



THE UNDER SECRETARY OF DEFENSE

DCN 2755

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

April 22, 2005

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

INFO MEMO

TO: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Base Realignment and Closure (BRAC) Update

This is the eighth of my weekly status reports.

Time Remaining: Effectively, 20 days remain until you provide your BRAC recommendations to the Commission and Congress and hold your press conference with the Chairman on Friday, May 13th.

Current Status of Candidate Recommendations: The DepSecDef's Infrastructure Executive Council has "tentatively" approved over 300 Candidate Recommendations submitted by the three MilDeps and the seven cross service groups. We are integrating these to allocate costs and savings and combining multiples into single recommendations where that produces a complete closure or where that makes functional, strategic, or financial sense. This will result in a fewer number of candidate recommendations.

- The current list of tentatively approved major closures is at TAB A. TAB B lists the major realignments. A "Major" action can be defined in a number of ways – in this report we're considering bases with at least \$100M in plant replacement value as major closures and we're using a reduction of 400 military and/or civilians positions as a yardstick for a major realignment. These are illustrated by the maps at TAB C.
- TAB D lists the centers of excellence we expect to establish through BRAC.

Significant issues: A summary of significant issues tentatively approved or under consideration is at TAB E.

Combatant Commanders (CoComs): We briefed the Combatant Commanders earlier this year on the process and have provided them with information on all candidate recommendations in play. The Joint Staff is the nexus between the CoComs and the process and they have maintained close coordination. We've scheduled a teleconference with the CoComs for next week and will also receive their formal coordination before presenting the candidate recommendations to you for approval.



Financial Considerations: The 20-year Net Present Value from all candidate recommendations received to date: \$49.6 Billion (see TAB F).

- We continue to watch the financials closely. The process of integrating our candidate recommendations has the added benefit of illustrating the stand-alone “orphans” that need particular focus – that is, those that may have poor financials individually and are not directly tied to implementing a strategy that produces aggregate savings.
- There were about 20 Active Component Candidate Recommendations in this category. We have reduced this by half. About 36 Army and Air Force Guard/Reserve initiatives are also in this category and these are also receiving scrutiny.
 - We’ve arrayed the candidate recommendations by upfront investment (“one-time” costs) with their 20 year Net Present Value savings (or cost), indicating the resulting ratio (TAB G). Overall, our cost to Net Present Value ratio is 1:2. We’re also focusing on those initiatives, primarily indicated on the first page of this listing, with the highest investment requirements and/or poorest cost to savings ratios.
- BRAC is a key catalyst for transformation and when we use it to create new capabilities, it often produces costs. However, those candidates that cannot be tied to strategies or provide significant non-monetary military benefits must be closely scrutinized before they can be recommended for your final approval.

Commission: The Commission has scheduled its first hearings, both organizational and substantive, beginning on May 3rd. The Commission’s current hearing schedule is at TAB H. We are supplying the Commission with 14 detailees, as they requested.

Calendar Demands: Your schedule continues to reflect BRAC meetings. These are information meetings. In future meetings where your decisions will be required, we will ensure that we adhere to the BRAC process so that where you exercise your authority to provide direction, we will ensure the record (which will be reviewed by the Commission) is appropriately documented.

Attachments: as stated

Tab A



Major Closures: Installations Recommended for Closure with Plant Replacement Value Exceeding \$100M

DCN 2755

As of: 22 Apr 05

Army

- Riverbank Army Ammunition Plant, CA
- Pueblo Chemical Depot, CO
- Fort Gillem, GA
- Fort McPherson, GA
- Newport Chemical Depot, IN
- Kansas Army Ammunition Plant, KS
- Soldier Systems Center (Natick), MA
- Adelphi, MD
- Mississippi Army Ammunition Plant, MS
- Fort Monmouth, NJ
- Hawthorne Army Depot, NV
- Umatilla Chemical Depot, OR
- Carlisle Barracks, PA
- Lone Star Army Ammunition Plant, TX
- Red River Army Depot, TX
- Deseret Chemical Depot, UT
- Fort Monroe, VA

Navy

- Marine Corps Logistics Base Barstow, CA
- Naval Postgraduate School Monterey, CA
- Naval Support Activity, Corona, CA
- Naval Weapons Station Seal Beach
Concord Detachment, CA

- Submarine Base New London, CT
- Naval Air Station Atlanta, GA
- Naval Support Activity New Orleans, LA
- Uniform Services University of Healthcare Sciences, Bethesda, MD
- Naval Air Station Brunswick, ME
- Naval Shipyard Portsmouth, ME
- Naval Station Pascagoula, MS
- Naval Air Station Willow Grove, PA
- Naval Station Ingleside, TX

Air Force

- Kulis Air Guard Station, AK
- Onizuka Air Force Station, CA
- Otis Air National Guard Base, MA
- W. K. Kellogg Airport Air Guard Station, MI
- Duluth International Airport Air Guard Station, MN
- Great Falls International Airport Air Guard Station, MT
- Grand Forks AFB, ND
- Cannon Air Force Base, NM
- Niagara Falls International Airport Air Guard Station, NY
- Rome Laboratory, NY
- Pittsburgh International Airport Air Reserve Station, PA
- Ellsworth Air Force Base, SD

Tab B



Major Realignment: Installations losing 400 + Total Military and Civilian Personnel

DCN 2755

As of: 22 Apr 05

Army

- Walter Reed Medical Center, DC
- Rock Island Arsenal , IL
- Aberdeen Proving Ground, MD
- Ft Hood, TX
- Ft Eustis, VA

Navy

- NAS North Island, CA
- Naval Base Ventura City, CA
- Naval Medical Center San Diego, CA
- NAS Whiting Field, FL
- NS Great Lakes, IL
- NSA Crane, IN
- MCAS Cherry Point, NC
- NAES Lakehurst, NJ
- NSWC Charleston, SC
- NAS Corpus Christi, TX
- Naval Medical Center Portsmouth, VA

Air Force

- Eielson AFB, AK
- Maxwell AFB, AL
- AF Reserve Personnel Center , CO
- Bolling AFB, DC
- Dover AFB, DE
- Moody AFB, GA
- ARPERCEN ST Louis, MO
- Pope AFB, NC
- Indian Springs AFS, NV
- Wright-Patterson AFB, OH
- Lackland AFB, TX
- Randolph AFB, TX
- Sheppard AFB, TX
- Hill AFB, UT

Defense Agencies / Multiple Services

- NCR Leased locations, DC
- DFAS Cleveland, OH
- DFAS Arlington, VA

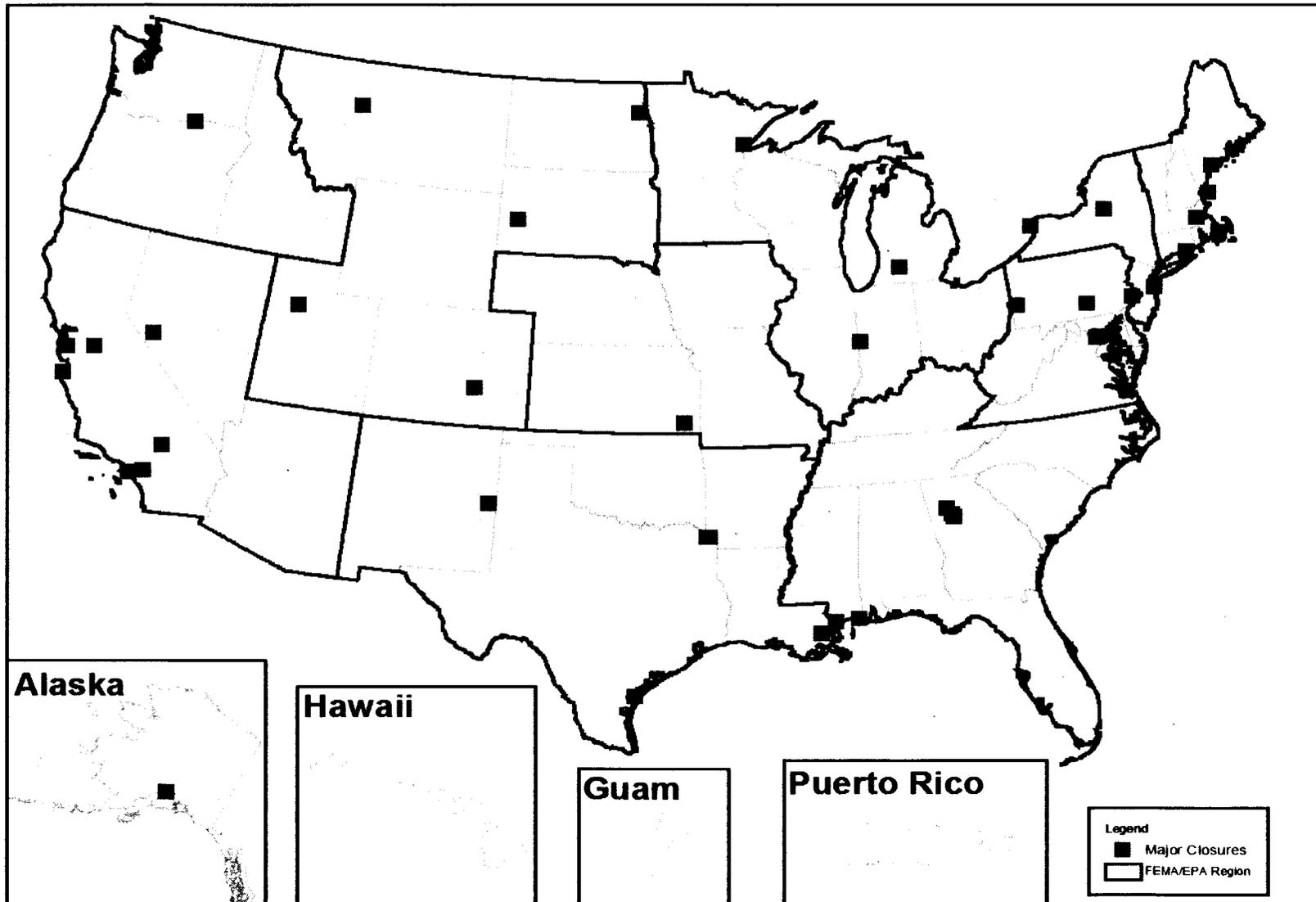
Tab C

Major Closures

DCN 2755

(As of 21 Apr 05)

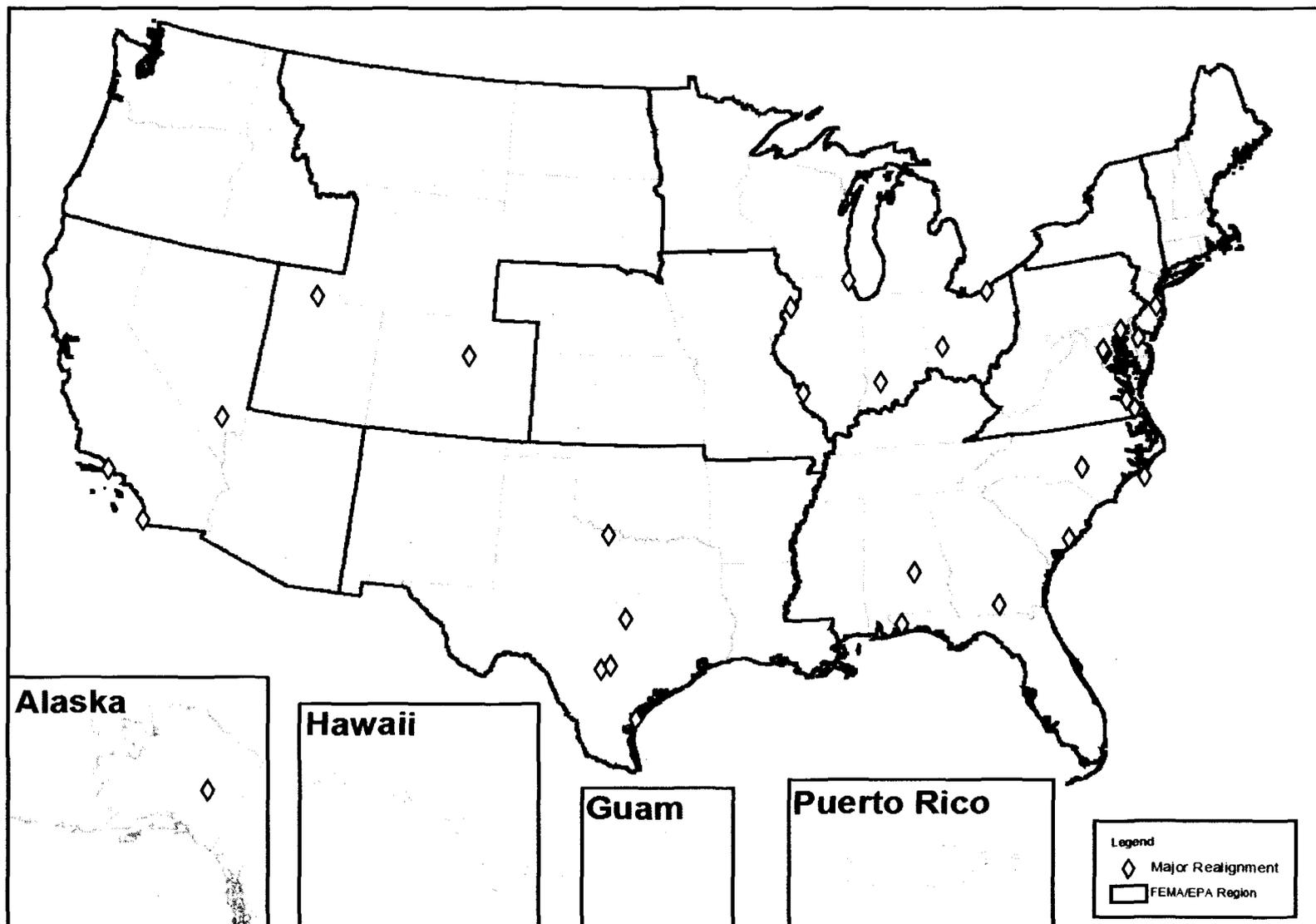
Installations Recommended for Closure with Plant Replacement Value Exceeding \$100M



Major Realignment

(As of 21 Apr 05)

Installations reduced by more than 400 military and civilian positions

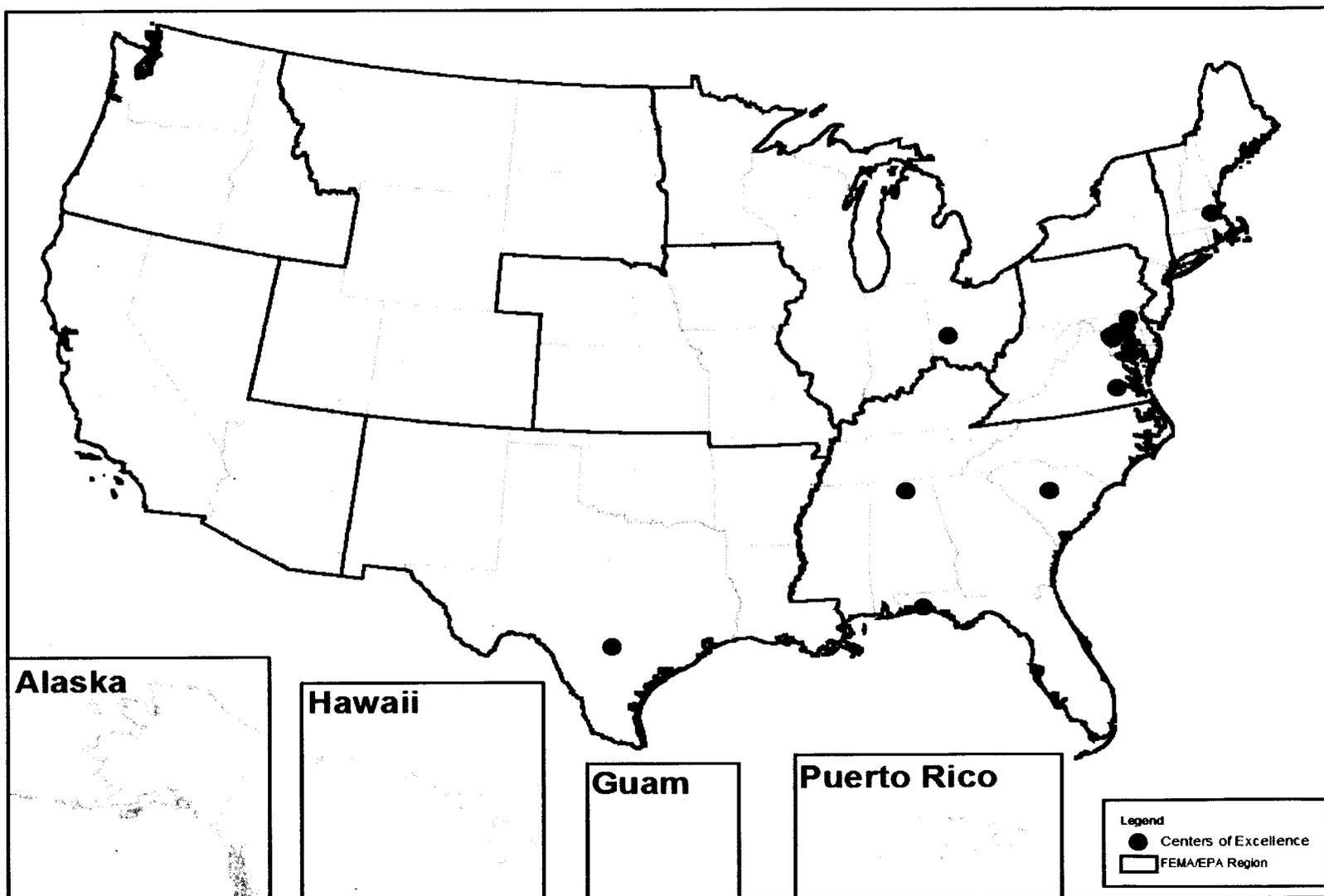


Centers of Excellence

DCN 2755

(As of 21 Apr 05)

Installations with Centers of Excellence established as part of a recommendation

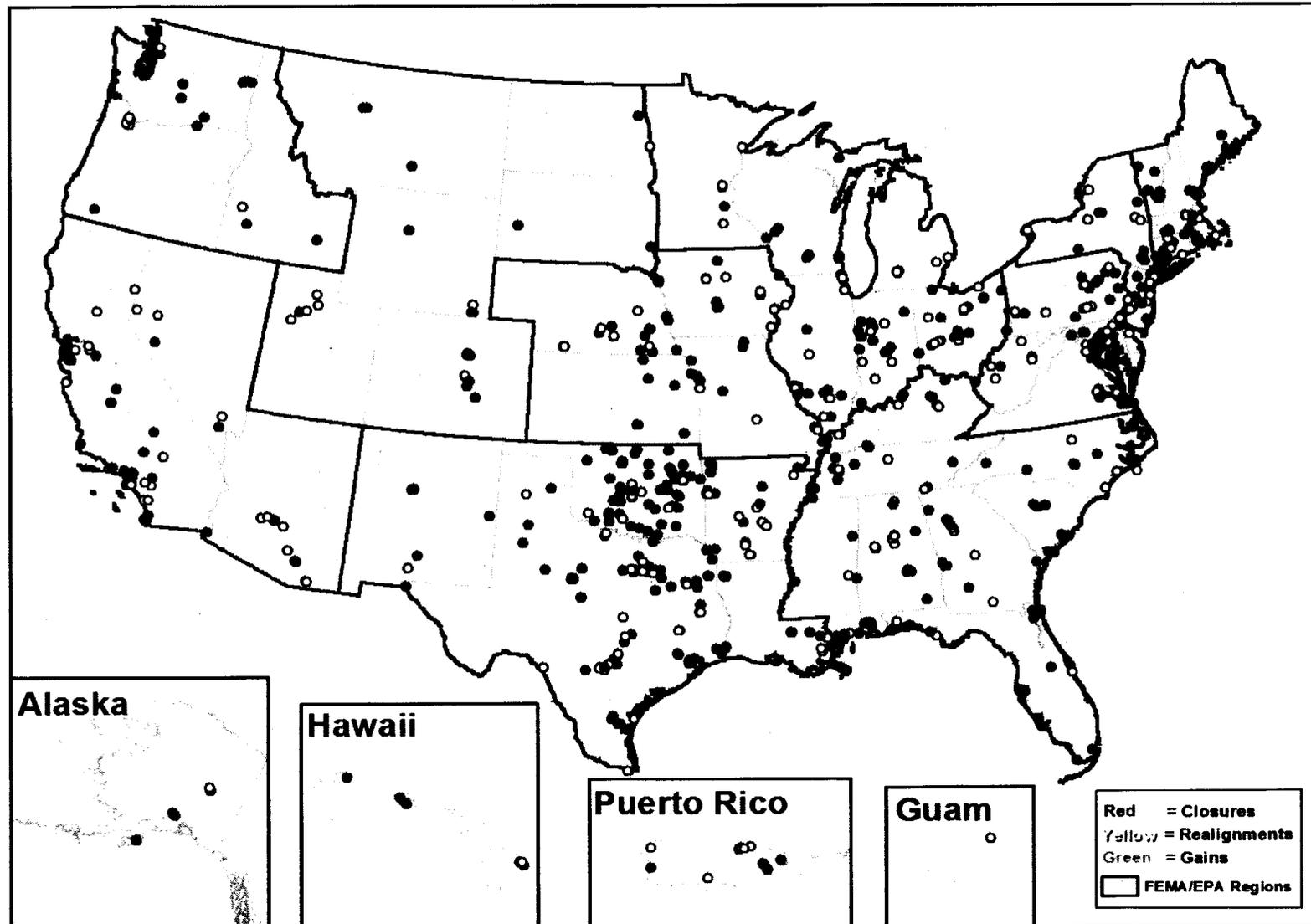


Shifts in Strategic Presence

DCN 2755

(As of 21 Apr 05)

Candidate Recommendations Only (includes Guard and Reserve)



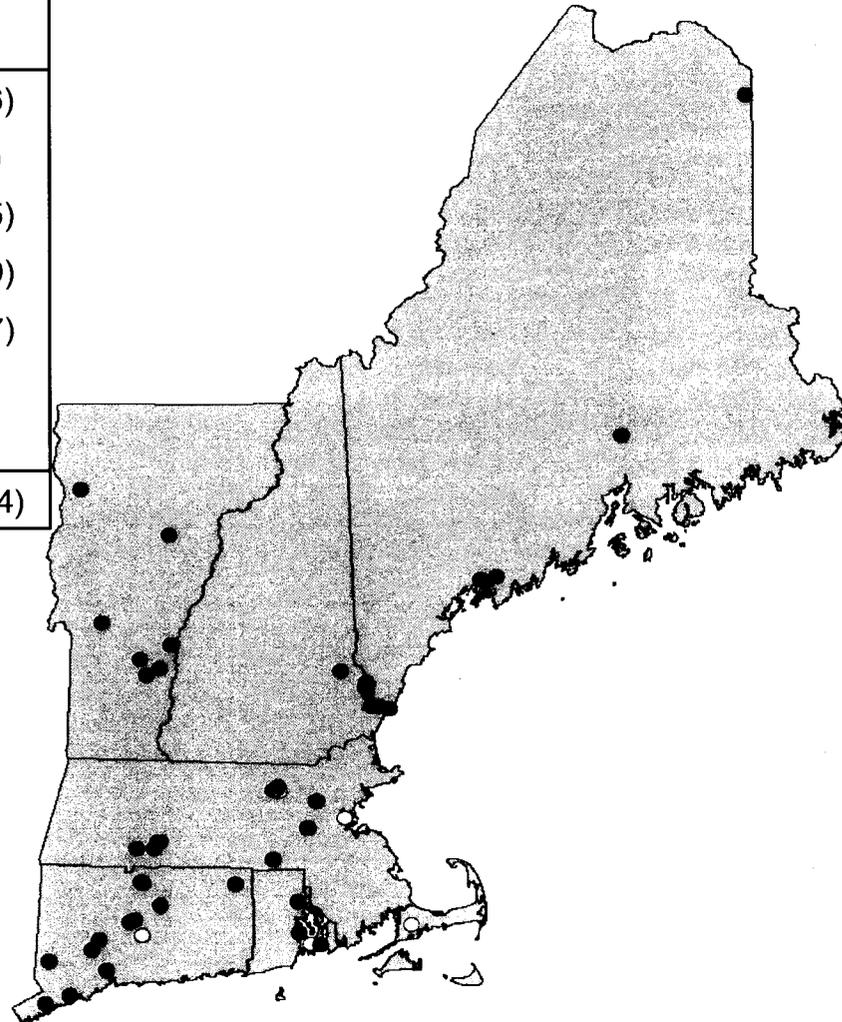
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 1 | | | |
|-----------------|----------------|----------------|-----------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| CT | (7,282) | (994) | (8,276) |
| DE | (326) | (47) | (373) |
| MA | 289 | (1,744) | (1,455) |
| ME | (2,856) | (363) | (3,219) |
| NH | (161) | (3,976) | (4,137) |
| RI | 439 | 300 | 739 |
| VT | 6 | 31 | 37 |
| TOTAL | (9,891) | (6,793) | (16,684) |

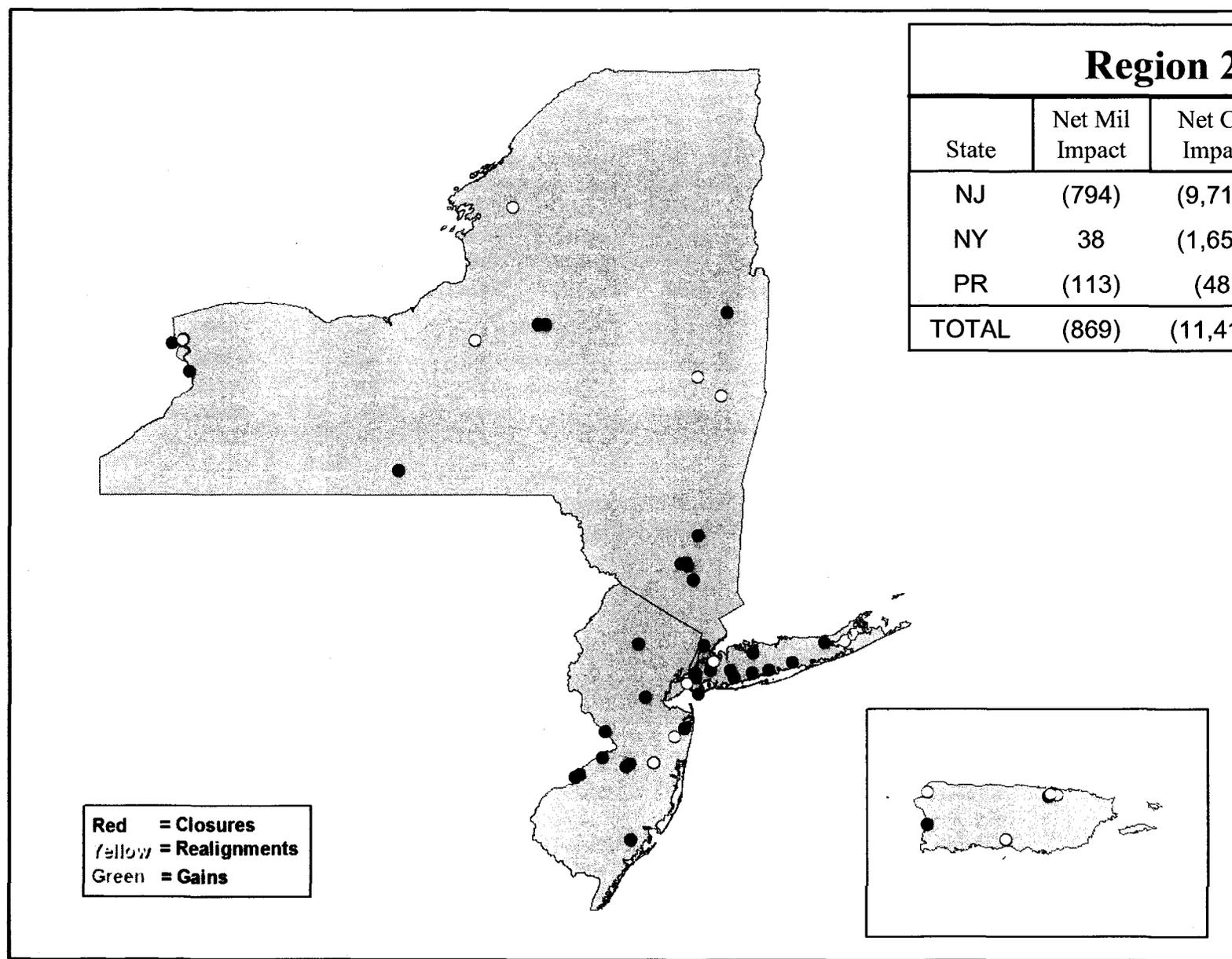


Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)



| Region 2 | | | |
|--------------|----------------|-----------------|-----------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| NJ | (794) | (9,718) | (10,512) |
| NY | 38 | (1,652) | (1,614) |
| PR | (113) | (48) | (161) |
| TOTAL | (869) | (11,418) | (12,287) |

Red = Closures
Yellow = Realignments
Green = Gains

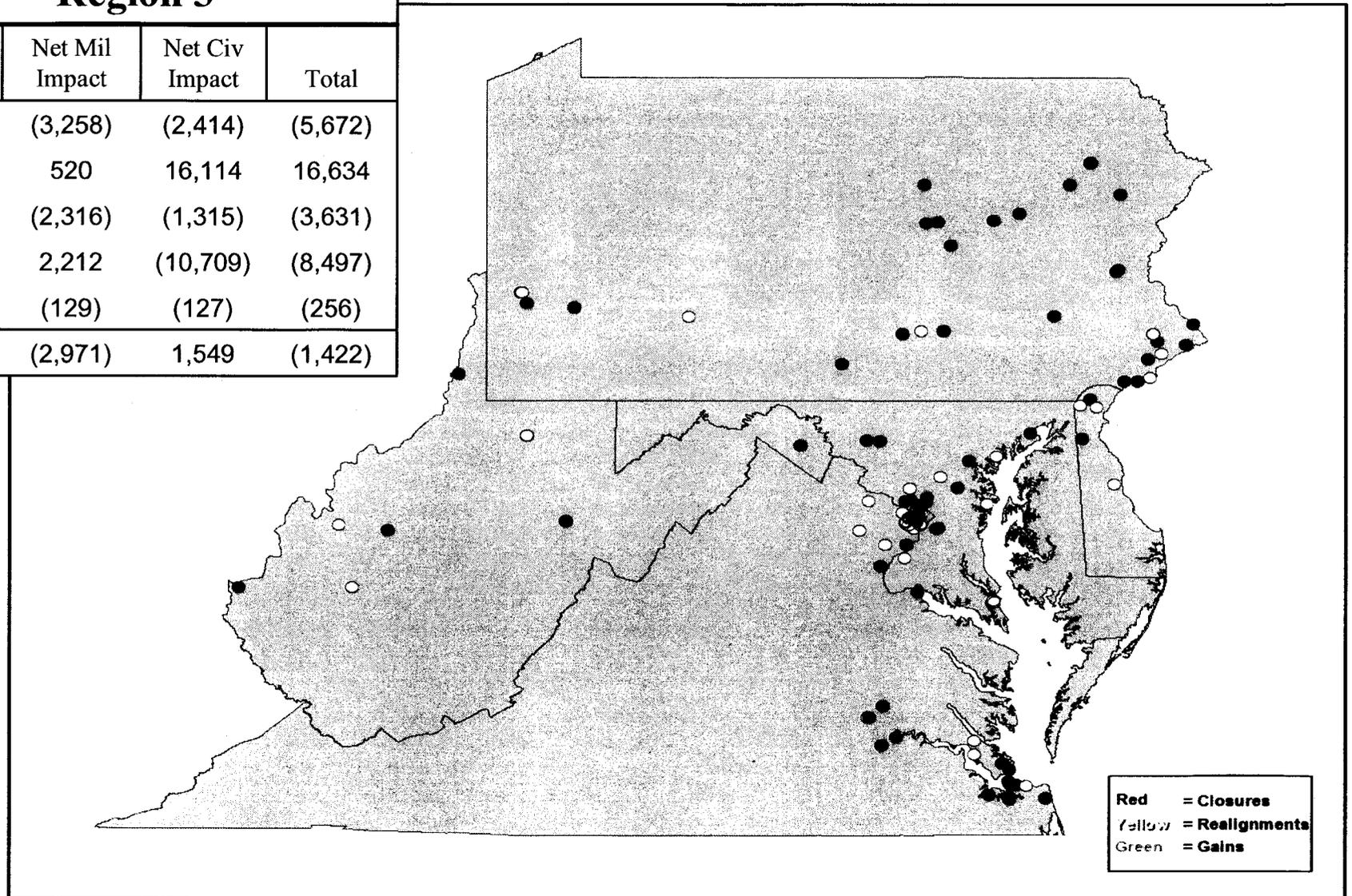
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 3 | | | |
|-----------------|----------------|----------------|----------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| DC | (3,258) | (2,414) | (5,672) |
| MD | 520 | 16,114 | 16,634 |
| PA | (2,316) | (1,315) | (3,631) |
| VA | 2,212 | (10,709) | (8,497) |
| WV | (129) | (127) | (256) |
| TOTAL | (2,971) | 1,549 | (1,422) |



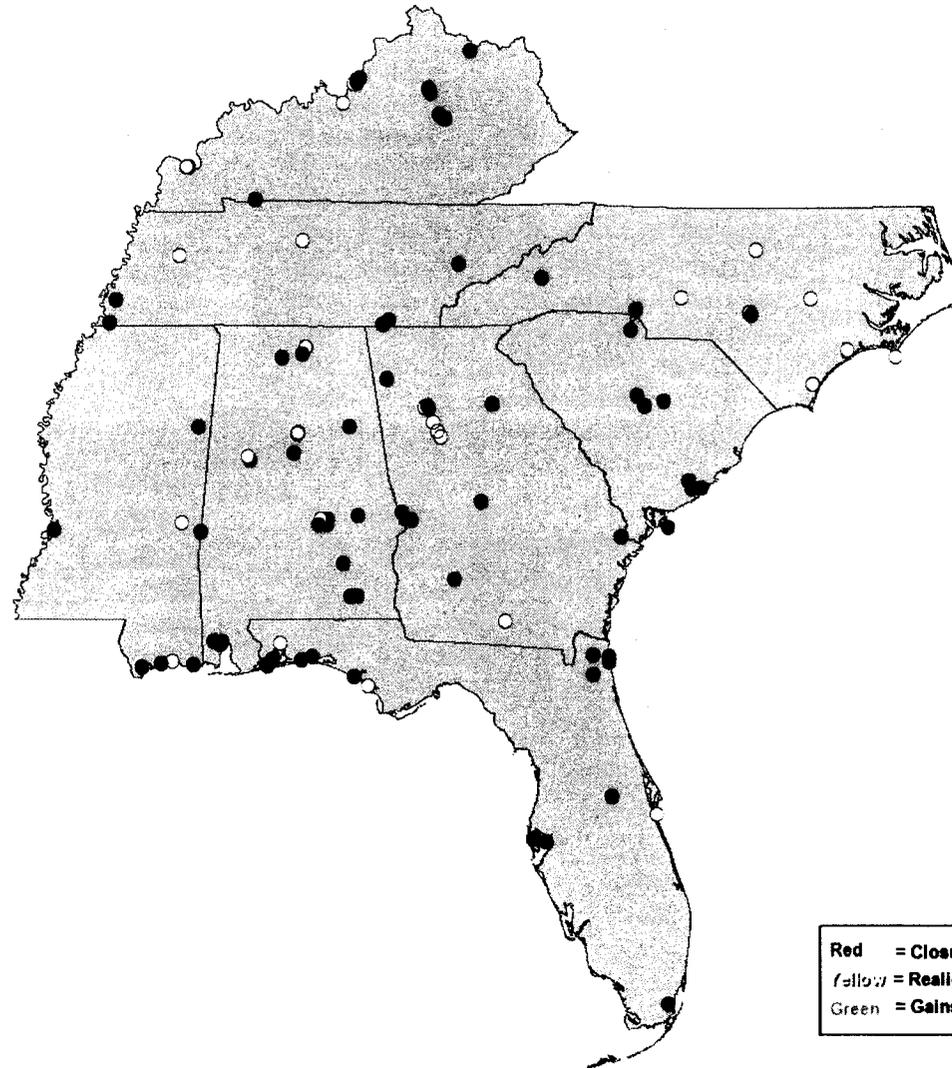
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 4 | | | |
|-----------------|----------------|----------------|--------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| AK | (3,126) | (527) | (3,653) |
| FL | 3,560 | (176) | 3,384 |
| GA | (2,832) | (4,041) | (6,873) |
| KY | 4,276 | 2,472 | 6,748 |
| MS | (1,001) | (421) | (1,422) |
| NC | (308) | 1,128 | 820 |
| SC | 1,725 | (763) | 962 |
| TN | 401 | 733 | 1,134 |
| TOTAL | 2,695 | (1,595) | 1,100 |

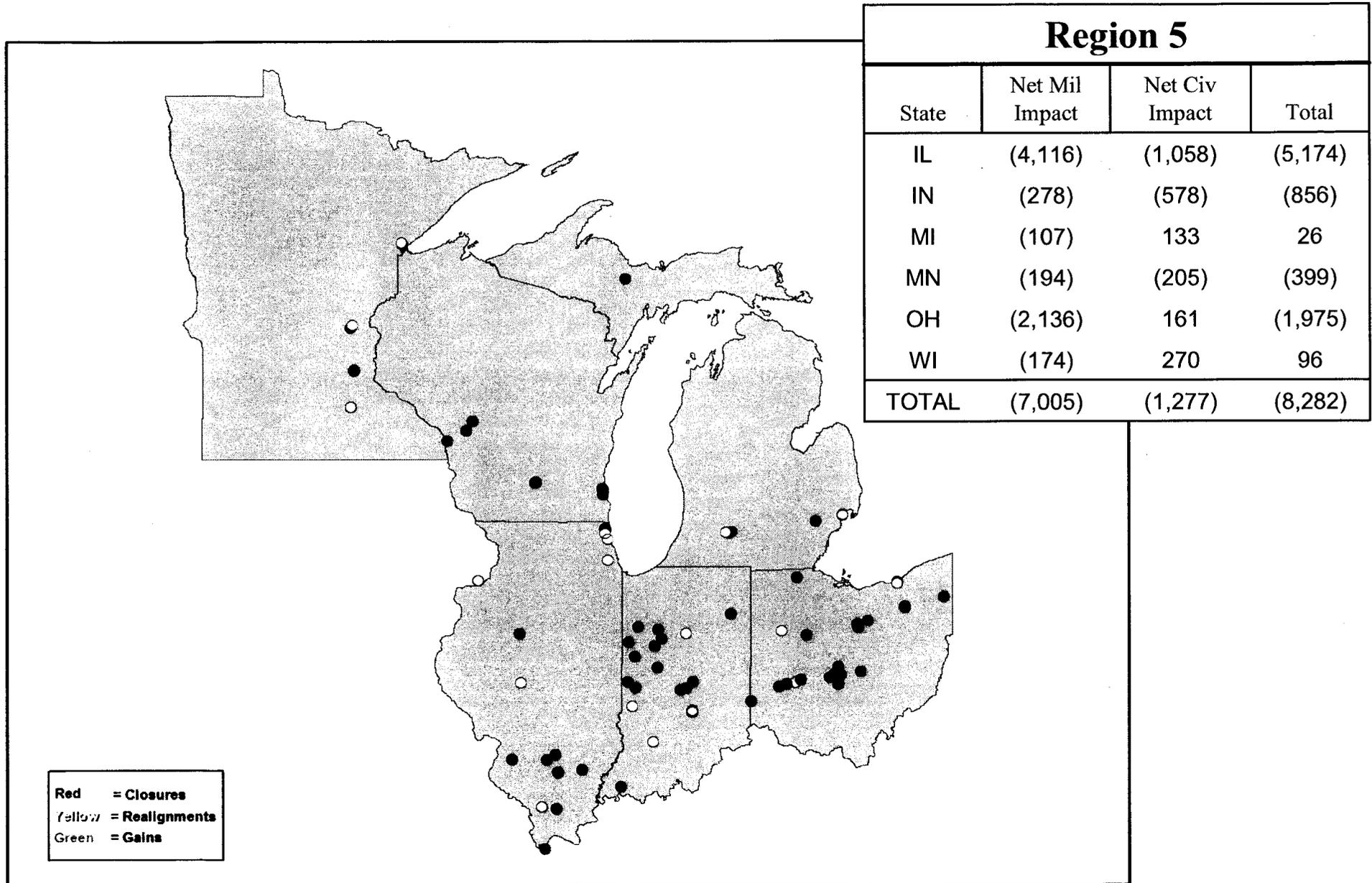


Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)



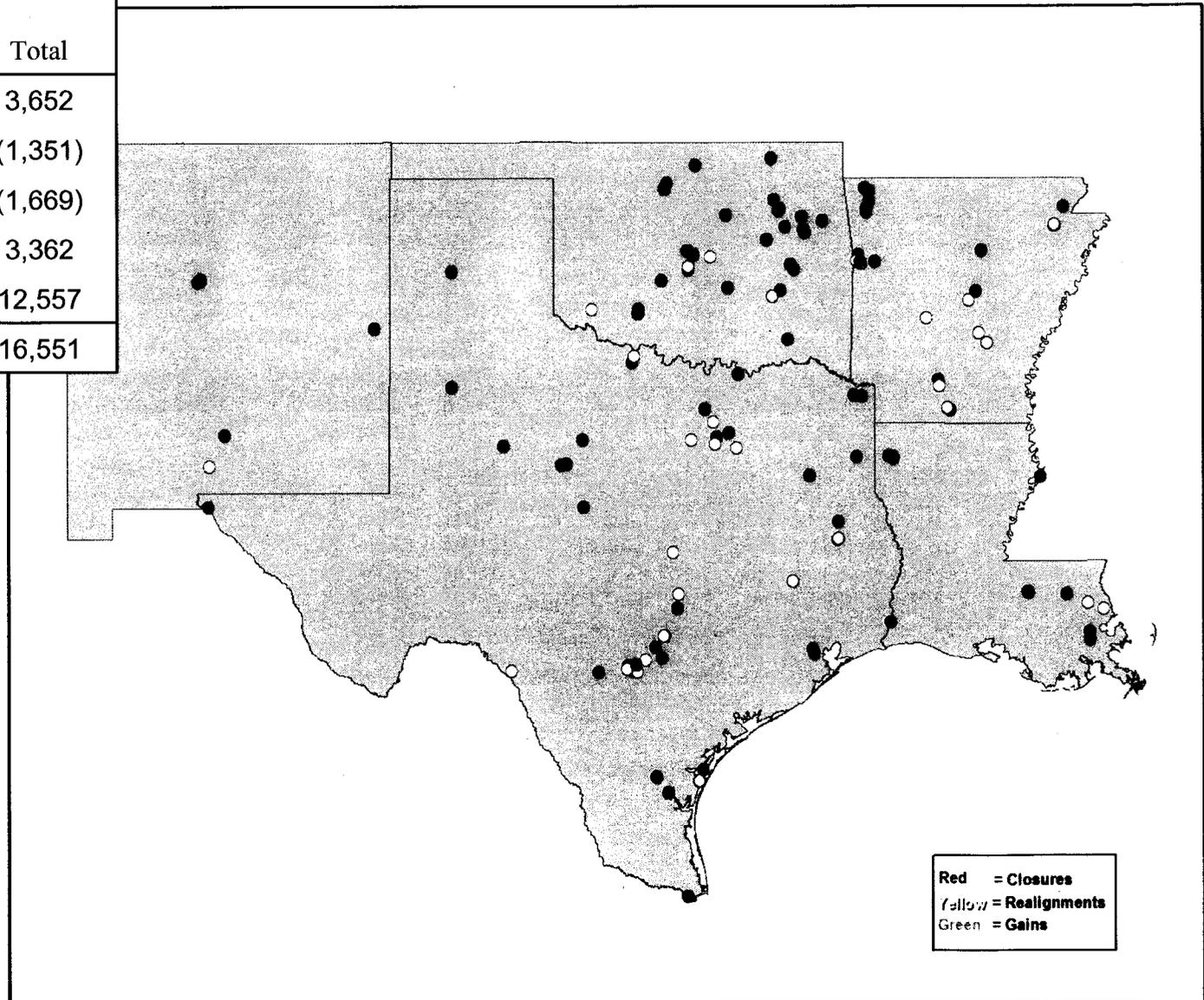
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 6 | | | |
|-----------------|----------------|----------------|---------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| AR | 3,587 | 65 | 3,652 |
| LA | (997) | (354) | (1,351) |
| NM | (1,285) | (384) | (1,669) |
| OK | 2,452 | 910 | 3,362 |
| TX | 17,018 | (4,461) | 12,557 |
| TOTAL | 20,775 | (4,224) | 16,551 |



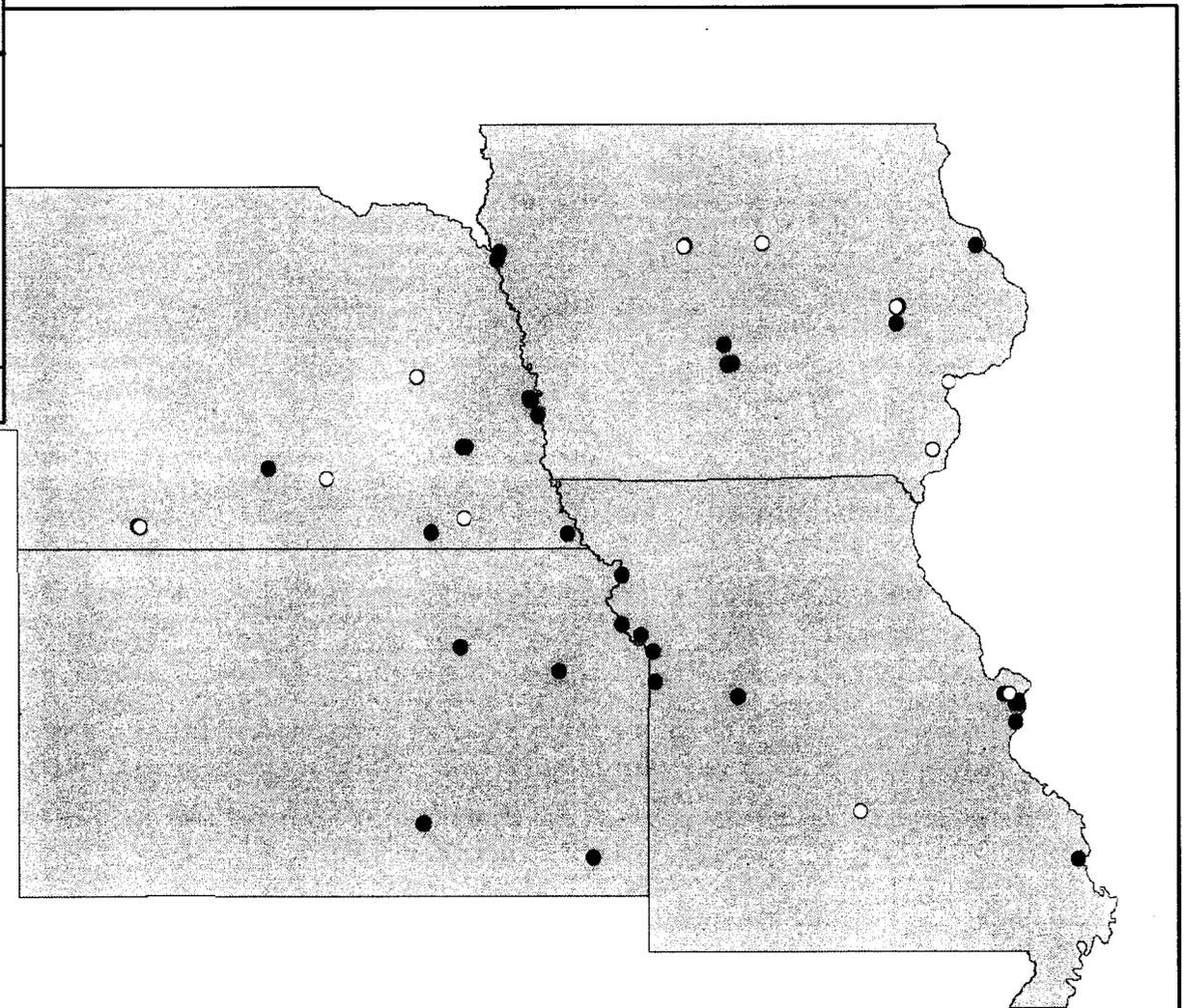
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 7 | | | |
|-----------------|----------------|----------------|--------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| IA | (179) | 200 | 21 |
| KS | 10,922 | 482 | 11,404 |
| MO | (1,327) | (1,535) | (2,862) |
| NE | (17) | 69 | 52 |
| TOTAL | 9,399 | (784) | 8,615 |



Red = Closures
Yellow = Realignments
Green = Gains

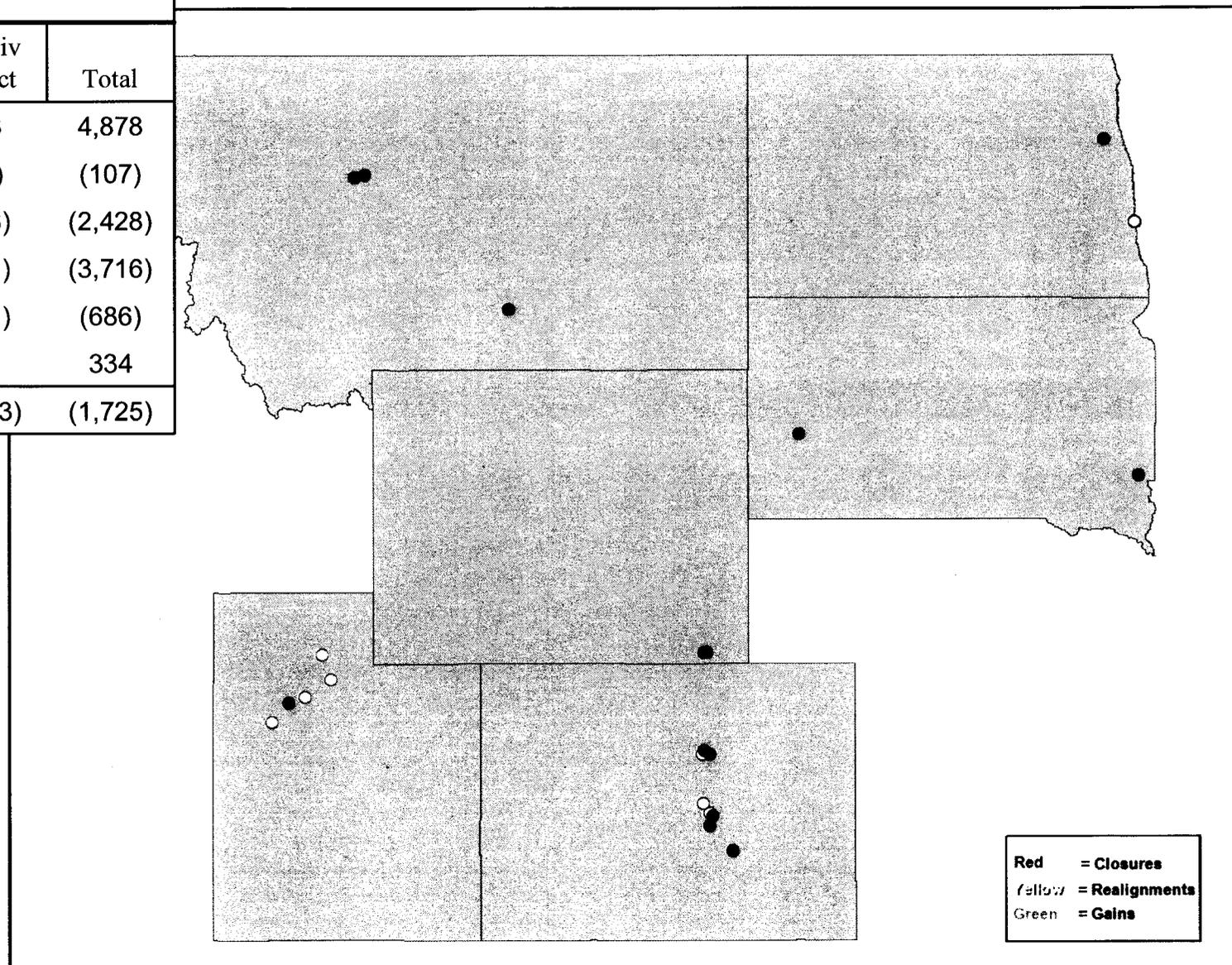
Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

| Region 8 | | | |
|-----------------|----------------|----------------|----------------|
| State | Net Mil Impact | Net Civ Impact | Total |
| CO | 4,705 | 173 | 4,878 |
| MT | (34) | (73) | (107) |
| ND | (2,010) | (418) | (2,428) |
| SD | (3,305) | (411) | (3,716) |
| UT | (215) | (471) | (686) |
| WY | 327 | 7 | 334 |
| TOTAL | (532) | (1,193) | (1,725) |

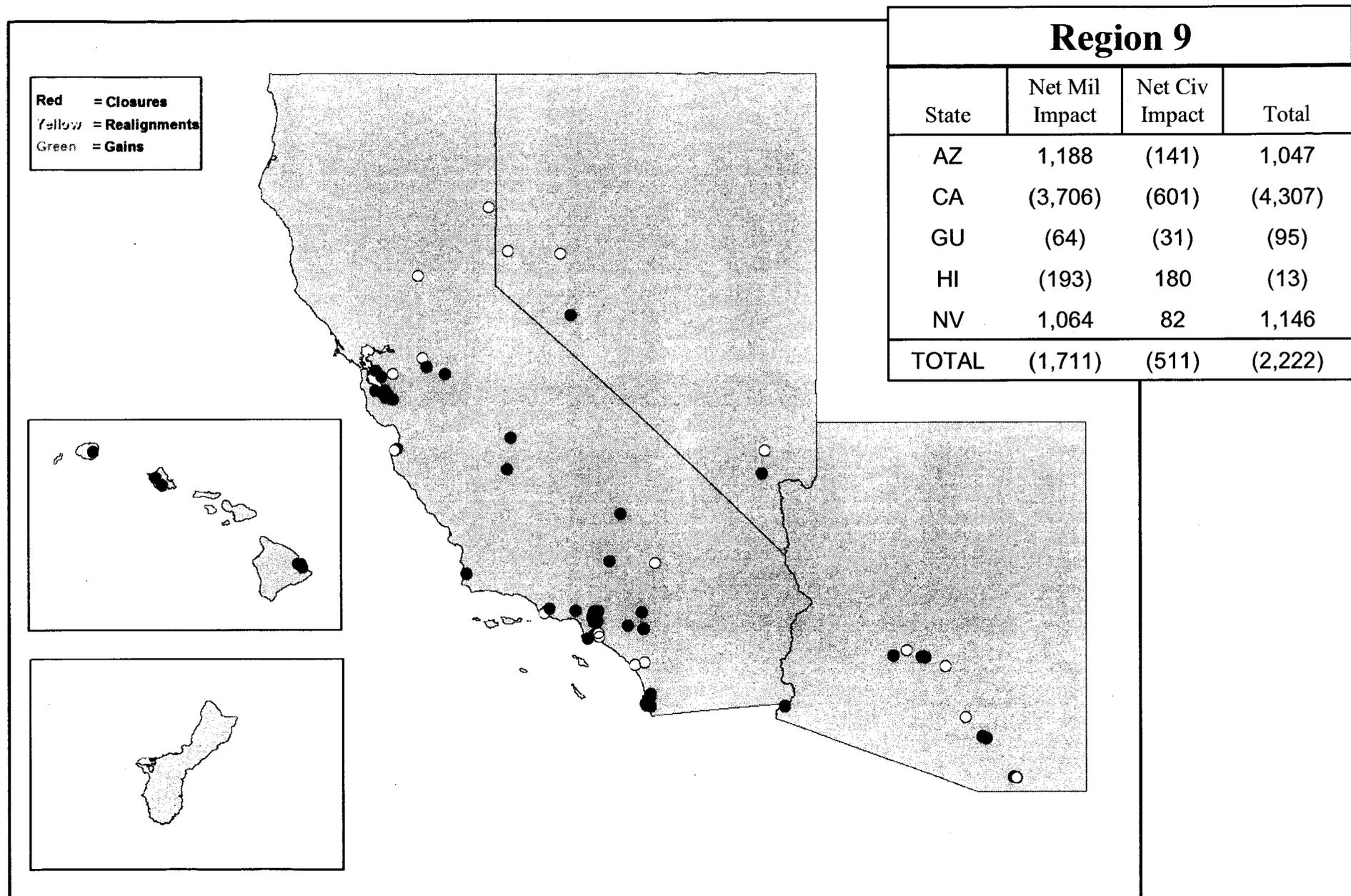


Installations Impacted by Candidate Recommendations

DCN 2755

(includes Guard and Reserves)

(As of 21 Apr 05)

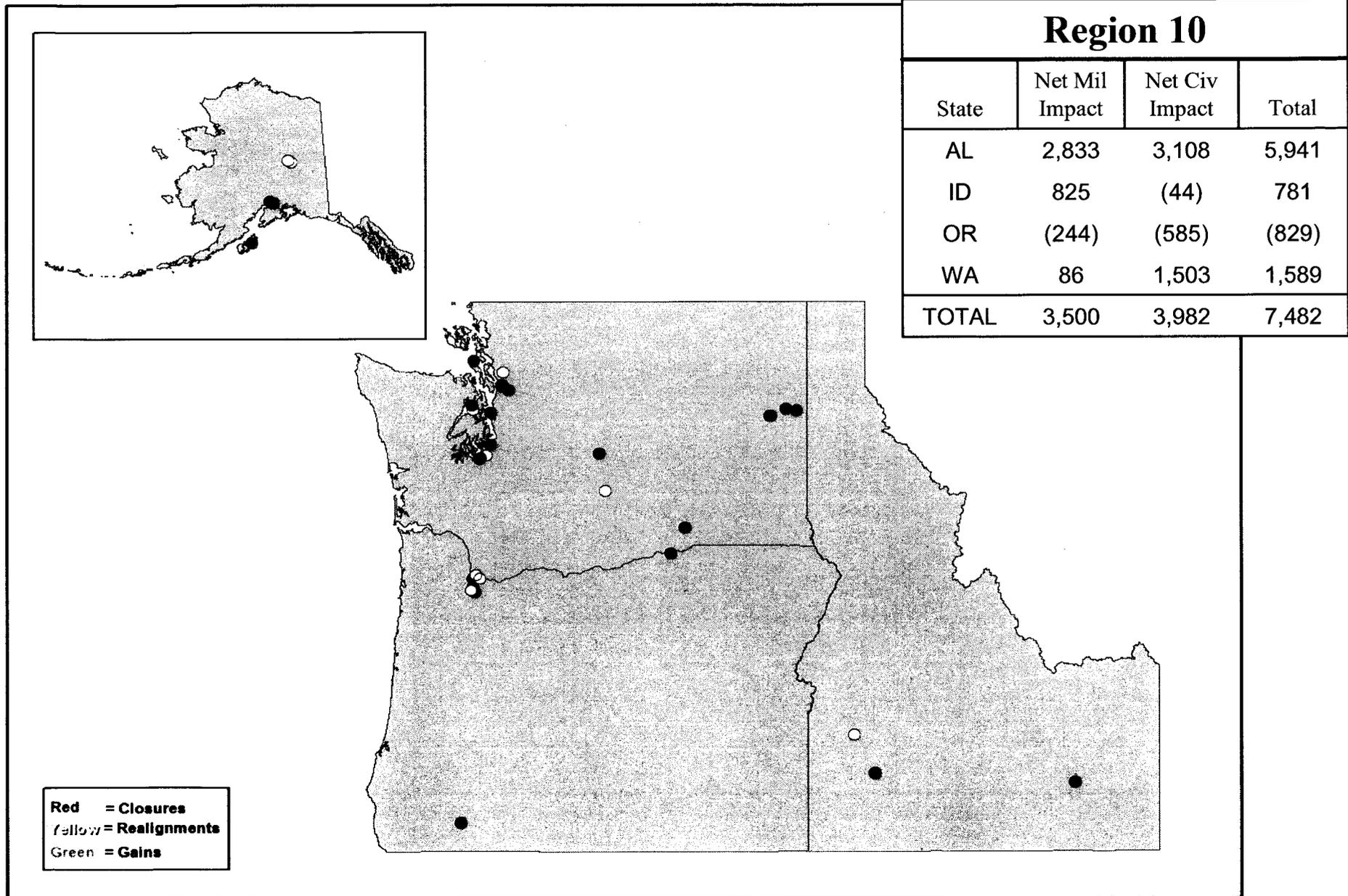


Installations Impacted by Candidate Recommendations

(includes Guard and Reserves)

DCN 2755

(As of 21 Apr 05)



Tab D



Centers of Excellence

As of: 22 Apr 05

- Merge NCR Med Centers into a single enterprise at NMC Bethesda, MD
- Joint Strike Fighter Training at Eglin AFB, FL
- Extramural Research Program Managers at Anacostia Annex, DC
(DARPA and Service counterparts)
- Merge San Antonio Med Centers into a single enterprise at Ft Sam Houston, TX
- Consolidate Defense Labs at Hanscom AFB, MA, Wright-Patterson AFB, OH and Aberdeen Proving Ground, MD
- Rotary Wing RDAT&E at NAS Patuxent River, MD and Redstone Arsenal, AL
- Fixed Wing RDAT&E at NAS Patuxent River, MD and Wright-Patterson AFB, OH
- Joint Transportation Management Training at Ft Lee, VA
- Joint Culinary Training at Ft Lee, VA
- Joint Religious Training at Ft Jackson, SC
- Create New Agency for Media and Publications At Ft Meade, MD

Tab E

Candidate Recommendations

Major Issues – Significant Actions

| Title | Description | 20 Yr Net Present Value |
|--|---|---|
| Uniformed Services University of Health Sciences, MD | Closes DoD's medical school. [REDACTED] [REDACTED] The school enjoys support from the Congress and from some former DoD officials (see Secretary Laird's letter). Greater use of scholarships in private sector schools would allow the resources spent on this facility to be diverted to other capabilities. Dr. Winkenwerder opposes this action, primarily arguing the national medical center created from the merger of the Bethesda and Water Reed centers requires an associated medical school. | \$575M Savings |
| Marine Corps Logistics Base Barstow, CA | Closes this facility to eliminate excess capacity. Marines oppose because it eliminates half of its (internal) bi-coastal support capability. Capacity exists elsewhere to meet their requirements. IEC asked for and DoN prepared financials reflecting a total closure for review. | \$1,699M Savings |
| DARPA Relocation | The Technical cross service group recommends collocating Service "extramural" research program managers with DARPA at Anacostia, MD, to achieve synergies and enhance force protection. DARPA does not want to move. An alternative location at Bethesda is under review. | \$503M-\$559M Savings |
| Los Angeles AFB, CA | The Technical cross service group analyzed closing Los Angeles AFB and relocating the space mission acquisition function to Peterson AFB, CO, to be collocated with Space Command. Air Force has expressed concern about disrupting the space mission and losing the intellectual capital of Aerospace Corporation space systems experts who may not move to Peterson. Air Force is assembling options. | TBD (potential for \$204M -\$727M Savings) |
| Rollout of Guard and Reserve Actions | The Military Departments propose closing or realigning numerous Guard and Reserve activities. Many Army and Air Force actions do not have positive 20-year net present value savings. Ensuring coordination within the Guard chain of command is important. | Varied, some cost, some save |

Tab F



Candidate Recommendations – Cost and Savings (\$M)

(As of 20 Apr 05)

| | Gross Savings* | One-Time (Costs) | Net Implementation Savings/(Costs) | Annual Recurring Savings/(Costs) | NPV Savings/(Costs) |
|-------------------------|-----------------------|-------------------------|---|---|----------------------------|
| Army BRAC | 6,001.2 | (9,576.0) | (8,030.4) | 426.5 | (3,574.8) |
| <i>Overseas</i> | 15,958.9 | (348.5) | 4,360.2 | 1,248.5 | 15,610.4 |
| <i>BRAC + Overseas</i> | 21,960.1 | (9,924.6) | (3,670.1) | 1,675.1 | 12,035.5 |
| Navy | 13,400.6 | (2,482.7) | 974.5 | 1,035.7 | 10,918.0 |
| Air Force | 9,375.2 | (2,208.3) | (103.8) | 782.0 | 7,167.0 |
| JCSGs | 51,029.2 | (14,116.2) | 297.6 | 3,876.1 | 36,913.1 |
| E&T | 5,826.8 | (2,710.9) | (1,156.1) | 445.7 | 3,116.0 |
| H&SA | 12,893.4 | (2,962.1) | 635.0 | 983.6 | 9,931.2 |
| Industrial | 10,984.3 | (724.1) | 2,894.4 | 813.8 | 10,260.3 |
| Intelligence | 1,996.5 | (1,723.9) | (1,326.8) | 154.3 | 272.6 |
| Medical | 4,332.3 | (2,018.0) | (972.6) | 344.5 | 2,314.2 |
| S&S | 6,272.5 | (478.0) | 1,547.3 | 451.9 | 5,794.5 |
| Technical | 8,723.4 | (3,499.2) | (1,323.6) | 682.3 | 5,224.2 |
| Total | 79,806.3 | (28,383.1) | (6,862.1) | 6,120.2 | 51,423.2 |
| Total W/Overseas | 95,765.2 | (28,731.7) | (2,501.8) | 7,368.7 | 67,033.6 |

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

Tab G

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USA-0221 IGPBS | Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS | (4,163,625) | (328,769) | (3,839,529) | (8,003,154) | 1:-2.1 |
| TECH-0052 | Consolidate Army C4SIR at Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL) | 2,419,885 | 187,808 | (1,271,056) | 1,148,829 | 1:0.9 |
| INTEL-0004 | Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir, VA | 1,578,100 | 127,805 | (1,117,194) | 460,906 | 1:0.4 |
| E&T-0064 V3 | Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School | 1,639,705 | 127,492 | (923,185) | 716,520 | 1:0.8 |
| MED-0002 | Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD | 1,299,533 | 99,847 | (863,817) | 435,716 | 1:0.5 |
| DoN-0033 R | Close Subbase New London, CT | 2,256,000 | 192,774 | (679,640) | 1,576,360 | 1:2.3 |
| E&T-0063 V2 | Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School | 2,069,325 | 160,551 | (677,071) | 1,392,254 | 1:2.1 |
| MED-0016 | Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX | 831,454 | 68,623 | (607,137) | 224,317 | 1:0.4 |
| USA-0223 V2 | Close Ft Monmouth, NJ | 1,809,705 | 137,927 | (570,958) | 1,238,747 | 1:2.2 |
| E&T-0062 V3 | Establish Aviation Logistics School at Ft Rucker, AL | 1,085,378 | 82,751 | (509,777) | 575,601 | 1:1.1 |
| USA-0224R | Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO | (547,553) | (48,797) | (499,196) | (1,046,749) | 1:-2.1 |
| INTEL-0012 V2 | Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL | 266,690 | 15,981 | (494,963) | (228,273) | 1:-0.5 |
| USA-0036 R | Close Red River Army Depot, TX | 995,192 | 76,475 | (456,182) | 539,010 | 1:1.2 |
| DoN-133 R | Close Portsmouth NS, ME. Relocate workload to Norfolk Ns VA and Pearl Harbor NS, HI | 1,838,005 | 138,122 | (449,311) | 1,388,694 | 1:3.1 |
| TECH-0009A | Consolidate Defense Research labs at Hanscom AFB, MA, Kirtland AFB, NM, Wright-Patterson AFB, OH | 742,222 | 57,893 | (393,209) | 349,013 | 1:0.9 |
| TECH-0018D R | Consolidate Weapons/Arm RDAT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA | 896,653 | 67,879 | (387,092) | 509,561 | 1:1.3 |
| H&SA-0053 | Co-locate Miscellaneous OSD and 4th Estate Activities at Fort Belvoir, VA, and the National Navy Medical Center, Bethesda, MD | 761,209 | 60,479 | (377,043) | 384,166 | 1:1 |
| USA-0225 | Consolidates Texas Reserve Recommendations | 493,962 | 36,042 | (374,515) | 119,447 | 1:0.3 |
| USAF-0018 V2 | Close Ellsworth AFB, SD | 1,666,092 | 140,715 | (344,655) | 1,321,437 | 1:3.8 |
| TECH-0045 | Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA) | 345,118 | 29,323 | (334,214) | 10,904 | 1:0 |
| DoN-0165 R | Close MCLB Barstow, CA | 1,915,711 | 141,998 | (316,648) | 1,599,063 | 1:5 |
| USA-0227 V2 | Close Soldier System Center Natick, MA | 410,593 | 35,073 | (315,507) | 95,086 | 1:0.3 |
| H&SA-0047 | Consolidate Missile Defense Agency, DC and USA Space and Missile Defense Command at Redstone Arsenal, AL | 532,685 | 35,673 | (303,936) | 228,749 | 1:0.8 |
| H&SA-0018 V2 | Defense Finance and Accounting Service (DFAS) Consolidation | 1,538,386 | 120,431 | (293,386) | 1,245,000 | 1:4.2 |
| USA-0040 V2 | Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL | (404,933) | (31,909) | (275,040) | (679,973) | 1:-2.5 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|--|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| TECH-0042C R | Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA | 492,373 | 36,163 | (254,364) | 238,009 | 1:0.9 |
| MED-0005 | Consolidate Medical Basic and Specialty Enlisted Training at Ft Sam Houston, TX | 167,587 | 13,916 | (236,163) | (68,576) | 1:-0.3 |
| S&S-0035R | Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency | 2,649,219 | 210,280 | (235,835) | 2,413,384 | 1:10.2 |
| S&S-0051 | Realign/Consol Wholesale Storage/Distribution at 4 major sites | 3,391,598 | 224,714 | (234,704) | 3,156,894 | 1:13.5 |
| USA-0222 | Close Ft McPherson, GA by relocating Forces Command HQs to Pope AFB and 3rd Army to Shaw AFB, SC | 1,146,700 | 89,180 | (225,175) | 921,525 | 1:4.1 |
| USAF-0056 | Realign Eielson AFB, AK by inactivating 354th Wing relocate 18 A-10s, 18 F-16 | 1,348,359 | 121,942 | (223,346) | 1,125,013 | 1:5 |
| USAF-0122 V2 | Close Pope AFB, NC | 1,459,871 | 122,894 | (213,054) | 1,246,817 | 1:5.9 |
| H&SA-0045 | Relocate and consolidate DISA and the JTF-GNO from Arlington Service Center, 6 leased locations in the NCR, and 1 leased location in Louisiana to Ft. Meade, Maryland. | 693,315 | 57,927 | (203,178) | 490,137 | 1:2.4 |
| E&T-0052 V2 | Joint Strike Fighter initial Flight Training to Eglin AFB, FL | (27,192) | (3,328) | (199,070) | (226,262) | 1:-1.1 |
| DoN-0138 R | Close NAS Brunswick, ME; relocate all squadrons to NAS Jacksonville, FL | 1,033,526 | 92,706 | (192,878) | 840,648 | 1:4.4 |
| E&T-0061 V3 | Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School | 630,728 | 47,393 | (190,254) | 440,474 | 1:2.3 |
| USAF-0117 | Close Grand Forks AFB, ND; relocate KC-135 to numerous locations | 1,646,186 | 145,048 | (188,949) | 1,457,237 | 1:7.7 |
| IND-0104 | Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island, WA | 426,720 | 28,500 | (183,084) | 243,636 | 1:1.3 |
| DoN-0032B R | Close NS Ingleside, TX | 1,000,615 | 75,629 | (178,386) | 822,229 | 1:4.6 |
| H&SA-0135 V2 | Establish 5 Joint Regional Correctional Facilities | 175,802 | 14,933 | (174,670) | 1,132 | 1:0 |
| USA-0167 V2 | Close /Consolidate Army Reserve Centers USAR C2 Northeast | 459,288 | 36,008 | (171,253) | 288,035 | 1:1.7 |
| USA-0229 | Consolidates Oklahoma Reserve Recommendations | 225,688 | 16,534 | (166,839) | 58,849 | 1:0.4 |
| DoN-0158A R | Close NSA New Orleans, LA | 440,916 | 36,488 | (164,744) | 276,172 | 1:1.7 |
| H&SA-0069 | Realign 15 Army leased locations in N VA to Ft Belvoir, VA | 277,385 | 21,583 | (146,884) | 130,501 | 1:0.9 |
| TECH-0018C | Relocate Missile Defense Agency Weapons/Arm RDAT&E at Redstone Arsenal, AL | 1,885,795 | 155,619 | (143,812) | 1,741,983 | 1:12.1 |
| USA-0253 | Consolidates Pennsylvania Reserve Recommendations | 93,650 | 6,521 | (141,726) | (48,076) | 1:-0.3 |
| USA-0243 | Realign Ft Bragg, NC, and Ft McCoy, WI, by relocating a sustainment brigade and maneuver enhancement brigade to Fort Knox, KY | 364,405 | 25,938 | (140,044) | 224,361 | 1:1.6 |
| USA-0248 V2 | Consolidates Ohio Reserve Recommendations | 133,519 | 9,250 | (134,970) | (1,451) | 1:0 |
| USA-0236 V2 | Consolidates Connecticut Reserve Recommendations | 81,045 | 5,774 | (128,558) | (47,513) | 1:-0.4 |
| USA-0113 | Close FT Monroe, VA | 637,327 | 49,128 | (126,315) | 511,012 | 1:4 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| TECH-0018B | Consolidate Weapons/Arm (Guns/Ammo) at Picatinny Arsenal, NJ; realign various sites | 148,688 | 11,627 | (120,291) | 28,397 | 1:0.2 |
| USA-0228 V2 | Consolidates Arkansas Reserve Recommendations | 80,765 | 5,794 | (118,940) | (38,175) | 1:-0.3 |
| USAF-0011 | Close Onizuka AFS, CA | 302,050 | 24,103 | (116,536) | 185,514 | 1:1.6 |
| TECH-0042A R | Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, VA, Newport, RI, San Diego, CA | 539,403 | 37,176 | (109,983) | 429,420 | 1:3.9 |
| USA-0233 V2 | Consolidates Alabama Reserve Recommendations | 249,467 | 17,765 | (109,240) | 140,227 | 1:1.3 |
| USA-0136 V3 | Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W) | 662,327 | 49,766 | (107,168) | 555,159 | 1:5.2 |
| H&SA-0092 V2 | Relocate Army Material Cmd to Redstone, AL | 28,088 | 1,636 | (104,860) | (76,772) | 1:-0.7 |
| TECH-0040R | Co-locate Extramural Research program Managers to Anacostia Annex, DC | 687,655 | 52,265 | (104,458) | 583,197 | 1:5.6 |
| USA-0242 V2 | Consolidates New York Reserve Recommendations | 57,336 | 4,016 | (103,796) | (46,460) | 1:-0.4 |
| USAF-0114 V2 | Close Cannon AFB, NM; relocate AC / RC aircraft to various locations | 1,435,272 | 118,993 | (102,629) | 1,332,643 | 1:13 |
| USA-0212 V3 | Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS) | 116,111 | 8,271 | (101,961) | 14,150 | 1:0.1 |
| IND-0108 | Close Hawthorne Army Depot, NV | 934,726 | 74,982 | (100,977) | 833,749 | 1:8.3 |
| USAF-0054 V2 | Realign Mountain Home AFB, ID relocate F-16 to various locations | 47,873 | 2,200 | (100,287) | (52,414) | 1:-0.5 |
| H&SA-0131 | Consolidate Counter Intel Field Activity & Defense Security Service at Quantico, VA | 312,590 | 24,629 | (99,436) | 213,154 | 1:2.1 |
| H&SA-0006 V2 | Army Personnel Center at FT Knox, KY | 1,874,956 | 145,542 | (99,085) | 1,775,871 | 1:17.9 |
| H&SA-0077 | Consolidate/co-locate IMA and Army service providers to FT Lee, VA/Ft Sam Houston, TX | 376,248 | 29,185 | (98,875) | 277,373 | 1:2.8 |
| E&T-0003 R V3 | Disestablish Graduate level education at the Naval Postgraduate School, Monterey, CA, and Air Force Institute of Technology, Wright-Patterson AFB, OH | 112,469 | 7,884 | (98,221) | 14,248 | 1:0.1 |
| INTEL-0010 | Co-locate select DIA functions to Rivanna Station, Charlottesville, VA | 145,734 | 10,099 | (96,747) | 48,987 | 1:0.5 |
| H&SA-0031 | Consolidate Civilian Personnel Centers into Regional DOD Civilian Personnel Centers | 287,635 | 23,816 | (96,222) | 191,413 | 1:2 |
| MED-0024 | Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD | 56,904 | 4,625 | (92,613) | (35,709) | 1:-0.4 |
| H&SA-0124 V2 | Relocate FORSCOM HQ to Pope AFB, NC | 176,247 | 15,261 | (92,513) | 83,734 | 1:0.9 |
| H&SA-0114 R | Consolidate TRANSCOM components at Scott AFB, IL | 1,542,882 | 111,022 | (91,279) | 1,451,603 | 1:15.9 |
| USAF-0121 V2 | Close Niagara Falls ARS, NY; KC-135 to Bangor AGS, ME, C130 to Little Rock AFB, AR | 178,887 | 13,426 | (90,819) | 88,068 | 1:1 |
| USA-0121 V2 | Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG) | 449,839 | 34,181 | (87,233) | 362,606 | 1:4.2 |
| USA-0234 V2 | Consolidates Puerto Rico Reserve Recommendations | 95,525 | 7,313 | (86,925) | 8,600 | 1:0.1 |

Candidate Recommendations Financials Summary Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|--|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| TECH-0018E | Realign Patrick AFB, FL by relocating Navy Strategic T&E at NSB Kings Bay, GA | 151,971 | 14,187 | (86,442) | 65,529 | 1:0.8 |
| USA-0202 V3 | Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST) | 25,176 | 1,692 | (85,526) | (60,350) | 1:-0.7 |
| H&SA-0108 | Co-locate MILDEP Investigation Agencies at MCB Quantico, VA | 53,059 | 4,104 | (85,130) | (32,071) | 1:-0.4 |
| MED-0029 | Realign Walter Reed Army Medical Center, DC by disestablishing the Armed Forces Inst of Pathology | 139,346 | 9,792 | (83,342) | 56,004 | 1:0.7 |
| DoN-0084A | Close NAS Joint Reserve Base Willow Grove, PA | 873,593 | 63,854 | (81,107) | 792,486 | 1:9.8 |
| USA-0166 V3 | Close /Consolidate Army Reserve Centers USAR C2 Northwest | 145,397 | 11,091 | (80,394) | 65,003 | 1:0.8 |
| DoN-0161B R | Relocate NSWC Corona to NavBase Ventura | 80,505 | 6,027 | (79,907) | 598 | 1:0 |
| USA-0240 V2 | Consolidates California Reserve Recommendations | 124,724 | 8,944 | (78,731) | 45,993 | 1:0.6 |
| TECH-0005 R | Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites | 80,600 | 6,351 | (78,488) | 2,112 | 1:0 |
| H&SA-0057 | Relocate TRADOC HQ to Ft Eustis, VA | 157,128 | 13,954 | (78,322) | 78,806 | 1:1 |
| TECH-0032 | Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick, APG, MD | 84,092 | 6,303 | (75,745) | 8,347 | 1:0.1 |
| TECH-0054 | Consolidate Navy C4ISR RDAT&E at NAWC China Lake, CA.. Close Wpns Div Pt Mugu, CA | 86,549 | 6,687 | (72,753) | 13,796 | 1:0.2 |
| USA-0193 R V2 | Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB) | 63,814 | 4,493 | (70,071) | (6,257) | 1:-0.1 |
| DoN-0070 C | Enclave both FNMOC and NRL | 1,190,223 | 89,803 | (69,635) | 1,120,588 | 1:16.1 |
| E&T-0046 R | Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations | 245,832 | 18,300 | (69,605) | 176,227 | 1:2.5 |
| USA-0244 | Consolidates Iowa Reserve Recommendations | 262,054 | 19,402 | (68,912) | 193,142 | 1:2.8 |
| H&SA-0099 | Co-locate Adjudication Activities at Ft Meade, MD | 84,151 | 6,384 | (63,754) | 20,397 | 1:0.3 |
| IND-0114 V3 | Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components | 67,132 | 5,168 | (63,702) | 3,430 | 1:0.1 |
| H&SA-0132 V2 | Co-locate National Guard HQs (NGB,ANG,AFNG) at Andrews AFB, MD | 358,234 | 29,230 | (63,383) | 294,851 | 1:4.7 |
| USAF-0123 | Close Pittsburgh Intl Airport ARS, PA; C-130s to Little Rock AFB, AR, ECS to Youngstown ARS, PA | 88,599 | 6,493 | (62,291) | 26,308 | 1:0.4 |
| H&SA-0128 V2 | Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC | 99,416 | 7,888 | (61,927) | 37,489 | 1:0.6 |
| H&SA-0078 R | Re-locate Multiple Don Leased Space Activities in the NCR | 225,899 | 18,041 | (61,884) | 164,015 | 1:2.7 |
| USA-0239 V2 | Consolidates Vermont Reserve Recommendations | 19,777 | 1,385 | (61,439) | (41,662) | 1:-0.7 |
| USA-0232 V2 | Consolidates Washington Reserve Recommendations | 107,317 | 8,192 | (61,126) | 46,191 | 1:0.8 |
| USA-0114 V3 | Close/Consolidate Army Guard and Reserve Centers in Hawaii | 119,088 | 9,149 | (56,642) | 62,446 | 1:1.1 |
| USA-0168 V3 | Close/Consolidate Army Reserve Centers USAR C2 Southwest | 45,702 | 3,378 | (55,530) | (9,828) | 1:-0.2 |
| USAF-0089 V2 | Close Kulis AGS, AK | 41,252 | 3,373 | (55,414) | (14,162) | 1:-0.3 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|--|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USA-0219 V2 | Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS) | (583) | (136) | (54,006) | (54,589) | 1:-1 |
| H&SA-0115 | Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD | 98,825 | 7,955 | (51,474) | 47,351 | 1:0.9 |
| MED-0012 | Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH | 89,910 | 7,285 | (50,654) | 39,256 | 1:0.8 |
| DoN-0068 | Close NAS Atlanta, GA | 750,770 | 53,900 | (49,403) | 701,367 | 1:14.2 |
| H&SA-0010 R | Establish Multiple Joint Bases | 2,537,910 | 183,337 | (49,257) | 2,488,653 | 1:50.5 |
| IND-0125 | Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA | 1,378,801 | 96,575 | (49,108) | 1,329,693 | 1:27.1 |
| USA-0246 V2 | Consolidates Indiana Reserve Recommendations | 41,471 | 2,735 | (47,611) | (6,140) | 1:-0.1 |
| USAF-0079 | Close Portland Intl Airport AGS, OR; relocate KC-135 ,F-15s (Enclave Comms Sqdns) | 7,934 | 473 | (46,523) | (38,589) | 1:-0.8 |
| H&SA-0056 | Co-locate Miscellaneous USAF leased Locations | 19,164 | 664 | (46,262) | (27,098) | 1:-0.6 |
| H&SA-0067 v2 | Relocate Defense Contract Mngt Agency to Ft Lee, VA | 50,431 | 3,865 | (44,867) | 5,564 | 1:0.1 |
| USAF-0052 | Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn) | 15,981 | 919 | (44,085) | (28,104) | 1:-0.6 |
| H&SA-0071 | Create new Agency for Media and Publications at Ft Meade, MD | 124,270 | 9,347 | (42,871) | 81,399 | 1:1.9 |
| USA-0245 V2 | Consolidates Illinois Reserve Recommendations | 49,066 | 3,494 | (42,554) | 6,512 | 1:0.2 |
| MED-0030 | Close Uniform Services University of Healthcare Sciences, Bethesda, MD | 613,400 | 58,091 | (38,721) | 574,679 | 1:14.8 |
| H&SA-0109 | Realign lease space by consolidating Defense Commissary Agency at FT Lee, VA | 50,565 | 3,955 | (38,440) | 12,125 | 1:0.3 |
| DoN-0074A | Consolidate Naval Facilities (NAVFAC) Engineering Field Division (EFD) South, Charleston, SC South with NAVFAC Engineering Facilities Activity (EFA) Southeast, Jacksonville, FL, NAVFAC Midwest, Great Lakes, IL and NAVFAC Atlantic, Norfolk, VA | 119,658 | 9,328 | (37,848) | 81,810 | 1:2.2 |
| USAF-0051 V2 | Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, ID | (20,882) | (2,291) | (37,772) | (58,654) | 1:-1.6 |
| USAF-0044 | Close Otis ANGB, MA (Enclave ECS and Comms elements) | 118,670 | 9,097 | (37,313) | 81,357 | 1:2.2 |
| USA-0238 V2 | Consolidates Tennessee Reserve Recommendations | 35,775 | 2,701 | (36,923) | (1,148) | 1:0 |
| IND-0123 | Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point, NC | 1,467,177 | 98,286 | (35,950) | 1,431,227 | 1:39.8 |
| USAF-0113 V2 | Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations | (75) | (140) | (33,431) | (33,506) | 1:-1 |
| IND-0110 V2 | Close Mississippi Army Ammunition Plant, MS | 120,882 | 8,575 | (33,425) | 87,457 | 1:2.6 |
| USA-0241 | Consolidates Nebraska Reserve Recommendations | 84,090 | 6,207 | (33,086) | 51,004 | 1:1.5 |
| USA-0158 V3 | Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST) | 67,786 | 4,634 | (32,445) | 35,341 | 1:1.1 |
| USAF-0059 V2 | Realign Maxwell AFB, AL | (1,457) | (445) | (31,602) | (33,059) | 1:-1 |
| USA-0247 V2 | Consolidates Arizona Reserve Recommendations | 82,832 | 5,933 | (31,106) | 51,726 | 1:1.7 |
| H&SA-0130 V2 | Realign NAS Pensacola, FL; relocate NETC & NETPDTC to NSA Millington, TN | 48,871 | 3,847 | (30,853) | 18,018 | 1:0.6 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USA-0230 V2 | Consolidates Louisiana Reserve Recommendations | 178,314 | 13,615 | (30,749) | 147,565 | 1:4.8 |
| H&SA-0008 V2 | Air Force Personnel Center at Randolph AFB, TX (revised) | 15,233 | 1,309 | (30,317) | (15,084) | 1:-0.5 |
| USA-0131 V3 | Close /Consolidate Army Reserve centers & USAR C2 Southeast | 31,437 | 2,404 | (29,944) | 1,493 | 1:0 |
| USAF-0055 | Realign NAS New Orleans ARS, LA, relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA | (4,191) | (486) | (29,539) | (33,730) | 1:-1.1 |
| USA-0231 V2 | Consolidates West Virginia Reserve Recommendations | 106,468 | 7,619 | (29,479) | 76,989 | 1:2.6 |
| IND-0122 V2 | Close Lone Star Army Ammunition Plant, TX | 312,046 | 25,772 | (29,073) | 282,973 | 1:9.7 |
| IND-0083A | Realign Rock Island Arsenal, IL; relocate Depot Maint to Anniston, AL/Letterkenny, PA depots | 37,742 | 2,920 | (29,036) | 8,706 | 1:0.3 |
| USA-0006 V2 | Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY | 44,016 | 3,225 | (28,737) | 15,279 | 1:0.5 |
| USA-0250 V2 | Consolidates Missouri Reserve Recommendations | 89,663 | 6,405 | (28,626) | 61,037 | 1:2.1 |
| E&T-0053 V2 | Consolidate Transportation Mgmt Training at Ft Lee, VA | 20,268 | 1,277 | (28,157) | (7,889) | 1:-0.3 |
| USAF-0066 | Close Mansfield Lahm MAP AGS, OH | 56,297 | 3,584 | (28,048) | 28,249 | 1:1 |
| TECH-0009B | Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi, MD | 37,286 | 2,907 | (27,119) | 10,167 | 1:0.4 |
| USA-0251 V2 | Consolidates Montana Reserve Recommendations | 21,679 | 1,529 | (25,805) | (4,126) | 1:-0.2 |
| USAF-0060 V2 | Close Nashville Intl Airport AGS, TN (Enclave ECS element) | 145,396 | 13,703 | (25,363) | 120,033 | 1:4.7 |
| USAF-0041 | Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element) | (1,209) | (35) | (25,337) | (26,546) | 1:-1 |
| USA-0237 V2 | Consolidates Kentucky Reserve Recommendations | 59,387 | 4,249 | (25,312) | 34,075 | 1:1.3 |
| IND-0112 V2 | Close River Bank Army Ammunition Plant, CA | 115,209 | 9,184 | (25,239) | 89,970 | 1:3.6 |
| IND-0106 V2 | Close Kansas Army Ammo Plant, KS | 214,890 | 16,501 | (25,149) | 189,741 | 1:7.5 |
| USAF-0037 | Close Great Falls Intl Airport AGS, MT | 61,147 | 4,266 | (24,556) | 36,591 | 1:1.5 |
| USA-0184 V3 | Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST) | 4,319 | 290 | (24,105) | (19,786) | 1:-0.8 |
| DON-0126R | Close Nav Supply School in Athens, GA and relocat to NAVSTA Newport, RI | 51,377 | 4,001 | (23,790) | 27,587 | 1:1.2 |
| USA-0160 | Close/Consolidate Army NG with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Milwaukee, WI (JAST) | 14,992 | 1,064 | (23,264) | (8,272) | 1:-0.4 |
| DoN-0157 R | Close Navy Marine Corps Reserve Center Kansas City, KS | 91,677 | 7,495 | (22,454) | 69,223 | 1:3.1 |
| USAF-0063 V2 | Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK | 104,772 | 7,452 | (21,661) | 83,111 | 1:3.8 |
| USAF-0086 | Realign Selfridge ANGB, MI | 9,992 | 610 | (21,575) | (11,583) | 1:-0.5 |
| USAF-0064 V2 | Close New Castle APT AGS, DE (Enclave ECS element) | 10,668 | 668 | (21,506) | (10,838) | 1:-0.5 |
| USA-0143 V3 | Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST) | 66,248 | 5,026 | (21,425) | 44,823 | 1:2.1 |
| IND-0126 | Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana, VA | 1,988,024 | 131,595 | (21,053) | 1,966,971 | 1:93.4 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USAF-0068 | Realign Reno-Tahoe Intl Airport AGS, CA (Enclave ECS element and DCGS) | (2,708) | (417) | (19,393) | (22,101) | 1:-1.1 |
| DoN-0002 R | Close NS Pascagoula, MS | 684,103 | 47,465 | (17,943) | 666,160 | 1:37.1 |
| USAF-0112 | Close Richmond AGS, Sandston, VA | 68,451 | 4,444 | (17,726) | 50,725 | 1:2.9 |
| TECH-0006 R | Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites | 34,407 | 2,658 | (17,654) | 16,753 | 1:0.9 |
| IND-0118 V2 | Close Pueblo Chemical Demilitarization Facility, CO | 735,179 | 65,963 | (17,644) | 717,535 | 1:40.7 |
| USA-0226 V2 | Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC | 19,128 | 1,482 | (17,409) | 1,719 | 1:0.1 |
| USA-0249 V2 | Consolidates Minnisota Reserve Recommendations | 222 | (6) | (17,344) | (17,122) | 1:-1 |
| IND-0124 | Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL | 926,934 | 65,577 | (17,075) | 909,859 | 1:53.3 |
| USAF-0083 | Realign March ARB, CA; relocate KC-135s to March ARB, CA; Pease AGS, NH; and McConnell AFB, KS | 9,227 | 347 | (17,040) | (7,813) | 1:-0.5 |
| H&SA-0141 | Relocate AF Real Property Agency & Ctr Environ Excellence to Lackland AFB, TX | 18,873 | 1,574 | (16,902) | 1,971 | 1:0.1 |
| USAF-0080 V2 | Realign Birmingham Intl Airport AGS, AL (Enclave ECS element) | 10,493 | 753 | (16,535) | (6,042) | 1:-0.4 |
| USAF-0124 | Realign Dover AFB, DE; relocate C-17s to various Locations | (7,625) | (999) | (15,625) | (23,250) | 1:-1.5 |
| IND-0120 V2 | Close Umatilla Chemical Demilitarization Facility, OR | 670,783 | 60,985 | (15,453) | 655,330 | 1:42.4 |
| DoN-0154 (combi | Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA | 72,702 | 5,832 | (15,227) | 57,475 | 1:3.8 |
| USA-0076 V3 | Close/Consolidate Reserve and Guard Centers in New Jersey | 41,748 | 2,986 | (15,135) | 26,613 | 1:1.8 |
| INTEL-0013 V2 | Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO | 6,014 | 442 | (14,997) | (8,983) | 1:-0.6 |
| USA-0215 V3 | Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST) | 42,934 | 3,069 | (14,618) | 28,316 | 1:1.9 |
| TECH-0058 | Realign Brooks City Base, TX Human Systems D&A to Wright-Patterson AFB, OH | 48,147 | 3,883 | (14,201) | 33,946 | 1:2.4 |
| DoN-0172 | Realign NAVVPNSTA Seal Beach, Det Concord, CA | 213,674 | 16,390 | (13,950) | 199,724 | 1:14.3 |
| USA-0164 V3 | Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST) | 12,634 | 892 | (13,557) | (923) | 1:-0.1 |
| MED-0054 R | Disestablish inpatient mission at multiple locations | 831,162 | 60,175 | (12,925) | 818,237 | 1:63.3 |
| IND-0113 V2 | Realign Sierra Army Depot, CA | 195,919 | 14,026 | (12,641) | 183,278 | 1:14.5 |
| USAF-0099 V2 | Realign Lackland AFB, TX; relocate STAMP/STRAPP functions to McConnell AFB, KS | 121,470 | 8,924 | (12,591) | 108,879 | 1:8.6 |
| USAF-0084 V2 | Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild | 34,274 | 2,147 | (12,360) | 21,914 | 1:1.8 |
| IND-0103 | Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA | 395,359 | 26,641 | (12,239) | 383,120 | 1:31.3 |
| DoN-0089A V2 | Close Navy Marine Corps Reserve Center Los Angeles relocate to Armed Forces Reserve Center Bell, CA (JAST) | 12,673 | 852 | (12,203) | 470 | 1:0 |

Candidate Recommendations Financials Summary Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USAF-0047 | Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements) | (1,973) | (240) | (12,178) | (14,151) | 1:-1.2 |
| MED-0025 | Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB, OH | (8,465) | (781) | (12,115) | (20,580) | 1:-1.7 |
| USAF-0125 | Realign Indian Springs AFAF, NV; relocate UAVs to Holloman AFB, NM | 4,167 | 178 | (11,968) | (7,801) | 1:-0.7 |
| DoN-0113 V2 | Close Navy Marine Corps Reserve Center Akron, OH, Navy Reserve Center Cleveland, OH; relocate to Armed Forces Reserve Center Akron, OH (JAST) | 23,608 | 1,657 | (11,766) | 11,842 | 1:1 |
| DoN-0168A R | Realign NAVSTA Newport, RI; Relocat Naval Warfare Dev Cmd to NAVSTA Norfolk, VA | 13,807 | 1,015 | (11,752) | 2,055 | 1:0.2 |
| USAF-0069 | Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element) | 9,894 | 734 | (11,416) | (1,522) | 1:-0.1 |
| H&SA-0065 | Consolidate Army Test & Evaluation Cmd HQs | 92,767 | 7,270 | (11,051) | 81,716 | 1:7.4 |
| USAF-0077 V2 | Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS element) | 12,848 | 882 | (10,822) | 2,026 | 1:0.2 |
| USA-0200 V3 | Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST) | 150,415 | 10,807 | (10,711) | 139,704 | 1:13 |
| DoN-0115 V2 | Close Navy Marine Corps Reserve Center Madison, WI, Navy Reserve Center Lacrosse, IA, Dubuque, IA; relocate to Armed Forces Reserve Center Madison, WI (JAST) | 23,768 | 1,782 | (10,206) | 13,562 | 1:1.3 |
| USAF-0127 | Close Yeager AGS, WV | (29,489) | (2,439) | (10,200) | (39,689) | 1:-3.9 |
| USAF-0102 | Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL | 80,788 | 5,521 | (10,067) | 70,721 | 1:7 |
| USAF-0053 | Realign Luke, AFB relocate F-16 to Fresno Air Terminal AGS,CA | 13,664 | 554 | (9,983) | 3,681 | 1:0.4 |
| USAF-0111 | Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN | (278) | (80) | (9,917) | (10,195) | 1:-1 |
| USAF-0106 | Establish F-100 engine Centralized Intermediate Repair Facility at NAS New Orleans, LA | 13,541 | 962 | (9,835) | 3,706 | 1:0.4 |
| IND-0086 | Disestablish Lackland AFB, TX Depot by relocating functions to Tobyhanna AD, PA | 36,010 | 2,859 | (9,721) | 26,289 | 1:2.7 |
| USA-0063 V3 | Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant) | 270,327 | 18,054 | (9,458) | 260,869 | 1:27.6 |
| USAF-0129 | Realign Martin State Airport AGS, Baltimore, MD | 106,541 | 8,687 | (9,431) | 97,110 | 1:10.3 |
| USA-0171R | Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC | 39,400 | 2,638 | (9,198) | 30,202 | 1:3.3 |
| DoN-0017A | Close Navy Marine Corps Reserve Center Reading, PA | 13,242 | 956 | (9,101) | 4,141 | 1:0.5 |
| USAF-0049 | Close W.K. Kellogg APT AGS, MI | 71,463 | 5,111 | (8,884) | 62,579 | 1:7 |
| DoN-0130 V2 | Close Navy Marine Corps Reserve Center Mobile, AL; relocate to Armed Forces Reserve Center Mobile ,AL (JAST) | 10,340 | 708 | (7,971) | 2,369 | 1:0.3 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|--|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USAF-0038 | Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS) | (2,750) | (226) | (7,948) | (10,698) | 1:-1.3 |
| USA-0235 V2 | Consolidates Michigan Reserve Recommendations | 29,515 | 2,112 | (7,895) | 21,620 | 1:2.7 |
| USA-0210 V3 | Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST) | (110) | (18) | (7,857) | (7,967) | 1:-1 |
| IND-0121 V3 | Realign Indian Head Det Yorktown, VA | 4,752 | 340 | (7,599) | (2,847) | 1:-0.4 |
| IND-0095 | Realign NAVSHIPYD Puget Sound, WA Det Boston MA | 22,988 | 1,206 | (7,161) | 15,827 | 1:2.2 |
| IND-0119 | Close Newport Chemical Demilitarization Facility, IN | 432,602 | 36,199 | (7,056) | 425,546 | 1:60.3 |
| USAF-0036 V2 | Close Fort Smith MAP AGS, AR (Enclave ECS element) | 12,351 | 974 | (6,728) | 5,623 | 1:0.8 |
| MED-0057 | Realign Brooks City Base, TX; relocate Naval Health Research Ctr to Wright-Patterson, OH | 262 | (11) | (6,543) | (6,281) | 1:-1 |
| USA-0178 V2 | Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST) | 24,066 | 1,718 | (6,294) | 17,772 | 1:2.8 |
| MED-0028 | Establish Joint Biomed RDA Mgt Ctr at Ft. Detrick, MD by relocating various units from within the NCR to there | 7,233 | 634 | (6,272) | 961 | 1:0.2 |
| E&T-0029 V3 | Relocate Army Prime Power School to Ft Leonard Wood, MO | 6,810 | 484 | (5,923) | 887 | 1:0.1 |
| USAF-0040 | Close Hulman APT AGS, IN (Enclave ECS element) | 16,128 | 1,102 | (5,875) | 10,253 | 1:1.7 |
| USAF-0120 | Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS | 3,039 | 66 | (5,831) | (2,792) | 1:-0.5 |
| MED-0017 | Realign Pope AFB, NC by relocating all Medical functions to Ft Bragg, NC | 159,750 | 11,797 | (5,739) | 154,011 | 1:26.8 |
| DoN-0129 V2 | Close Navy Marine Corps Reserve Center Tulsa, OK; relocate to Armed Forces Reserve Center Broken Arrow, OK (JAST) | 6,656 | 488 | (5,527) | 1,129 | 1:0.2 |
| E&T-0016 V2 | Establish Joint Center for Culinary Training at Ft Lee, VA | 20,494 | 1,357 | (5,353) | 15,141 | 1:2.8 |
| IND-0083B | Disestablish Depot Maintenance functions at NAVWPNSTA Seal Beach, CA | 19,820 | 1,520 | (5,335) | 14,485 | 1:2.7 |
| USAF-0035 | Close Duluth Intl Airport AGS, MN (Enclave ECS element) | 27,477 | 2,121 | (4,764) | 22,713 | 1:4.8 |
| USAF-0081 | Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN | (226) | (24) | (4,405) | (4,631) | 1:-1.1 |
| IND-0117 V3 | Close Deseret Chemical Demilitarization Facility, UT | 347,491 | 30,326 | (4,368) | 343,123 | 1:78.6 |
| IND-0116 V2 | Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN | 3,601 | 317 | (4,141) | (540) | 1:-0.1 |
| IND-0097 | Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA | 8,271 | 619 | (4,122) | 4,149 | 1:1 |
| USAF-0039 | Close Hector Intl Airport AGS, ND (Enclave ECS element) | 14,684 | 1,006 | (4,035) | 10,649 | 1:2.6 |
| DoN-0118 V2 | Close Navy Marine Corps Reserve Center Baton Rouge, LA; relocate to Armed Forces Reserve Center Baton Rouge, LA (JAST) | 14,117 | 973 | (3,891) | 10,226 | 1:2.6 |
| TECH-0013 | Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI | 20,187 | 1,930 | (3,767) | 16,420 | 1:4.4 |
| DoN-0085 V2 | Relocate OTC Pensacola, FL to NS Newport, RI | 17,170 | 1,149 | (3,578) | 13,592 | 1:3.8 |
| USAF-0067 | Realign Schenectady County APT AGS, NY | (213) | (30) | (3,565) | (3,778) | 1:-1.1 |
| S&S-0043 | Privatize wholesale supply, storage, and distribution for all Tires | 114,378 | 8,370 | (3,521) | 110,857 | 1:31.5 |

Candidate Recommendations Financials Summary Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|--|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| USAF-0118 | Realign McGuire AFB, NJ; inactivate 108th air refuel wing (Enclave ECS elements) | 33,251 | 2,547 | (3,449) | 29,802 | 1:8.6 |
| E&T-0012 V2 | Relocate Defense Resource Management Institute (under DAU) to Ft Belvoir, VA | 10,087 | 705 | (3,263) | 6,824 | 1:2.1 |
| USAF-0033 V3 | Close Bradley Intl Airport AGS, CT (Enclave ECS element) | 28,473 | 2,023 | (3,229) | 25,244 | 1:7.8 |
| DoN-0041 R | Realign Commander Navy Regions Gulf Coast, South, Northeast | 37,762 | 2,717 | (3,213) | 34,549 | 1:10.8 |
| USAF-0065 | Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA | (230) | (26) | (3,044) | (3,274) | 1:-1.1 |
| S&S-0044 | Privatize wholesale supply, storage, and distribution for all Packaged POL | 89,596 | 6,443 | (2,828) | 86,768 | 1:30.7 |
| TECH-0018A | Establish Weapons/Arm RDAT&E Ctr at Eglin AFB, FL by realigning Hill AFB, UT and FT Belvoir, VA | 19,002 | 1,456 | (2,787) | 16,215 | 1:5.8 |
| DoN-0078 | Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL | 94,249 | 6,467 | (2,564) | 91,685 | 1:35.8 |
| DoN-0062 V2 | Close Navy Recruiting District Indianapolis, IN; Omaha, NE; Buffalo, NY; Montgomery, AL; Kansas City, MO | 216,940 | 14,529 | (2,444) | 214,496 | 1:87.8 |
| IND-0024 | Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA) | 99,063 | 7,371 | (2,437) | 96,626 | 1:39.6 |
| DoN-0156 | Consolidate NAVRESREDCOM NE & Mid-Atlantic w/COMNAVREG | 40,623 | 3,000 | (1,983) | 38,640 | 1:19.5 |
| MED-0022 | Realign McCord AFB, WA by relocating all Medical functions to Ft Lewis, WA | 144,184 | 10,467 | (1,976) | 142,208 | 1:72 |
| USA-0046R V2 | Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT | 33,870 | 2,560 | (1,862) | 32,008 | 1:17.2 |
| TECH-0031 | Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC | 3,336 | 223 | (1,717) | 1,619 | 1:0.9 |
| USAF-0105 | Establish F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL | 9,711 | 714 | (1,659) | 8,052 | 1:4.9 |
| H&SA-0075 | Joint Base Ft Monmouth / Earle Colts Neck, NJ | 92,246 | 6,840 | (1,593) | 90,653 | 1:56.9 |
| USAF-0050 V3 | Close Ellington Field AGS, TX (Enclave ECS element) | 1,316 | 103 | (1,456) | (140) | 1:-0.1 |
| DoN-0057 V2 | Close Inspector-Instructor Staff West Trenton, NJ | 7,100 | 472 | (1,325) | 5,775 | 1:4.4 |
| H&SA-0119 | Joint Base Dobbins AFB / NAS Atlanta, GA | 51,548 | 3,803 | (1,248) | 50,300 | 1:40.3 |
| S&S-0045 | Privatize wholesale supply, storage, and distribution for all Compressed Gases | 27,744 | 2,045 | (1,156) | 26,588 | 1:23 |
| H&SA-0009 v2 | Joint Base FT Bragg / Pope AFB, NC | 100,164 | 7,414 | (1,032) | 99,132 | 1:96.1 |
| E&T-0014 V5 | Establish Joint Center for Religious Training and Education at FT Jackson, SC | 12,940 | 845 | (979) | 11,961 | 1:12.2 |
| IND-0115 V2 | Realign Lima Tank Plant, OH by disestablishing the tank manufacturing function | 21,683 | 1,727 | (742) | 20,941 | 1:28.2 |
| IND-0096 | Realign NNSY Det NAVPESO Annapolis, MD to Norfolk SHPYD, VA | 526 | 37 | (541) | (15) | 1:0 |
| DoN-0052 V2 | Close Navy Reserve Center Orange, TX | 18,577 | 1,249 | (316) | 18,261 | 1:57.8 |

Candidate Recommendations Financials Summary

Sorted on 1-Time Costs (Highest to Lowest)

DCN 2755

| Candidate Recommendation | Description | Gross Savings/(Costs) \$K | Annual Recurring Savings/(Costs) \$K | 1-Time (Costs) \$K | 20 Yr NPV Savings/(Costs) \$K | 1-Time Costs to NPV Ratio |
|--------------------------|---|------------------------------|---|-----------------------|----------------------------------|---------------------------|
| DoN-0025 V2 | Close Navy Marine Corps Reserve Center Moundsville, WV | 13,245 | 888 | (238) | 13,007 | 1:54.7 |
| H&SA-0133 | Establish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg, NC | 37,169 | 706 | (182) | 36,987 | 1:203.2 |
| DoN-0022 V2 | Close Navy Reserve Center Lincoln, NE | 9,806 | 653 | (181) | 9,625 | 1:53.2 |
| DoN-0019 V2 | Close Navy Reserve Center Adelphi, MD | 13,686 | 912 | (177) | 13,509 | 1:76.3 |
| DoN-0053 V2 | Close Navy Marine Corps Reserve Center Tacoma, WA | 15,371 | 1,022 | (136) | 15,235 | 1:112 |
| DoN-0049 V2 | Close Navy Reserve Center Forest Park, IL | 20,533 | 1,374 | (125) | 20,408 | 1:163.3 |
| DoN-0054 V2 | Close Navy Marine Corps Reserve Center Encino, CA | 12,410 | 825 | (96) | 12,314 | 1:128.3 |
| DoN-0050 V2 | Close Navy Reserve Center St Petersburg, FL | 12,208 | 810 | (92) | 12,116 | 1:131.7 |
| DoN-0048 V2 | Close Navy Reserve Center Lubbock, TX | 10,041 | 670 | (75) | 9,966 | 1:132.9 |
| DoN-0055 V2 | Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN | 8,530 | 569 | (67) | 8,463 | 1:126.3 |
| DoN-0009 V2 | Close Navy Reserve Center Asheville, NC | 8,073 | 537 | (67) | 8,006 | 1:119.5 |
| DoN-0020 V2 | Close Navy Reserve Center Duluth, MN | 13,163 | 882 | (65) | 13,098 | 1:201.5 |
| DoN-0047 V2 | Close Navy Reserve Center Watertown, NY | 6,075 | 405 | (64) | 6,011 | 1:93.9 |
| DoN-0013 V2 | Close NRC Cape Girardeau, MO | 7,260 | 484 | (62) | 7,198 | 1:116.1 |
| DoN-0018 V2 | Close Navy Reserve Center Evansville, IN | 8,025 | 536 | (59) | 7,966 | 1:135 |
| DoN-0024 V2 | Close Navy Reserve Center Sioux City, IA | 8,554 | 573 | (53) | 8,501 | 1:160.4 |
| DoN-0021 V2 | Close Navy Reserve Center Lexington, KY | 7,019 | 469 | (53) | 6,966 | 1:131.4 |
| DoN-0023 V2 | Close Navy Reserve Center Marquette, MI | 6,989 | 466 | (52) | 6,937 | 1:133.4 |
| DoN-0010 V2 | Close Navy Reserve Center Cedar Rapids, IA | 7,287 | 488 | (51) | 7,236 | 1:141.9 |
| USA-0132 V2 | Relocate Cold Region Test Center from FT Wainwright, AK to FT Greeley, AK | 685 | 49 | (51) | 634 | 1:12.4 |
| DoN-0015 V2 | Close Navy Reserve Center Horseheads, NY | 6,209 | 415 | (50) | 6,159 | 1:123.2 |
| DoN-0011 V2 | Close Navy Reserve Center Tuscaloosa, AL | 11,454 | 765 | (46) | 11,408 | 1:248 |
| DoN-0056 V2 | Close Inspector-Instructor Staff Rome, GA | 1,964 | 136 | (45) | 1,919 | 1:42.6 |
| DoN-0016 V2 | Close Navy Reserve Center Central Point, OR | 7,715 | 516 | (43) | 7,672 | 1:178.4 |
| DoN-0043 V2 | Close Navy Reserve Center Glens Falls, NY | 12,335 | 828 | (41) | 12,294 | 1:299.9 |
| DoN-0012 V2 | Close Navy Reserve Center Pocatello, ID | 9,001 | 603 | (37) | 8,964 | 1:242.3 |
| TOTALS: | | 79,806,287 | 6,120,240 | (28,383,103) | 51,423,184 | 1:2 |

Tab H

**Base Realignment and Closure Commission
Schedule of Hearings**

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|--------------------------------|--|
| May 2, 2005 6:00PM | Meeting of Commissioners-designate. Remarks by Chairman Principi and review of the schedule for the week. |
| May 3, 2005 9:30 AM | Swearing-in of Commissioners Presentation on BRAC Schedule, Base Closure and Realignment Act of 1990 (as amended thru FY 05 Authorization Act, Review of BRAC criteria, lessons learned and previous BRAC results. Witnesses: BRAC Commission Staff Congressional Research Service General Accountability Office |
| 1:30 PM | Current and Long Term Threat Confronting US National Security Witness: Director of National Intelligence or his designate |
| May 4, 2005 9:30 AM | Force Structure Plan and SecDef Guidance on the Quadrennial Review Witnesses: Panel One: Chairman, JCS and Joint Chiefs Panel Two: Chairman, QDR |
| May 16, 2005 1:30 PM | Presentation of Department of Defense BRAC Recommendations and Methodology Witnesses: Panel One: Secretary of Defense and Chairman, JCS Panel Two: DoD Officials on Methodology |
| May 17, 2005 9:30 AM | Presentation of Recommendations and Methodology - Army Witnesses: Secretary of the Army, Army Chief of Staff, Designated Department of the Army Officials |
| 1:30 PM | Presentation of Recommendations and Methodology- Navy Witnesses: Secretary of the Navy, Chief of Naval Operations Commandant, Marine Corps, Designated Department of the Navy and Marine Corps Officials |
| May 18, 2005 9:30 AM | Presentation of Recommendations and Methodology - Air Force Witnesses: Secretary of the Air Force, Air Force Chief of Staff Designated Department of the Air Force Officials |
| 1:30 PM | Presentation of Recommendations and Methodology - Defense Agencies Witnesses: Designated DoD Officials |
| May 19, 2005 9:30 AM | Presentation of Recommendations and Methodology - DoD Joint Cross Service Groups Witnesses: Designated DoD Officials |