mid Atlantic Site Norfolk, Naval Air Station Norfolk, VA; and transferring all intermediate and depot maintenance workload and capacity to Fleet Readiness Center Mid Atlantic Site Norfolk, Naval Air Station Norfolk, VA.

Realign Naval Air Station Joint Reserve Base New Orleans [illegible] Intermediate Maintenance Department, establishing Fleet Readiness Center Mid Atlantic Site New [illegible] Naval Air Station Joint Reserve Base New Orleans, LA; and transfer all intermediate maintenance workload and capacity to Fleet Readiness Center Mid Atlantic Site New Orleans, Naval Air Station Joint Reserve Base New Orleans, LA.

Realign Marine Corps Air Station Cherry Point, NC, as follows: disestablish Naval Air Depot Cherry Point; establish Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 39 K DLHs), Aircraft Hydraulic Components (approximately 69 K DLHs), Aircraft Landing Gear Components (approximately 8 K DLHs), Aircraft Other Components (approximately 23 K DLHs), and Aircraft Structural Components (approximately 126 K DLHs) to Fleet Readiness Center Mid Atlantic, Naval Air Station Oceana, VA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 11 K DLHs), Aircraft Hydraulic Components (approximately 19 K DLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Structural Components (approximately 35 K DLHs), and Aircraft Other Components (approximately 6 K DLHs) to Fleet Readiness Center Mid Atlantic Site Norfolk, Naval Air Station Norfolk, VA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 10 K DLHs), Aircraft Landing Gear Components (approximately 1 K DLHs), Aircraft Other Components (approximately 3 K DLHs), and Aircraft Structural Components (approximately 18 K DLHs) to Fleet Readiness Center Mid Atlantic Site Patuxent River, Naval Air Station Patuxent River, MD; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 2 K DLHs), Aircraft Hydraulic Components (approximately 3 K DLHs), Aircraft Landing Gear Components (approximately 0.4K DLHs), Aircraft Other Components (approximately 1 K DLHs), and Aircraft Structural Components (approximately 6 KDLHs) to FRC Mid Atlantic Site New Orleans, Naval Air Station JRB New Orleans, LA.; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 9 K DLHs), Aircraft Hydraulic Components (approximately 16 KDLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Other Components (approximately 6 K DLHs) and Aircraft Structural Components (approximately 30 K DLHs) to the Fleet Readiness Center East Site Beaufort, hereby established at Marine Corps Air Station Beaufort, SC; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 11 K DLHs), Aircraft Hydraulic Components (approximately 20 K DLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Other Components (approximately 6 K DLHs), Aircraft Structural Components (approximately 36 K DLHs), Aircraft Rotary (approximately 1 K DLHs), Aircraft VSTOL (approximately 2 K DLHs), Aircraft Cargo/Tanker (approximately 0.02K DLHs,), Aircraft Other (approximately 18 K DLHs), Aircraft Structural Components (approximately 0.001K DLHs), Calibration (approximately 0.15 K DLHs) and "Other" Commodity (approximately 0.3 K DLHs) to Fleet Readiness Center East Site New River, hereby established at Marine Corps Air Station New River, Camp Lejeune, NC; and transfer all remaining depot maintenance workload and capacity to Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC.

Realign Marine Corps Air Station Beaufort, SC, by disestablishing Naval Air Depot Jacksonville Detachment Beaufort and transferring all depot maintenance workload and capacity to Fleet Readiness Center East Site Beaufort, Marine Corps Air Station Beaufort, SC.

Realign Naval Air Station Jacksonville, FL, as follows: disestablish Naval Air Depot Jacksonville, Naval Air Depot Jacksonville Detachment Jacksonville, and Aircraft Intermediate Maintenance Department Jacksonville; establish Fleet Readiness Center Southeast, Naval Air Station, Jacksonville, FL; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 8 K DLHs), Aircraft Hydraulic Components (approximately 6 K DLHs), Aircraft Landing Gear Components (approximately 3 K DLHs), Aircraft Other Components (approximately 27 K DLHs), and Aircraft Structural Components (approximately 9 K DLHs) to Fleet Readiness Center Southeast Site Mayport, hereby established at Naval Air Station, Mayport, FL; transfer all remaining intermediate and depot maintenance workload and capacity to Fleet Readiness Center Southeast, Naval Air Station Jacksonville, FL.

Realign Naval Air Station Mayport, FL, by disestablishing Aircraft Intermediate Maintenance Department, Naval Air Depot Jacksonville Detachment Mayport, and Naval Air Warfare Center Aircraft Division Lakehurst Voyage Repair Team Detachment Mayport and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Southeast Site Mayport, Naval Air Station Mayport, FL.

Realign Naval Air Station Lemoore, CA, by disestablishing Aircraft Intermediate Maintenance Department Lemoore and Naval Air Depot North Island Detachment; establishing Fleet Readiness Center West, Naval Air Station Lemoore, CA; and transferring all intermediate and depot maintenance workload and capacity to Fleet Readiness Center West, Naval Air Station Lemoore, CA.

Realign Naval Air Station Fallon, NV, by disestablishing the Aircraft Intermediate Maintenance Department Fallon and the Naval Air Depot North Island Detachment Fallon; establishing Fleet Readiness Center West Site Fallon, Naval Air Station Fallon, NV; and transferring all intermediate and depot maintenance workload and capacity to Fleet Readiness Center West Site Fallon, Naval Air Station Fallon, NV.

Realign Naval Air Warfare Center Weapons Division China Lake, CA, by disestablishing the Aircraft Intermediate Maintenance Department and relocating its maintenance workload and capacity for Aircraft (approximately 3 K DLHs), Aircraft Components (approximately 45 K DLHs), Fabrication & Manufacturing (approximately 6 K DLHs) and Support Equipment (approximately 16 K DLHs) to Fleet Readiness Center West, Naval Air Station Lemoore, CA.

Realign Naval Air Station Joint Reserve Base Fort Worth, TX, by disestablishing the Aircraft Intermediate Maintenance Department, establishing Fleet Readiness Center West Site Fort Worth, Naval Air Station Fort Worth, TX, and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center West Site Fort Worth, Naval Air Station Joint Reserve Base Fort Worth, TX.

Realign Naval Air Station Whidbey Island, WA, by disestablishing the Aircraft Intermediate Maintenance Department, establishing Fleet Readiness Center Northwest, Naval Air Station Whidbey

Island, WA, and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Northwest, Naval Air Station Whidbey Island, WA.
Realign Naval Support Activity Crane, IN, by relocating the depot maintenance workload and capacity for ALQ-99 Electronic Warfare to Fleet Readiness Center Northwest, Naval Air Station Whidbey Island, WA.
Realign Naval Air Station North Island, Naval Base Coronado, CA, as follows: disestablish Naval Air Depot North Island, COMSEACONWINGPAC (AIMD), and NADEP North Island Detachment North Island; establish Fleet Readiness Center Southwest, Naval Air Station North Island, Naval Base Coronado, CA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 2 K DLHs), Aircraft Landing Gear Components (approximately 3 K DLHs), Aircraft Other Components (approximately 13 K DLHs), and Aircraft Structural Components (approximately 4 K DLHs) from Naval Air Depot North Island to Fleet Readiness Center Southwest Site Point Mugu, hereby established at Naval Air Station Point Mugu, Naval Base Ventura, CA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 26 K DLHs), Aircraft Hydraulic Component (approximately 8 K DLHs), Aircraft Landing Gear Components (approximately 13 K DLHs), Aircraft Other Components (approximately 55 K DLHs), Aircraft Structural Components (approximately 16 K DLHs) from Naval Air Depot North Island to Fleet Readiness Center Southwest Site Miramar, hereby established at Marine Corps Air Station Miramar, CA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 8 K DLHs), Aircraft Hydraulic Components (approximately 2 K DLHs), Aircraft Landing Gear Components (approximately 4 K DLHs), Aircraft [illegible] Components (approximately 2 K DLHs), and Aircraft Structural Components (approximately 5 K DLHs) [illegible] Depot North Island to Fleet Readiness Center Southwest Site Pendleton, hereby established at Marine Corps Air Station Camp Pendleton, CA; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 2 K DLHs), Aircraft Landing Gear Components (approximately 3 K DLHs), Aircraft Other Components (approximately 12 K DLHs), Aircraft Structural Components (approximately 3 K DLHs) from Naval Air Depot North Island to Fleet Readiness Southwest Site Yuma, hereby established at Marine Corps Air Station Yuma, AZ; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 2 K DLHs), Aircraft Landing Gear Components (approximately 3 K DLHs), Aircraft Other Components (approximately 12 K DLHs), and Aircraft Structural Components (approximately 3 K DLHs) from Naval Air Depot North Island to Fleet Readiness Center West Site Fort Worth, Fort Worth TX; relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 25 K DLHs), Aircraft Hydraulic Components (approximately 8 K DLHs), Aircraft Landing Gear Components (approximately 13 K DLHs), Aircraft Other Components (approximately 53 K DLHs), and Aircraft Structural Components (approximately 15 K DLHs), from Naval Air Depot North Island to Fleet Readiness Center Northwest, Naval Air Station Whidbey Island, WA; and transfer all remaining intermediate and depot maintenance workload and capacity to Fleet Readiness Center Southwest, Naval Air Station North Island, Naval Base Coronado, CA.
Realign Naval Air Station Point Mugu, Naval Base Ventura, CA, by disestablishing the Aircraft Intermediate Maintenance Department and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Southwest Site Point Mugu, Naval Base Ventura, CA.
Realign Marine Corps Air Station Miramar, CA, by transferring depot maintenance workload and capacity for Aircraft Other (approximately 28 K DLHs) and Aircraft Fighter/Attack (approximately 39 K DLHs) and intermediate maintenance workload and capacity for Aircraft Components, Aircraft Engines, Fabrication & Manufacturing and Support Equipment from Marine Aviation Logistics Squadron (MALS)-11 and 16 to Fleet Readiness Center Southwest Site Miramar, Marine Corps Air Station Miramar, CA.
Realign Marine Corps Air Station Camp Pendleton, CA, by transferring depot maintenance workload and capacity for Aircraft Other (approximately 22 K DLHs) and Aircraft Rotary (approximately 102 K DLHs) and intermediate maintenance workload and capacity for Aircraft Components, Aircraft Engines, Fabrication & Manufacturing and Support Equipment from MALS-39 to Fleet Readiness Center Southwest Site Camp Pendleton, Marine Corps Air Station Camp Pendleton, CA.
Realign Marine Corps Air Station Yuma, AZ, by transferring depot maintenance workload and capacity for Aircraft Fighter/Attack, Aircraft Other and Aircraft Rotary and intermediate maintenance workload and capacity for Aircraft Components, Aircraft Engines, Communication/Electronics Equipment, Ordnance Weapons & Missiles, Software and Support Equipment from MALS-13 to Fleet Readiness Center Southwest Site Yuma, Marine Corps Air Station Yuma, AZ.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Marine Corps Air Station Cherry Point	New Bern, NC Micropolitan Statistical Area	66,366	0	-415	0	-415	-366	-781	-1.2%
Realign	Marine Corps Air Station Cherry Point	New Bern, NC Micropolitan Statistical Area	66,366	0	-217	0	-217	-191	-408	-0.6%
Realign	Naval Air Station Fallon	Fallon, NV Micropolitan Statistical Area	15,858	-7	0	0	-7	-5	-12	-0.1%
Realign	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	-38	-180	0	-218	-294	-512	-0.1%
Realign	Naval Air Station Oceana	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-80	53	0	-27	-11	-38	0.0%
Realign	Naval Air Station Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	-8	8	0	0	3	3	0.0%
Realign	Naval Air Station Willow Grove	Philadelphia, PA Metropolitan Division	2,273,372	-139	-5	0	-144	-68	-212	0.0%
Realign	Naval Air Weapons Station China Lake	Bakersfield, CA Metropolitan Statistical Area	325,440	-44	-9	0	-53	-50	-103	0.0%
Realign	Naval Base Coronado	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	-120	0	-120	-128	-248	0.0%
Realign	Naval Base Coronado	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	-167	0	-167	-179	-346	0.0%
Realign	Naval Base Coronado	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-71	-300	0	-371	-384	-755	0.0%
Realign	Naval Base Ventura County	Oxnard-Thousand Oaks-Ventura, CA Metropolitan Stat	420,712	-12	5	0	-7	-5	-12	0.0%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-31	14	0	-17	-13	-30	0.0%
Realign	Naval Support Activity Crane	Martin County, IN	8,525	0	-152	0	-152	-68	-220	-2.6%
Gainer	Marine Corps Air Station Beaufort	Hilton Head Island-Beaufort, SC Micropolitan Statistic	93,051	0	12	0	12	9	21	0.0%

Gainer	Marine Corps Air Station Yuma	Yuma, AZ Metropolitan Statistical Area	76,606	0	5	0	5	4	9	0.0%
Gainer	Marine Corps Base Camp Lejeune	Jacksonville, NC Metropolitan Statistical Area	91,677	0	15	0	15	9	24	0.0%
Gainer	Marine Corps Base Camp Pendleton	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	7	0	7	7	14	0.0%
Gainer	Marine Corps Base Miramar	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	28	0	28	30	58	0.0%
Gainer	Naval Air Station Joint Reserve Base Ft. Worth	Fort Worth-Arlington, TX Metropolitan Division	1,004,416	0	5	0	5	5	10	0.0%
Gainer	Naval Air Station Lemoore	Hanford-Corcoran, CA Metropolitan Statistical Area	53,641	5	35	0	40	32	72	0.1%
Gainer	Naval Air Station New Orleans	New Orleans-Metairie-Kenner, LA Metropolitan Statist	763,801	0	2	0	2	2	4	0.0%
Gainer	Naval Air Station Whidbey Island	Oak Harbor, WA Micropolitan Statistical Area	35,843	-34	173	0	139	162	301	0.8%
Gainer	Naval Station Mayport	Jacksonville, FL Metropolitan Statistical Area	727,765	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.0%
		Net Economic Impact for This Recommendation:		-465	-1,192	0	-1,657	-1,490	-3,147	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($1,528.16)	1	$298.10	19	Immediate	($4,724.20)	1

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

166 Ind - 26 Naval Shipyard Detachments

Description: Realign Puget Sound Naval Shipyard Detachment Boston, MA, by relocating the ship repair function to Puget Sound Naval Shipyard, WA.

Realign Naval Station Annapolis, MD, by relocating the Norfolk Naval Shipyard Detachment, Naval Sea Systems Command Plant Equipment Support Office ship repair function to Norfolk Naval Shipyard, VA.

Realign the Navy Philadelphia Business Center, PA, by relocating the Norfolk Naval Shipyard Detachment, Naval Sea Systems Command Shipbuilding Support Office ship repair function to Norfolk Naval Shipyard, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Shipyard Puget Sound-Boston Detachment	Boston-Quincy, MA Metropolitan Division	1,343,997	0	-108	0	-108	-105	-213	0.0%
Realign	Naval Station Annapolis	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	0	-13	0	-13	-12	-25	0.0%
Realign	Navy Philadelphia Business Center	Philadelphia, PA Metropolitan Division	2,273,372	0	-63	0	-63	-51	-114	0.0%
Gainer	Naval Shipyard Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	73	0	73	101	174	0.0%
Gainer	Naval Station Bremerton	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	103	0	103	108	211	0.2%
IND-0095R		Net Economic Impact for This Recommendation:		0	-8	0	-8	41	33	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$0.95	82	$12.50	139	4	($20.70)	127

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

167 Int - 3 Defense intelligence Agency

Description: Realign Defense Intelligence Analysis Center, Bolling Air Force Base, DC, by relocating select Defense Intelligence Agency intelligence analysis functions to a new facility at Rivanna Station, VA. Realign Crystal Park 5, a leased facility in Arlington, VA, by relocating the Defense Intelligence Agency analysis function to the Defense Intelligence Analysis Center, Bolling Air Force Base, DC.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign Bolling Air Force Base		Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	0	0	0	0	0	
Realign CRYSTAL CITY LEASE, VA				0	0	0	0	0	0	
INT-0003		Net Economic Impact for This Recommendation:		0	0	0	0	0	0	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$48.78	151	$96.70	57	8	($52.80)	101

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

168 Int - 4 National Geospatial Intelligence Agency

Description: Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office facility, Westfields, VA, by relocating all NGA functions to a new facility at the Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure Leased Space - DC				0	0	0	0	0	0	
Closure Leased Space - MD				-97	-1,770	-1,233	-3,100	-2,219	-5,319	
Closure Leased Space - VA				0	0	0	0	0	0	
Gainer Fort Belvoir				0	0	0	0	0	0	
INT-0004		Net Economic Impact for This Recommendation:		-97	-1,770	-1,233	-3,100	-2,219	-5,319	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$796.70	188	$1,117.30	2	8	($535.10)	31

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

169 Med - 4 Walter Reed National Military Medical Center, Bethesda, MD

Description: Realign Walter Reed Army Medical Center, Washington, DC, as follows: relocate all tertiary (sub-specialty and complex care) medical services to National Naval Medical Center, Bethesda, MD, establishing it as the Walter Reed National Military Medical Center Bethesda, MD; relocate Legal Medicine to the new Walter Reed National Military Medical Center Bethesda, MD; relocate sufficient personnel to the new Walter Reed National Military Medical Center Bethesda, MD, to establish a Program Management Office that will coordinate pathology results, contract administration, and quality assurance and control of DoD second opinion consults worldwide; relocate all non-tertiary (primary and specialty) patient care functions to a new community hospital at Ft Belvoir, VA; relocate the Office of the Secretary of Defense supporting unit to Fort Belvoir, VA; disestablish all elements of the Armed Forces Institute of Pathology except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover Air Force Base, DE; relocate enlisted histology technician training to Fort Sam Houston, TX; relocate the Combat Casualty Care Research sub-function (with the exception of those organizational elements performing neuroprotection research) of the Walter Reed Army Institute of Research (Forest Glen Annex) and the Combat Casualty Care Research sub-function of the Naval Medical Research Center (Forest Glen Annex) to the Army Institute of Surgical Research, Fort Sam Houston, TX; relocate Medical Biological Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) to Fort Detrick, MD, and consolidate it with US Army Medical Research Institute of Infectious Diseases; relocate Medical Chemical Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) to Aberdeen Proving Ground, MD, and consolidate it with the US Army Medical Research Institute of Chemical Defense; and close the main post.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Undistributed or Overseas Reductions	To be determined	167,033,500	13	47	0	60	0	60	0.0%
Realign	Walter Reed Army Medical Center	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-2,679	-2,388	-750	-5,817	-3,980	-9,797	-0.4%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	12	13	44	69	59	128	0.0%
Gainer	Dover Air Force Base	Dover, DE Metropolitan Statistical Area	74,718	112	128	0	240	244	484	0.6%
Gainer	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	1,258	992	0	2,250	1,538	3,788	0.1%
Gainer	Fort Detrick	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	63	17	88	168	127	295	0.0%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	96	51	63	210	187	397	0.0%
Gainer	National Naval Medical Center Bethesda	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	839	109	0	948	689	1,637	0.2%
MED-0002R		**Net Economic Impact for This Recommendation:**		-286	-1,031	-555	-1,872	-1,136	-3,008	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$724.20	187	$988.80	4	10	($301.20)	47

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

170 Med - 6 Brooks City Base, TX

Description: Close Brooks City Base, San Antonio, TX. Relocate the Air Force Audit Agency and 341st Recruiting Squadron to Randolph AFB. Relocate the United States Air Force School of Aerospace Medicine, the Air Force Institute of Occupational Health, the Naval Health Research Center Electro-Magnetic Energy Detachment, the Human Systems Development and Acquisition function, and the Human Effectiveness Directorate of the Air Force Research Laboratory to Wright Patterson Air Force Base, OH. Consolidate the Human Effectiveness Directorate with the Air Force Research Laboratory, Human Effectiveness Directorate at Wright Patterson Air Force Base, OH. Relocate the Air Force Center for Environmental Excellence, the Air Force Medical Support Agency, Air Force Medical Operations Agency, Air Force Element Medical Defense Agency, Air Force Element Medical-DoD, Air Force-Wide Support Element, 710th Information Operations Flight and the 68th Information Operations Squadron to Lackland Air Force Base, TX. Relocate the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX. Relocate the Non-Medical Chemical Biological Defense Development and Acquisition to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD. Disestablish any remaining organizations.

Realign Holloman AFB by disestablishing the high-onset gravitational force centrifuge and relocating the physiological training unit (49 ADOS/SGGT) to Wright-Patterson AFB.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Brooks City-Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-1,297	-1,268	-358	-2,923	-2,799	-5,722	-0.6%
Realign	Holloman Air Force Base	Alamogordo, NM Micropolitan Statistical Area	27,515	-17	0	0	-17	-11	-28	-0.1%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	35	26	27	88	73	161	0.0%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	10	17	13	40	37	77	0.0%
Gainer	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	220	361	127	708	690	1,398	0.1%
Gainer	Randolph Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	1	77	0	78	86	164	0.0%
Gainer	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	579	409	69	1,057	852	1,909	0.4%
MED-0057R		Net Economic Impact for This Recommendation:		-469	-378	-122	-969	-1,072	-2,041	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$45.93	147	$325.30	17	2	($940.70)	17

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

171 Med - 9 McChord Air Force Base, WA

Description: Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	McChord Air Force Base	Tacoma, WA Metropolitan Division	339,431	-156	-29	-7	-192	-153	-345	-0.1%
Gainer	Fort Lewis	Tacoma, WA Metropolitan Division	339,431	124	13	0	137	106	243	0.1%
MED-0022		Net Economic Impact for This Recommendation:		-32	-16	-7	-55	-47	-102	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($55.12)	33	$1.10	186	Immediate	($164.40)	65

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

172 Med - 10 San Antonio Regional Medical Center, TX

Description: Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

Realign Naval Air Station Great Lakes, IL, Sheppard Air Force Base, TX, Naval Medical Center Portsmouth, Naval Medical Center San Diego, CA, by relocating basic and specialty enlisted medical training to Fort Sam Houston, TX.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-1,849	-808	-243	-2,900	-2,655	-5,555	-0.6%
Realign	Naval Medical Center Portsmouth	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-463	-25	-1	-489	-522	-1,011	-0.1%
Realign	Naval Medical Center San Diego	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-1,596	-33	-1	-1,630	-1,469	-3,099	-0.2%
Realign	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	-1,868	-58	0	-1,926	-2,445	-4,371	-0.9%
Realign	Sheppard Air Force Base	Wichita Falls, TX Metropolitan Statistical Area	93,033	-2,224	-154	0	-2,378	-1,583	-3,961	-4.3%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	7,428	534	0	7,962	6,839	14,801	1.5%
MED-0016R		Net Economic Impact for This Recommendation:		-572	-544	-245	-1,361	-1,835	-3,196	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$826.72	189	$1,040.90	3	10	($476.20)	33

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

173 Med - 12 Convert Inpatient Services to Clinics

Description: Realign Marine Corps Air Station Cherry Point, NC by disestablishing the inpatient mission at Naval Hospital Cherry Point; converting the hospital to a clinic with an ambulatory surgery center.
Realign Fort Eustis, VA, by disestablishing the inpatient mission at the Fort Eustis Medical Facility; converting the hospital to a clinic with an ambulatory surgery center.
Realign the United States Air Force Academy, CO, by relocating the inpatient mission of the 10th Medical Group to Fort Carson Medical Facility, CO; converting the 10th Medical Group into a clinic with an ambulatory surgery center.
Realign Andrews Air Force Base, MD, by disestablishing the inpatient mission at the 89th Medical Group; converting the hospital to a clinic with an ambulatory surgery center.
Realign MacDill Air Force Base, FL, by disestablishing the inpatient mission at the 6th Medical Group; converting the hospital to a clinic with an ambulatory surgery center.
Realign Keesler Air Force Base, MS, by disestablishing the inpatient mission at the 81st Medical Group; converting the medical center to a clinic with an ambulatory surgery center.
Realign Scott Air Force Base, IL, by disestablishing the inpatient mission at the 375th Medical Group; converting the hospital to a clinic with an ambulatory surgery center.
Realign Naval Station Great Lakes, IL, by disestablishing the inpatient mission at Naval Medical Department; converting the hospital to a clinic with an ambulatory surgery center.
Realign Fort Knox, KY, by disestablishing the inpatient mission at Fort Knox's Medical Facility; converting the hospital to a clinic with an ambulatory surgery center.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Andrews Air Force Base	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-126	-34	0	-160	-103	-263	0.0%
Realign	Fort Eustis	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-10	-24	0	-34	-43	-77	0.0%
Realign	Fort Knox	Elizabethtown, KY Metropolitan Statistical Area	65,926	-34	-51	-142	-227	-146	-373	-0.6%
Realign	Keesler Air Force Base	Gulfport-Biloxi, MS Metropolitan Statistical Area	151,445	-181	-31	-190	-402	-247	-649	-0.4%
Realign	MacDill Air Force Base	Tampa-St. Petersburg-Clearwater, FL Metropolitan Stat	1,485,074	-18	-1	0	-19	-16	-35	0.0%
Realign	Marine Corps Air Station Cherry Point	New Bern, NC Micropolitan Statistical Area	66,366	-16	-22	-20	-58	-42	-100	-0.2%
Realign	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	-70	-45	0	-115	-175	-290	-0.1%
Realign	Scott Air Force Base	St. Louis, MO-IL Metropolitan Statistical Area	1,668,793	-62	-15	0	-77	-66	-143	0.0%
Realign	United States Air Force Academy	Colorado Springs, CO Metropolitan Statistical Area	349,783	-30	-9	-1	-40	-31	-71	0.0%
Gainer	Fort Carson	Colorado Springs, CO Metropolitan Statistical Area	349,783	26	7	0	33	26	59	0.0%
MED-0054 R		Net Economic Impact for This Recommendation:		-521	-225	-353	-1,099	-843	-1,942	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($250.88)	14	$12.90	138	Immediate	($818.10)	22

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

174 Med - 15 Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions

Description: Realign Building 42, 8901 Wisconsin Ave, Bethesda, MD, by relocating the Combat Casualty Care Research sub-function of the Naval Medical Research Center to the Army Institute of Surgical Research, Fort Sam Houston, TX.
Realign Naval Station Great Lakes, IL, by relocating the Army Dental Research Detachment, the Air Force Dental Investigative Service, and the Naval Institute for Dental and Biomedical Research to the Army Institute of Surgical Research, Fort Sam Houston, TX.
Realign 13 Taft Court and 1600 E. Gude Drive, Rockville, MD, by relocating the Walter Reed Army Institute of Research, Division of Retrovirology to the Walter Reed Army Institute of Research, Walter Reed Army Medical Center – Forest Glen Annex, MD, establishing it as a Center of Excellence for Infectious Disease.
Realign Naval Air Station Pensacola, FL, by relocating the Naval Aeromedical Research Laboratory to Wright-Patterson AFB, OH.
Realign 12300 Washington Ave, Rockville, MD, by relocating the Medical Biological Defense Research sub-function to the U. S. Army Medical Research Institute of Infectious Diseases, Ft. Detrick, MD.
Realign Potomac Annex-Washington, DC, by relocating Naval Bureau of M[illegible] [illegible] planning, investment portfolio management and program and regulatory oversight [illegible] and Technology programs and FDA-regulated medical product development within the biomedical RDA function to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD.
Realign 64 Thomas Jefferson Drive, Frederick, MD, by relocating the Joint Program Executive Office for Chemical Biological Defense, Joint Project Manager for Chemical Biological Medical Systems headquarters-level planning, investment portfolio management and program and regulatory oversight of DoD Biomedical Science and Technology programs and FDA-regulated medical product development within the RDA function to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD.
Realign Fort Belvoir, VA, by relocating the Chemical Biological Defense Research component of the Defense Threat Reduction Agency to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	BAILEY'S CROSSROADS, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-9	-36	-44	-89	-61	-150	0.0%
Realign	Bethesda/Chevy Chase	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	-5	-2	0	-7	-3	-10	0.0%
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-9	-47	-11	-67	-47	-114	0.0%
Realign	Leased Space - MD	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	-16	-35	0	-51	-37	-88	0.0%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	-22	-12	-6	-40	-53	-93	0.0%
Realign	Naval Station Great Lakes	Lake County-Kenosha County, IL-WI Metropolitan Div	498,103	-67	-21	-11	-99	-149	-248	0.0%
Realign	Naval Support Activity Crane	Martin County, IN	8,525	0	-57	-11	-68	-30	-98	-1.1%
Realign	Naval Surface Warfare Center Dahlgren	King George County, VA	14,171	0	-131	-17	-148	-172	-320	-2.3%
Realign	Potomac Annex	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-4	-5	-3	-12	-6	-18	0.0%
Realign	Tyndall Air Force Base	Panama City-Lynn Haven, FL Metropolitan Statistical	86,688	-15	-19	0	-34	-34	-68	-0.1%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	33	256	83	372	343	715	0.0%
Gainer	Fort Detrick	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	13	26	-132	-93	285	-112	0.0%
Gainer	Fort Sam Houston	San Antonio, TX Metropolitan Statistical Area	1,009,217	61	20	16	97	85	182	0.0%
Gainer	Walter Reed Army Medical Center	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	11	15	128	154	101	255	0.0%
Gainer	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	22	11	6	39	30	69	0.0%
MED-0028R		Net Economic Impact for This Recommendation:		-7	-37	-2	-46	252	-98	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$45.93	146	$73.90	70	7	($46.00)	107

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

175 S&S - 5 Commodity Management Privatization

Description: Realign Detroit Arsenal, MI, by relocating the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH, and disestablishing all other supply functions for tires.
Realign Hill Air Force Base, UT, as follows: relocate the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH; disestablish all other supply functions for tires; and disestablish the storage, and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.
Realign Naval Support Activity, Mechanicsburg, PA, by relocating the supply contracting function for packaged petroleum, oils, and lubricants to the Inventory Control Point at Defense Supply Center, Richmond, VA, and disestablishing all other supply functions for packaged petroleum, oils, and lubricants.
Realign Defense Supply Center, Richmond, VA by disestablishing storage and distribution functions for tires, and the supply, storage, and distribution functions for packaged petroleum, oils, and lubricants, and compressed gases. Retain the supply contracting function for packaged petroleum, oils, and lubricants, and compressed gases.
Realign Defense Supply Center Columbus, OH, Tobyhanna Army Depot, PA, Defense Distribution Depot Susquehanna, PA, [illegible] Station Cherry Point, NC, Marine Corps [illegible] Anniston Army Depot, AL, Naval Air Station Jacksonville, FL, Tinker Air Force Base, OK, Corpus Christi Army Depot, TX, Naval Station Bremerton, WA, Naval Station San Diego, CA, Defense Distribution Depot Barstow, CA, Defense Distribution Depot San Joaquin, CA, and Naval Station Pearl Harbor, HI, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
	Hill Air Force Base			0	4	0	0	0		
Realign	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	-1	0	-1	0	-1	0.0%
Realign	Defense Distribution Depot San Joaquin	Stockton, CA Metropolitan Statistical Area	269,709	0	-31	0	-31	-20	-51	0.0%
Realign	Defense Distribution Depot Susquehanna	Harrisburg-Carlisle, PA Metropolitan Statistical Area	384,888	0	-15	0	-15	-13	-28	0.0%
Realign	Defense Supply Center Richmond	Richmond, VA Metropolitan Statistical Area	715,302	0	-32	0	-32	-24	-56	0.0%
Realign	Detroit Arsenal	Detroit-Livonia-Dearborn, MI Metropolitan Division	994,108	0	-30	0	-30	-18	-48	0.0%
Realign	Naval Station Bremerton	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	-1	0	-1	-1	-2	0.0%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	-7	0	-7	-9	-16	0.0%
Realign	Naval Station Pearl Harbor	Honolulu, HI Metropolitan Statistical Area	573,389	0	-1	0	-1	-1	-2	0.0%
Realign	Naval Support Activity Mechanicsburg	Harrisburg-Carlisle, PA Metropolitan Statistical Area	384,888	0	-1	0	-1	0	-1	0.0%
Realign	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	0	-1	0	-1	-1	-2	0.0%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	0	4	0	4	3	7	0.0%
S&S-0043R		**Net Economic Impact for This Recommendation:**		0	-112	0	-116	-84	-200	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($333.75)	10	$6.40	161	Immediate	($735.90)	24

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

176 S&S - 7 Depot level Reparable Procurement Management Consolidation

Description: Realign Lackland Air Force Base, TX, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Reparables to Robins Air Force Base, GA, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; relocate the remaining integrated materiel management, user, and related support functions to Robins Air Force Base, GA.

Realign Soldier Systems Center, Natick, MA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Philadelphia, PA, and reestablishing them as Defense Logistics Agency

Inventory Control Point functions and by disestablishing the procurement management and related support functions for Depot Level [illegible] Defense Supply Center Philadelphia, PA, Inventory Control Point functions

[illegible] by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Reparables and designating them as Defense Supply Center Columbus, OH, Inventory Control Point functions.

Realign Rock Island Arsenal, IL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Reparables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.

Realign Ft. Huachuca, AZ, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and designate them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Reparables to Aberdeen Proving Ground, MD, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD.

Realign Naval Support Activity Mechanicsburg, PA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Nuclear Propulsion Support, Level 1/Subsafe and Deep Submergence System Program (DSSP) Management, Strategic Weapon Systems Management, Design Unstable/Preproduction Test, Special Waivers, Major End Items and Fabricated or Reclaimed items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Reparables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Reparables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Marine Corps Base, Albany, GA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for any residual Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Reparables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Reparables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Naval Support Activity Philadelphia, PA, Tinker Air Force Base, OK, Hill Air Force Base, UT, and Robins Air Force Base, GA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Design Unstable/Preproduction Test, Special Waivers and Major End Items to Defense Supply Center Richmond, VA, and reestablishing them as Defense

Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Reparables and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

Realign Redstone Arsenal, AL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Aviation Consumable Items to Defense Supply Center Richmond, VA, and reestablish them as Defense Logistics Agency Aviation Inventory Control Point functions; disestablish the procurement management and related support functions for Aviation Depot Level Reparables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory Control Point functions; relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Missile Consumable Items to Defense Supply Center Columbus, OH; reestablish them as Defense Logistics Agency Missile Inventory Control Point functions; disestablish the procurement management and related support functions for Missile Depot Level Reparables and designate them as Defense Supply Center Columbus, OH, Missile Inventory Control Point functions; and realign a portion of the remaining integrated materiel management, user, and related support functions necessary to oversee the Inventory Control Point

activities at Aberdeen Proving Ground, MD, Detroit Arsenal, MI, Soldier System Center, Natick, MA, and Redstone Arsenal, AL, to Headquarters Army Materiel Command (AMC).
Realign Wright-Patterson Air Force Base, OH, by relocating the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Reparables to the Defense Logistics Agency, Fort Belvoir, VA.
Realign Fort Belvoir, VA, by assigning the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Reparables to the Defense Logistics Agency, Fort Belvoir, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Huachuca	Sierra Vista-Douglas, AZ MSA	[illegible]	[illegible]	-212	0	-212	-158	-370	-0.7%
Realign	Hill Air Force Base	Ogden-Clearfield, UT Metropolitan Statistical Area	239,699	0	-47	0	-47	-45	-92	0.0%
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-97	-196	0	-293	-301	-594	-0.1%
Realign	Marine Corps Logistics Base Albany	Albany, GA Metropolitan Statistical Area	79,160	0	-7	0	-7	-5	-12	0.0%
Realign	Natick Soldier Systems Center	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	0	-18	0	-18	-12	-30	0.0%
Realign	Naval Support Activity Mechanicsburg	Harrisburg-Carlisle, PA Metropolitan Statistical Area	384,888	0	-10	0	-10	-9	-19	0.0%
Realign	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	0	-71	0	-71	-54	-125	-0.1%
Realign	Rock Island Arsenal	Davenport-Moline-Rock Island, IA-IL Metropolitan Sta	229,053	0	-740	0	-740	-647	-1,387	-0.6%
Realign	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	0	-38	0	-38	-48	-86	0.0%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	0	228	0	228	218	446	0.0%
Gainer	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	0	152	0	152	124	276	0.0%
Gainer	Defense Supply Center Richmond	Richmond, VA Metropolitan Statistical Area	715,302	0	85	0	85	65	150	0.0%
Gainer	Detroit Arsenal	Detroit-Livonia-Dearborn, MI Metropolitan Division	994,108	0	600	0	600	377	977	0.1%
Gainer	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	7	0	7	5	12	0.0%
Gainer	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	87	143	0	230	150	380	0.6%
S&S-0035R		Net Economic Impact for This Recommendation:		-10	-124	0	-134	-340	-474	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($369.79)	8	$127.00	45	Immediate	($1,889.60)	9

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

177 S&S - 13 Supply, Storage, and Distribution Management Reconfiguration

Description: Realign Defense Supply Center Columbus, OH, by disestablishing the Defense Distribution Depot Columbus, OH. Relocate the storage and distribution functions and associated inventories to the Defense Distribution Depot Susquehanna, PA, hereby designated the Susquehanna Strategic Distribution Platform.

Realign Tobyhanna Army Depot, PA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Tobyhanna, PA, with all other supply, storage, and distribution functions and inventories that exist at Tobyhanna Army Depot to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Tobyhanna Army Depot, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Naval Station Norfolk, VA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Norfolk, VA, with all other supply, storage, and distribution functions and inventories that exist at Norfolk Naval Base and at Norfolk Naval Shipyard to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Norfolk Naval Shipyard [illegible] and to serve as a wholesale Forward Distribution Point. Relocate all other [illegible] functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Defense Supply Center Richmond, VA, by relocating the storage and distribution functions and associated inventories of the Defense Distribution Depot Richmond, VA, to the Susquehanna Strategic Distribution Platform. Retain the minimum necessary storage and distribution functions and associated inventories at Defense Distribution Depot Richmond, VA, to serve as a wholesale Forward Distribution Point.

Realign Marine Corps Air Station, Cherry Point, NC by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Cherry Point, NC, with all other supply, storage, and distribution functions and inventories that exist at Naval Aviation Depot Cherry Point, NC, to support depot operations, maintenance and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Air Depot Cherry Point, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Warner Robins, GA, hereby designated the Warner Robins Strategic Distribution Platform.

Realign Robins Air Force Base, GA, by consolidating the supply, storage, and distribution functions and associated inventories supporting depot operations, maintenance, and production at the Warner Robins Air Logistics Center with the supply, storage, and distribution functions at the Warner Robins Strategic Distribution Platform.

Realign Marine Corps Logistics Base, Albany, GA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Albany, GA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center Albany, GA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Maintenance Center Albany, GA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Naval Air Station Jacksonville, FL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Jacksonville, FL, with all other supply, storage, and distribution functions and inventories that exist at the Naval Aviation Depot, Jacksonville, FL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Naval Aviation Depot, Jacksonville, FL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Anniston Army Depot, AL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Anniston, AL, with all other supply, storage, and distribution functions and inventories that exist at Anniston Army Depot, AL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Anniston Army Depot, AL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Corpus Christi Army Depot, TX, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Corpus Christi, TX, with all other supply, storage, and distribution functions and inventories that exist at Corpus Christi Army Depot, TX, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Corpus Christi Army Depot, TX, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Oklahoma City, hereby designated the Oklahoma City Strategic Distribution Platform.

Realign Tinker AFB, OK, by consolidating the supply, storage, and distribution functions and associated inventories supporting depot operations, maintenance, and production at the Air Logistics Center, Oklahoma City, OK, with the supply, storage, and distribution functions and inventories at the Oklahoma City Strategic Distribution Platform.

Realign Hill AFB, UT, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Hill, UT, with all other supply, storage, and distribution functions and inventories that exist at the Ogden Air Logistics Center, UT, to support depot operations, maintenance, and production. Retain the necessary supply, storage, and distribution functions and inventories required to support the Ogden Air Logistics Center, UT, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot, San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.

Realign Naval Station Bremerton, WA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Puget Sound, WA, with all other supply, storage and distribution functions and inventories that exist at Puget Sound Naval Shipyard, WA, to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Puget Sound Naval Shipyard, WA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Naval Station, San Diego, CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, San Diego, CA, with all other supply, storage and distribution functions and inventories that exist at Naval Aviation Depot, North Island, CA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Aviation Depot, North Island, CA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Marine Corps Logistics Base, Barstow, CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Barstow CA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center Barstow, CA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories at Defense Distribution Depot Barstow, CA, that are required to support the Maintenance Center Barstow, CA, and to

DoD's Recommendations: ·Year Comparison Details

serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Anniston Army Depot	Anniston-Oxford, AL Metropolitan Statistical Area	60,648	0	-90	0	-90	-66	-156	-0.3%
Realign	Corpus Christi Army Depot	Corpus Christi, TX Metropolitan Statistical Area	221,376	0	-92	0	-92	-132	-224	-0.1%
Realign	Defense Supply Center Columbus	Columbus, OH Metropolitan Statistical Area	1,122,033	-2	-19	0	-21	-15	-36	0.0%
Realign	Defense Supply Center Richmond	Richmond, VA Metropolitan Statistical Area	715,302	0	-47	0	-47	-36	-83	0.0%
Realign	Hill Air Force Base	Ogden-Clearfield, UT Metropolitan Statistical Area	239,699	-1	-63	0	-64	-61	-125	-0.1%
Realign	Marine Corps Air Station Cherry Point	New Bern, NC Metropolitan Statistical Area	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Realign	Marine Corps Logistics Base Albany	Albany, GA Metropolitan Statistical Area	79,160	-2	-38	0	-40	-30	-70	-0.1%
Realign	Marine Corps Logistics Base Barstow	Riverside-San Bernardino-Ontario, CA Metropolitan St	1,479,524	-3	-7	0	-10	-9	-19	0.0%
Realign	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	0	-29	0	-29	-40	-69	0.0%
Realign	Naval Station Bremerton	Bremerton-Silverdale, WA Metropolitan Statistical Are	119,170	0	-59	0	-59	-62	-121	-0.1%
Realign	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1	-306	0	-307	-426	-733	-0.1%
Realign	Naval Station San Diego	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-1	-2	0	-3	-2	-5	0.0%
Realign	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	0	-9	785	776	464	1,240	1.9%
Realign	Tobyhanna Army Depot	Scranton--Wilkes-Barre, PA Metropolitan Statistical Ar	306,854	-1	-85	0	-86	-59	-145	0.0%
Gainer	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	0	33	0	33	41	74	0.0%
S&S-0051R		Net Economic Impact for This Recommendation:		-11	-823	785	-49	-441	-490	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($1,047.33)	2	$192.70	28	Immediate	($2,925.80)	2

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DCN:11695

178 Tech - 5 Co-locate Extramural Research Program Managers

Description: Close the Office of Naval Research facility, Arlington, VA; the Air Force Office of Scientific Research facility, Arlington, VA; the Army Research Office facilities, Durham, NC, and Arlington, VA; and the Defense Advanced Research Project Agency facility, Arlington, VA. Relocate all functions to the National Naval Medical Center, Bethesda, MD. Realign Fort Belvoir, VA, by relocating the Army Research Office to the National Naval Medical Center, Bethesda, MD. Realign the Defense Threat Reduction Agency Telegraph Road facility, Alexandria, VA, by relocating the Extramural Research Program Management function (except conventional armaments and chemical biological defense research) to the National Naval Medical Center, Bethesda, MD.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Army Research Office, Durham	Durham, NC Metropolitan Statistical Area	319,576	-1	-113	0	[illegible]	[illegible]	[illegible]	[illegible]
Realign	BALSTON LEASE, VA	[illegible]	2,771,791	0	-1	0	-1	0	-1	0.0%
Realign	BALSTON LEASE, VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-23	-110	0	-133	-97	-230	0.0%
Realign	Center for Naval Research	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-25	-313	0	-338	-252	-590	0.0%
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-76	-132	0	-208	-147	-355	0.0%
Realign	Leased Space - VA	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-18	-182	0	-200	-148	-348	0.0%
Gainer	National Naval Medical Center Bethesda	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	143	827	-29	941	839	1,780	0.2%
TECH-0040R		Net Economic Impact for This Recommendation:		0	-24	-29	-53	129	76	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($107.12)	20	$153.50	38	2	($572.70)	29

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

179 Tech - 6 Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation

Description: Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Research and Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Eglin Air Force Base	Fort Walton Beach-Crestview-Destin, FL Metropolitan	120,139	-28	-50	0	-78	-61	-139	-0.1%
Realign	Lackland Air Force Base	San Antonio, TX Metropolitan Statistical Area	1,009,217	-12	-42	0	-54	-57	-111	0.0%
Realign	Maxwell Air Force Base	Montgomery, AL Metropolitan Statistical Area	207,595	-724	-549	0	-1,273	-914	-2,187	-1.1%
Realign	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	-62	-542	0	-604	-506	-1,110	-0.2%
Gainer	Edwards Air Force Base	Bakersfield, CA Metropolitan Statistical Area	325,440	23	42	0	65	74	139	0.0%
Gainer	Hanscom Air Force Base	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	559	824	0	1,383	841	2,224	0.2%
TECH-0042CR		Net Economic Impact for This Recommendation:		-244	-317	0	-561	-623	-1,184	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$115.25	173	$254.40	21	8	($238.00)	52

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

180 Tech - 7 Consolidate Ground Vehicle Development & Acquisition in a Joint Center

Description: Realign Redstone Arsenal, Huntsville, AL, by relocating the joint robotics program development and acquisition activities to Detroit Arsenal, Warren, MI, and consolidating them with the Program Executive Office Ground Combat Systems, Program Executive Office Combat Support and Combat Service Support and Tank Automotive Research Development Engineering Center. Realign the USMC Direct Reporting Program Manager Advanced Amphibious Assault (DRPM AAA) facilities in Woodbridge, VA, by relocating the Ground Forces initiative D&A activities to Detroit Arsenal, Warren, MI.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	-4	-73	0	[illegible]	[illegible]	[illegible]	[illegible]
Realign	U.S. Marine Corps Direct Reporting Program Manager Advanced Amphibious Assault	[illegible] DC-VA-MD-WV M	2,771,791	0	-32	0	-32	-24	-56	0.0%
Gainer	Detroit Arsenal	Detroit-Livonia-Dearborn, MI Metropolitan Division	994,108	3	103	0	106	64	170	0.0%
TECH-0013		Net Economic Impact for This Recommendation:		-1	-2	0	-3	-17	-20	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$1.90	86	$3.80	169	2	($17.10)	134

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

181 Tech - 9 Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation

Description: Realign Washington Navy Yard, DC, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Washington Navy Yard and assign functions to the new Space Warfare Systems Command Atlantic Naval Amphibious Base, Little Creek, VA.
Realign Naval Station, Norfolk, VA, by disestablishing the Space Warfare Systems Center Norfolk, VA, and the Space Warfare Systems Center Charleston, SC, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic Naval Amphibious Base, Little Creek, VA.
Realign Naval Weapons Station Charleston, SC, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Station Newport, RI; and relocate the Command Structure of the Space Warfare Center to Naval Amphibious Base, Little Creek, VA, and consolidate it with billets from Space Warfare Systems Command San Diego to create the Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.
The remaining Maritime Information Systems Research, Development & Acquisition, and Test & Evaluation functions at Naval Weapons Station [illegible] Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.
[illegible] County, CA, Naval Surface Warfare Center Division, Dahlgren, VA, and Naval Station Newport, RI, by relocating Maritime Information Systems Research, Development & Acquisition, and Test & Evaluation to Naval Submarine Base Point Loma, San Diego, CA, and consolidating with the Space Warfare Center to create the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA.
Realign Naval Submarine Base Point Loma, San Diego, CA, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Station Newport, RI; disestablish Space Warfare Systems Center Norfolk, VA, detachment San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; disestablish Naval Center for Tactical Systems Interoperability, San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; and disestablish Space Warfare Systems Command San Diego, CA, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek , VA.
Realign Naval Air Station Patuxent River, MD, by relocating Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Naval Air Warfare Center, Aircraft Division to Naval Station Newport, RI.
Realign Naval Air Station Jacksonville, FL, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Jacksonville, FL.
Realign Naval Air Station Pensacola, FL, by relocating the Space Warfare Systems Center Charleston, SC, detachment Pensacola, FL, to Naval Weapons Station Charleston, SC. Realign Naval Weapons Station Yorktown, VA, by relocating the Space Warfare Systems Center Charleston, SC, detachment Yorktown, VA, to Naval Station Norfolk, VA, and consolidating it into the new Space Warfare Systems Command Atlantic detachment, Naval Station Norfolk, VA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Jacksonville	Jacksonville, FL Metropolitan Statistical Area	727,765	0	-34	0	-34	-47	-81	0.0%
Realign	Naval Air Station Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	-2	-32	0	-34	-43	-77	-0.1%
Realign	Naval Air Station Pensacola	Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical	210,512	0	-102	0	-102	-176	-278	-0.1%
Realign	Naval Base Ventura County	Oxnard-Thousand Oaks-Ventura, CA Metropolitan Stat	420,712	-1	-102	-24	-127	-158	-285	-0.1%
Realign	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-172	0	-172	-130	-302	0.0%
Realign	Naval Weapons Station Charleston	Charleston-North Charleston, SC Metropolitan Statistic	331,580	-1	-27	-380	-408	-636	-1,044	-0.3%
Realign	Naval Weapons Station Yorktown	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	-130	0	-130	-180	-310	0.0%
Gainer	Naval Amphibious Base Little Creek	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	10	27	0	37	47	84	0.0%
Gainer	Naval Base Point Loma	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	-11	26	-59	-44	-44	-88	0.0%
Gainer	Naval Station Newport	Providence-New Bedford-Fall River, RI-MA Metropolit	864,734	2	12	-16	-2	-3	-5	0.0%
Gainer	Naval Station Norfolk	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-1	7	0	6	8	14	0.0%
Gainer	Naval Surface Warfare Center Dahlgren	King George County, VA	14,171	0	13	144	157	102	259	1.8%
TECH-0042A R		**Net Economic Impact for This Recommendation:**		-4	-514	-335	-853	-1,260	-2,113	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($88.56)	25	$106.10	52	1	($455.10)	34

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

182 Tech - 12 Consolidate Navy Strategic Test and Evaluation

Description: Realign Patrick Air Force Base, Cape Canaveral, FL, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic, Kings Bay, GA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Patrick Air Force Base	Palm Bay-Melbourne-Titusville, FL Metropolitan Statis	247,994	-136	-59	0	-195	-165	-360	-0.1%
Gainer	Submarine Base Kings Bay	St. Marys, GA Micropolitan Statistical Area	23,025	100	22	0	122	59	181	0.8%
TECH-0018E		Net Economic Impact for This Recommendation:		-36	-37	0	[illegible]	[illegible]	[illegible]	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$76.69	158	$86.40	62	7	($61.40)	96

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

183 Tech - 13 Consolidate Sea Vehicle Development & Acquisition

Description: Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command, Washington Navy Yard, DC.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Detroit Arsenal	Detroit-Livonia-Dearborn, MI Metropolitan Division	994,108	-4	-31	0	-35	-19	-54	0.0%
Gainer	Naval District Washington	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	4	24	0	28	20	48	0.0%
Gainer	Naval Surface Weapons Station Carderock	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	0	6	0	6	5	11	0.0%
TECH-0031		Net Economic Impact for This Recommendation:		0	-1	0	-1	6	5	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$0.14	79	$1.50	184	7	($2.00)	161

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DCN:11695

DoD's Recommendations: -Year Comparison Details

184 Tech - 15 Create a Naval Integrated Weapons & Armaments Research, Development & Acqusition, Test and Evaluation Cente

Description: Realign Naval Surface Warfare Center Crane, IN, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except gun/ammo, combat system security, and energetic materials to Naval Air Weapons Station China Lake, CA.
Realign Naval Surface Warfare Center Indian Head, MD, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except gun/ammo, underwater weapons, and energetic materials, to Naval Air Weapons Station China Lake, CA.
Realign Naval Air Station Patuxent River, MD, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except the Program Executive Office and Program Management Offices in Naval Air Systems Command, to Naval Air Weapons Station China Lake, CA.
Realign Naval Base Ventura County, Point Mugu, CA, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation to Naval Air Weapons Station China Lake, CA.
Realign Naval Weapons Station Seal Beach, CA, by relocating all Weapons and Armaments Research, Development & [illegible] except underwater weapons and energetic materials [illegible] China Lake, CA.
Realign Naval Surface Warfare Center, Yorktown, VA, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation to Naval Surface Warfare Center Indian Head, MD.
Realign Naval Base Ventura County, Port Hueneme, CA, by relocating all Weapons and Armaments Research, Development & Acquisition, and Test & Evaluation, except weapon system integration, to Naval Air Weapons Station China Lake, CA.
Realign Fleet Combat Training Center, CA (Port Hueneme Detachment, San Diego, CA), by relocating all Weapons and Armaments weapon system integration Research, Development & Acquisition, and Test & Evaluation to Naval Surface Warfare Center Dahlgren, VA.
Realign Naval Surface Warfare Center Dahlgren, VA, by relocating all Weapons & Armaments Research, Development & Acquisition, and Test & Evaluation, except guns/ammo and weapon systems integration to Naval Air Weapons Station China Lake, CA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Naval Air Station Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	0	-110	-148	-258	-285	-543	-1.0%
Realign	Naval Base Point Loma	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	-47	0	-47	-50	-97	0.0%
Realign	Naval Base Ventura County	Oxnard-Thousand Oaks-Ventura, CA Metropolitan Stat	420,712	-220	-1,679	-351	-2,250	-2,760	-5,010	-1.2%
Realign	Naval Support Activity Crane	Martin County, IN	8,525	0	-227	-31	-258	-117	-375	-4.4%
Realign	Naval Surface Warfare Center Dahlgren	King George County, VA	14,171	0	-133	-22	-155	-177	-332	-2.3%
Realign	Naval Surface Warfare Center Indian Head	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-52	0	-52	-39	-91	0.0%
Realign	Naval Weapons Station Seal Beach	Santa Ana-Anaheim-Irvine, CA Metropolitan Division	1,901,499	0	-24	-21	-45	-31	-76	0.0%
Realign	Naval Weapons Station Yorktown	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	0	-49	-12	-61	-81	-142	0.0%
Gainer	Naval Air Weapons Station China Lake	Bakersfield, CA Metropolitan Statistical Area	325,440	187	1,961	493	2,641	3,168	5,809	1.8%
TECH-0018DR		Net Economic Impact for This Recommendation:		-33	-360	-92	-485	-372	-857	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$148.66	174	$358.10	15	7	($433.40)	36

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: [illegible]-Year Comparison Details

185 Tech - 18 Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center

Description: Realign Hill Air Force Base, UT, by relocating Weapons and Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA, by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Belvoir	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	-24	-41	0	-65	-46	-111	**0.0%**
Realign	Hill Air Force Base	Ogden-Clearfield, UT Metropolitan Statistical Area	239,699	-7	-26	0	-33	-31	-64	**0.0%**
Gainer	Eglin Air Force Base	Fort Walton Beach-Crestview-Destin, FL Metropolitan [illegible]	[illegible]	[illegible]	[illegible]	0	83	65	148	**0.1%**
[illegible]	TECH-0018A	**Net Economic Impact for This Recommendation:**		-5	-10	0	-15	-12	-27	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
($4.87)	61	$2.70	174	2	($17.90)	130

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: -Year Comparison Details

186 Tech - 19 Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition

Description: Realign the Adelphi Laboratory Center, MD, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign Naval Surface Warfare Center Division Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign the Fallbrook, CA, detachment of Naval Surface Warfare Center Division Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign Naval Surface Warfare Center Division Dahlgren, VA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign the Louisville, KY, detachment of Naval Surface Warfare Center Division Port Hueneme, CA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign Naval Air Warfare Center Weapons Division China Lake, CA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign Naval Surface Warfare Center Division Indian Head, MD, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.
Realign Naval Surface Warfare Center Division Earle, NJ, by relocating weapon and armament packaging Research and Development & Acquisition

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Army Research Laboratory, Adelphi	Bethesda-Frederick-Gaithersburg, MD Metropolitan Di	727,010	0	-43	0	-43	-39	-82	0.0%
Realign	Naval Air Weapons Station China Lake	Bakersfield, CA Metropolitan Statistical Area	325,440	0	-5	0	-5	-6	-11	0.0%
Realign	Naval Support Activity Crane	Martin County, IN	8,525	0	-236	0	-236	-106	-342	-4.0%
Realign	Naval Surface Warfare Center Dahlgren	King George County, VA	14,171	0	-83	0	-83	-102	-185	-1.3%
Realign	Naval Surface Warfare Center Indian Head	Washington-Arlington-Alexandria, DC-VA-MD-WV M	2,771,791	0	-43	0	-43	-32	-75	0.0%
Realign	Naval Weapons Station Earle	Edison, NJ Metropolitan Division	1,220,335	0	-63	0	-63	-55	-118	0.0%
Realign	Naval Weapons Station Fallbrook	San Diego-Carlsbad-San Marcos, CA Metropolitan Stat	1,806,321	0	-118	0	-118	-126	-244	0.0%
Realign	Navy Recruiting Command Louisville	Louisville, KY-IN Metropolitan Statistical Area	728,101	-6	-217	0	-223	-165	-388	-0.1%
Gainer	Picatinny Arsenal	Newark-Union, NJ-PA Metropolitan Division	1,246,371	5	688	0	693	565	1,258	0.1%
TECH-0018B		Net Economic Impact for This Recommendation:		-1	-120	0	-121	-66	-187	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$81.24	161	$116.30	50	13	($32.60)	114

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

187 Tech - 22 Defense Research Service Led Laboratories

CN:11695

Description: Close the Air Force Research Laboratory, Mesa City, AZ. Relocate all functions to Wright Patterson Air Force Base, OH.
Realign Air Force Research Laboratory, Hanscom, MA, by relocating the Sensors Directorate to Wright Patterson Air Force Base, OH, and the Space Vehicles Directorate to Kirtland Air Force Base, NM.
Realign Rome Laboratory, NY, by relocating the Sensor Directorate to Wright Patterson Air Force Base, OH, and consolidating it with the Air Force Research Laboratory, Sensor Directorate at Wright Patterson Air Force Base, OH.
Realign Air Force Research Laboratory, Wright Patterson Air Force Base, OH, by relocating the Information Systems Directorate to Hanscom Air Force Base, MA.
Realign Army Research Laboratory Langley, VA, and Army Research Laboratory Glenn, OH, by relocating the Vehicle Technology Directorates to Aberdeen Proving Ground, MD.
Realign the Army Research Laboratory White Sands Missile Range, NM, by relocating all Army Research Laboratory activities except the minimum detachment required to maintain the Test and Evaluation functions at White Sands Missile Range, NM. Relocate Aberdeen Proving Ground, MD

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Closure	Air Force Research Lab, Mesa City	Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical	1,971,119	-42	-46	0	-88	-82	-170	0.0%
Realign	Glenn Research Center	Dayton, OH Metropolitan Statistical Area	512,393	0	-50	0	-50	-42	-92	0.0%
Realign	Hanscom Air Force Base	Cambridge-Newton-Framingham, MA Metropolitan Di	1,054,892	-60	-219	0	-279	-178	-457	0.0%
Realign	Langley Air Force Base	Virginia Beach-Norfolk-Newport News, VA-NC Metro	978,888	-4	-46	0	-50	-67	-117	0.0%
Realign	Rome Laboratory	Utica-Rome, NY Metropolitan Statistical Area	158,421	-13	-124	0	-137	-122	-259	-0.2%
Realign	White Sands Missile Range	Las Cruces, NM Metropolitan Statistical Area	79,256	-13	-165	0	-178	-189	-367	-0.5%
Gainer	Aberdeen Proving Ground	Baltimore-Towson, MD Metropolitan Statistical Area	1,568,140	14	214	0	228	215	443	0.0%
Gainer	Kirtland Air Force Base	Albuquerque, NM Metropolitan Statistical Area	454,397	41	162	0	203	200	403	0.1%
Gainer	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	43	99	0	142	116	258	0.1%
TECH-0009R		Net Economic Impact for This Recommendation:		-34	-175	0	-209	-149	-358	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$45.03	144	$164.60	36	4	($357.30)	40

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

DoD's Recommendations: Year Comparison Details

188 Tech - 24 Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation

Description: Realign Tinker Air Force Base, OK, Robins, Air Force Base, GA, and Hill Air Force Base, UT, by relocating fixed wing related Air Platform Development and Acquisition to Wright Patterson Air Force Base, OH.

Realign Wright Patterson Air Force Base, OH, by relocating fixed wing related Live Fire Test and Evaluation to Naval Air Weapons Station China Lake, CA.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Hill Air Force Base	Ogden-Clearfield, UT Metropolitan Statistical Area	239,699	-6	-11	0	[illegible]	[illegible]	[illegible]	[illegible]
Realign	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	-9	-8	0	-17	-11	-28	0.0%
Realign	Tinker Air Force Base	Oklahoma City, OK Metropolitan Statistical Area	703,918	-1	-12	0	-13	-15	-28	0.0%
Gainer	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	15	31	0	46	37	83	0.0%
TECH-0006 R		Net Economic Impact for This Recommendation:		-1	0	0	-1	-4	-5	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$7.91	102	$17.70	130	9	($17.90)	131

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases

189 Tech - 26 Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation

Description: Realign Wright Patterson Air Force Base, OH, by relocating Air Force Materiel Command V-22 activities in rotary wing air platform development and acquisition to Patuxent River, MD. Realign the Naval Air Engineering Station Lakehurst, NJ, by relocating activities in rotary wing air platform development, acquisition, test and evaluation to Patuxent River, MD. Realign Ft. Rucker, AL, by relocating the Aviation Technical Test Center to Redstone Arsenal, AL, and consolidating it with the Technical Test Center at Redstone Arsenal, AL. Realign Warner-Robins Air Force Base, GA, by relocating activities in rotary wing air platform development and acquisition to Redstone Arsenal, AL.

Regional Employment Impact at Associated Bases (2006-2011)

Action	Base Name	Region of Influence	Employment	Military	Civilian	Contrctr	Direct	Indirect	TOTAL	IMPACT
Realign	Fort Rucker	Enterprise-Ozark, AL Micropolitan Statistical Area	48,094	-18	-102	0	-120	-121	-241	-0.5%
Realign	Naval Air Engineering Station Lakehurst	Edison, NJ Metropolitan Division	1,220,335	0	-13	0	-13	-11	-24	0.0%
Realign	Robins Air Force Base	Warner Robins, GA Metropolitan Statistical Area	65,130	0	-50	0	-50	-31	-81	-0.1%
Realign	Wright Patterson Air Force Base	Dayton, OH Metropolitan Statistical Area	512,393	-8	-51	0	-59	-49	-108	0.0%
Gainer	Naval Air Station Patuxent River	Lexington Park, MD Micropolitan Statistical Area	53,347	7	54	0	61	77	138	0.3%
Gainer	Redstone Arsenal	Huntsville, AL Metropolitan Statistical Area	225,625	16	124	0	140	102	242	0.1%
TECH-0005 R V2		Net Economic Impact for This Recommendation:		-3	-38	0	-41	-33	-74	

COBRA Results

6-Year Savings	Ranking	Costs	Ranking	Payback (Years)	20-Year Savings	Ranking
$40.22	138	$49.40	89	26	$11.80	178

Other DoD's Recommendations

***See Appendix - Alphabetical Listing of Bases