



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

FINAL DELIBERATIONS

AUGUST 24 – 27, 2005

HYATT CRYSTAL CITY
ARLINGTON, VIRGINIA

REFERENCE BOOK

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Statement

of

Anthony J. Principi

Chairman

2005 Defense Base Closure and Realignment

(BRAC) Commission

Final Deliberations and Decisions

Arlington, Virginia

August 24, 2005

**** *****

Good morning and welcome to this, the first day of the 2005 Defense Base Closure and Realignment Commission's final deliberations.

I am Tony Principi, the Chairman of the Commission. With me are my fellow Commissioners, former Congressman Jim Bilbray; former Assistant Secretary of Defense Phil Coyle; former Congressman Jim Hansen; General Tom Hill U.S. Army Retired; Admiral Hal Gehman, U.S. Navy Retired; General Lloyd Newton,

**U.S. Air Force Retired; Samuel Skinner,
former White House Chief of Staff and
Secretary of Transportation; and Brigadier
General Sue Turner, U.S. Air Force Retired.**

**On May 13 of this year, as required by law,
the Secretary of Defense, presented the
Commission, and the Nation, with a list of
military installations that he recommends
for closure or realignment. DoD
subsequently provided the Commission
with extensive, certified justification and
supporting data.**

We immediately began an exhaustive review of the Secretary's recommendations and backup data.

In addition, we analyzed data received from numerous sources including other Federal agencies, the Government Accountability Office, state and local governments, and interested citizens.

Commissioners and staff made 182 visits to 173 installations. We conducted 19 regional hearings around the country.

We held another 16 legislative and deliberative hearings and had hundreds of meetings with community representatives and elected officials. We received over a half million pieces of mail.

We hosted more than 1100 visitors to our offices, responded to over 7000 media inquiries, issued more than 50 press releases and advisories, and received more than 500 telephone calls a week.

Our website was visited eight million times.

**All these communications have been
gratefully and carefully considered.**

**We went to extraordinary lengths to ensure
the soundness, correctness, and integrity
of the base realignment and closure
process and to fulfill our commitment to
transparency, honesty, and fairness for all.**

**Our goal was an open, nonpartisan, and
independent analysis,**

**conducted in full compliance with the
spirit and letter of the Defense Base
Closure and Realignment Act.**

**This BRAC round presented the
Commission with unprecedented
challenges. The Secretary's
recommendations embody almost 900
separate actions affecting installations,
..... which include leased spaces, aircraft,
ships, and people.....more than double the
combined total of actions considered by all
prior BRAC Commissions combined.**

The relationships within and among recommended actions presented the Commission with daunting analytical challenges.

Last July 19th, following the rules set down in the BRAC statute, the Commission added eight installations for consideration for closure or realignment.

Each addition required seven votes.

**When we consider those installations today
seven votes will once again be required to
add an installation to the list recommended
to the President for closure or realignment.**

Our Nation needs the BRAC process.

**No institution can remain successful if it
does not adapt to its constantly changing
environment. Our armed forces must adapt
to changing global threats, evolving
technology, and new strategies and
structures.**

Military infrastructure must support their progress, not hinder it.

The BRAC process is a systematic, rational process to bring our nation's military infrastructure in line with the needs of our armed forces, not only by reducing costs but also by facilitating their transformation to meet the challenges of the new century.

At the same time, we know that the decisions we reach will have a profound impact on the communities hosting our military installations and, more importantly, on the people who bring those communities to life.

These are people who have written long and distinguished records of support for our armed forces and our country.

In many cases, they have devoted their careers to our national defense.

The Commission made extraordinary efforts to listen to their concerns and to place those concerns fairly on the scales as we balance closing and realignment recommendations against DoD's force structure plan and the eight statutory BRAC criteria.

Our Commission is independent.

We are neither an arm of, nor an instrument of, the Department of Defense or the Congress.

We are charged to cast a critical eye on the Secretary's recommendations and to make our decisions without regard to partisan or parochial political concerns.

To that end, we took unprecedented measures to make our process open and transparent and to ensure our deliberations are based on a thorough consideration of certified and sworn data, and our analysis fair to everyone.

We heard, or raised ourselves, serious questions about the Department's calculation of the costs and savings of its recommendations,

the effect of their recommended realignments or closures on homeland security,

and the wisdom of proposals that would leave large areas of our country without active-duty military installations.

We proposed closures or realignments ourselves when we believed the Department's recommendations fell short of the mark,

and we listened to the debate surrounding the Department's proposed recommendations for restructuring the Air National Guard.

We are aware that legal issues that may affect the BRAC process have been, or soon may be, brought before the Courts.

**The Courts will address these issues, but
meanwhile the Commission will meet its
responsibility to complete our work on
schedule, as required by statute.**

**Commissioners and staff worked closely
and continuously for three and a half
months evaluating the data,

comparing and contrasting information
received from all sources,**

developing and considering options and alternative scenarios and studying the effects of modification to existing recommendations.

Commissioners devoted countless hours to the study and analysis of the recommendations. They took their task very seriously and brought the full force of their collective experiences and insights to guide them through the BRAC process.

Their professionalism and dedication, as well as the personal sacrifices they

**accepted in the service of the Commission,
demonstrate the integrity that made it a
pleasure and an honor for me to serve with
them.**

**The culmination of our efforts, and our
collective assessment of the proposals,
will be reflected in the votes we are about
to take.**

**Before I turn to Charles Battaglia, the
Commission's Executive Director to
describe the procedures the Commission
will follow today, I will ask all of the staff
members who may testify to please stand.**

**Ms. Rumu Sarkar, our designated Federal
Officer will administer the oath required by
the BRAC statute.**

(Staff Witnesses Sworn In)

Mr. Battaglia.



**Preliminary Order of Recommendations and Groupings for Final Vote
(Subject to Change)**

ARMY RECOMMENDATIONS

1. Headquarters and Administrative

Chapter 1, Section 1 - Fort Wainwright, AK

Chapter 1, Section 3 - Fort McPherson,

Chapter 1, Section 8 - Fort Monroe, VA

Chapter 1, Section 51 - U.S. Army Garrison Michigan (Selfridge)

2. Operational Army

Chapter 1, Section 4 - Fort Bragg, NC

Chapter 1, Section 6 - Fort Hood, TX

Chapter 1, Section 10 - Operational Army IGPBS

3. Schools

Chapter 1, Section 9 - Maneuver Training

Chapter 1, Section 50 - Single Drill Sergeant

4. RC Transformation

Chapter 1, Section 11 to 49 - RC Transformations

5. USAR Command and Control

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

6. Briefing separately

Chapter 1, Section 2 - Fort Gillem, GA

Chapter 1, Section 5 - Fort Monmouth, NJ

Chapter 1, Section 7 - Red River Army Depot, TX

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

NAVY RECOMMENDATIONS

1. Doctrine and Training Alignments

Chapter 2, Section 61 - Officer Training Command, Pensacola, FL

Chapter 2, Section 63 - Navy Supply Corps School, Athens, GA

Chapter 2, Section 70 - Realign Naval Station, Newport RI

2. Organizational Streamlining

Chapter 2, Section 72 - Close Engineering Field Division/Activity

Chapter 2, Section 75 - Realign Navy Regions

Chapter 2, Section 77 - Realign Navy Reserve Readiness Commands

3. Reserve and Recruiting Capacity

Chapter 2, Section 73 - Navy and Marine Corps Reserve Centers (Rollup)

Chapter 2, Section 74 - Close Navy Recruiting Districts

Chapter 2, Section 76 - Close Navy Reserve Centers (Rollup)

4. Briefing separately

Chapter 2, Section 57 - Marine Corps Logistics Base Barstow, CA

Chapter 2, Section 58 - Naval Support Activity Corona, CA

Chapter 2, Section 59 - Naval Weapons Station Seal Beach Det, Concord, CA

Chapter 2, Section 60 - Submarine Base New London, CT

Chapter 2, Section 62 - Naval Air Station Atlanta, GA

Chapter 2, Section 64 - Naval Support Activity New Orleans, LA

Chapter 11, Section 191 - Close or Further Realign Naval Air Station Brunswick, ME

Chapter 2, Section 65 - Naval Air Station Brunswick, ME (if necessary)

Chapter 2, Section 66 - Marine Corps Support Activity Kansas City, MO

Chapter 2, Section 67 - Naval Station Pascagoula, MS

Chapter 2, Section 68 - Naval Air Station Joint Reserve Base Willow Grove, PA and

Cambria Regional Airport, Johnston, PA (**Defer until AF discussion Friday
because of ANG**)

Chapter 2, Section 69 - Naval Shipyard Portsmouth, Kittery, ME

Chapter 2, Section 71 - Naval Station Ingleside, Texas and Naval Air Station Corpus
Christi, TX

Chapter 11, Section 192 - Close or Realign Broadway Complex San Diego, CA

Chapter 11, Section 193 - Close or Further Realign Master Jet Base Oceana, VA

Preliminary Order of Recommendations and Groupings for Final Vote (Subject to Change as of 1900 23 AUG)

JOINT CROSS-SERVICE RECOMMENDATIONS

1. Education and Training Group

- Chapter 4, Section 121 - Combat Service Support Center
- Chapter 4, Section 123 - Joint Center of Excellence for Culinary Training
- Chapter 4, Section 126 - Net Fires Center
- Chapter 4, Section 127 - Prime Power to Fort Leonard Wood, MO

2. Headquarters and Support Activities Group

- Chapter 5, Section 138 - Consolidate Correctional Facilities into Joint Regional Correctional Facilities
- Chapter 5, Section 139 - Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices
- Chapter 5, Section 140 - Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability
- Chapter 5, Section 141 - Consolidate Media Organizations into a New Agency for Media & Publications
- Chapter 5, Section 142 - Consolidate Transportation Command Components
- Chapter 5, Section 144 - Create Joint Mobilization Sites
- Chapter 5, Section 147 - Relocate Air Force Real Property Agency (AFRPA)
- Chapter 5, Section 148 - Relocate Army Headquarters and Field Operating Agencies

3. Industrial Group

- Chapter 6, Section 151 - Riverbank Army Ammunition Plant, CA
- Chapter 6, Section 152 - Sierra Army Depot, CA
- Chapter 6, Section 153 - Rock Island Arsenal, IL
- Chapter 6, Section 155 - Kansas Army Ammunition Plant, KS
- Chapter 6, Section 157 - Mississippi Army Ammunition Plant, MS
- Chapter 6, Section 159 - Watervliet Arsenal, NY
- Chapter 6, Section 162 - Lone Star Army Ammunition Plant, TX
- Chapter 6, Section 166 - Naval Shipyard Detachments

4. Intelligence Group

- Chapter 7, Section 167 - Defense Intelligence Agency
- Chapter 7, Section 168 - National Geospatial-Intelligence Agency Activities

5. Supply and Storage Group

- Chapter 9, Section 175 - Commodity Management Privatization
- Chapter 9, Section 177 - Supply, Storage, and Distribution Management Reconfiguration

6. Technical Group

- Chapter 10, Section 180 - Consolidate Ground Vehicle Development & Acquisition in a Joint Center
- Chapter 10, Section 183 - Consolidate Sea Vehicle Development & Acquisition
- Chapter 10, Section 185 - Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center
- Chapter 10, Section 189 - Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation

7. Briefing separately

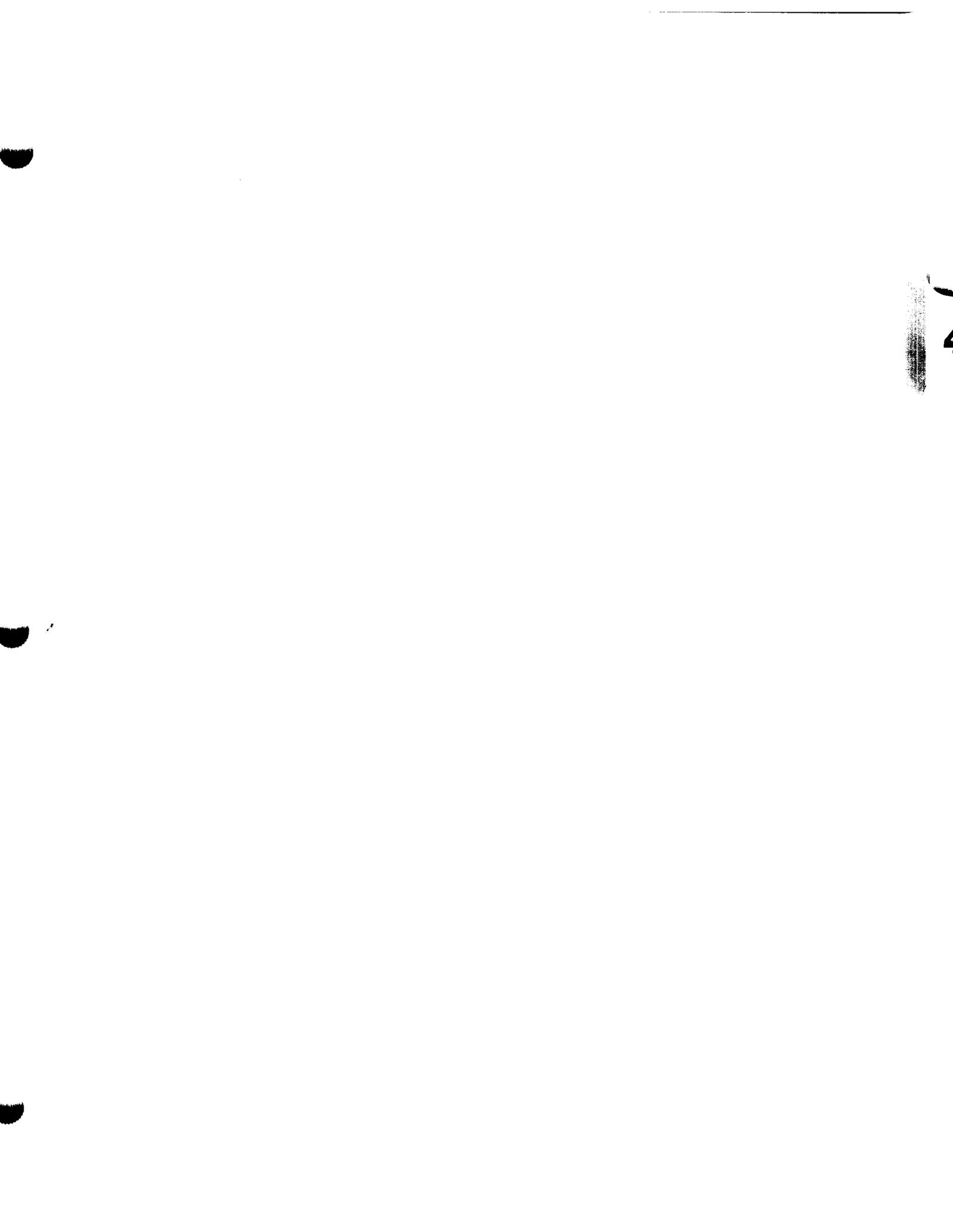
- Chapter 4, Section 120 - Aviation Logistics School (E&T)
- Chapter 4, Section 122 - Joint Center for Consolidated Transportation Management (E&T)
- Chapter 4, Section 124 - Joint Center of Excellence for Religious Training & Education (E&T)
- Chapter 4, Section 125 - Joint Strike Fighter Initial Joint Training Site (E&T)
- Chapter 4, Section 128 - Undergraduate Pilot and Navigator Training (E&T)
- Chapter 5, Section 129 - Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations (H&SA)
- Chapter 5, Section 130 - Co-locate Defense/Military Department Adjudication Activities (H&SA)
- Chapter 5, Section 131 - Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency (H&SA)
- Chapter 5, Section 132 - Co-locate Miscellaneous Army Leased Locations (H&SA)
- Chapter 5, Section 133 - Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations (H&SA)
- Chapter 5, Section 134 - Co-locate Missile and Space Defense Agencies (H&SA)
- Chapter 5, Section 135 - Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center (H&SA)
- Chapter 5, Section 136 - Consolidate Army Test and Evaluation Command (H&SA)
- Chapter 5, Section 137 - Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies (H&SA)
- Chapter 5, Section 143 - Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force (H&SA)
- Chapter 5, Section 145 - Defense Finance and Accounting Service (H&SA)
- Chapter 5, Section 147 - Joint Basing (H&SA)
- Chapter 5, Section 149 - Relocate Miscellaneous Department of Navy Leased Locations (H&SA)
- Chapter 6, Section 150 - Naval Weapons Station Seal Beach, CA (IND)
- Chapter 6, Section 154 - Newport Chemical Depot, IN (IND)
- Chapter 6, Section 156 - Lima Tank Plant, OH (IND)
- Chapter 6, Section 158 - Hawthorne Army Depot, NV (IND)
- Chapter 6, Section 160 - Umatilla Chemical Depot, OR (IND)
- Chapter 6, Section 161 - Lackland Air Force Base, TX (IND)
- Chapter 6, Section 163 - Deseret Chemical Depot, UT (IND)

- Chapter 6, Section 164 - Ship Intermediate Maintenance Activity Norfolk, VA (IND)
- Chapter 6, Section 165 - Fleet Readiness Centers (IND)
- Chapter 8, Section 169 - Walter Reed National Military Medical Center, Bethesda, MD (MED)
- Chapter 8, Section 170 - Brooks City Base, TX (MED)
- Chapter 8, Section 171 - McChord Air Force Base, WA (MED)
- Chapter 8, Section 172 - San Antonio Regional Medical Center, TX (MED)
- Chapter 8, Section 173 - Convert Inpatient Services to Clinics (MED)
- Chapter 8, Section 174 - Joint Centers of Excellence for Chemical, Biological, and Medical Research and Development and Acquisition (MED)
- Chapter 9, Section 176 - Depot Level Repairable Procurement Management (S&S)
- Chapter 10, Section 178 - Co-locate Extramural Research Program Managers (TECH)
- Chapter 10, Section 179 - Consolidate Air and Space C4ISR Research, Development (TECH)
- Chapter 10, Section 181 - Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation (TECH)
- Chapter 10, Section 182 - Consolidate Navy Strategic Test & Evaluation (TECH)
- Chapter 10, Section 184 - Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center (TECH)
- Chapter 10, Section 186 - Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition (TECH)
- Chapter 10, Section 187 - Defense Research Service Led Laboratories (TECH)
- Chapter 10, Section 188 - Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation (TECH)
- Chapter 10, Section 190 - Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, Test & Evaluation (TECH)



SWEARING IN OATH

Do you swear or affirm that the testimony you are about to give, and any other evidence that you may provide, are accurate and complete to the best of your knowledge and belief, so help you God?



Recommendation Criteria Tally

Recommendation			(Recusal)	Bundled	Lead	C1	C2	C3	C4	C5	C6	C7	C8	Team	Analyst
Army															
1	Army-5	Fort Wainwright, AK		A - 1	Hill	No	No	No	No	No	No	No	No	Army	Dean Rhody
2	Army-6	Fort Gillem, GA			Hill	No	No	No	No	No	No	Yes	No	Army	Don Manuel
3	Army-8	Fort McPherson, GA	G	A - 1	Hill	No	No	No	No	No	No	No	No	Army	Don Manuel
4	Army-10	Fort Bragg, NC		A - 2	Hill	No	No	No	No	No	No	No	No	Army	Kevin Felix
5	Army-11	Fort Monmouth, NJ	G		Hill	Yes	No	No	No	Yes	No	No	No	Army	Wes Hood
6	Army-15	Fort Hood, TX		A - 2	Hill	No	No	No	No	No	No	No	No	Army	Kevin Felix
7	Army-16	Red River Army Depot, TX			Hill	Yes	Yes	Yes	No	No	Yes	No	No	Army	Liz Bieri
8	Army-19	Fort Monroe, VA	G	A - 1	Hill	No	No	No	No	No	No	No	No	Army	Don Manuel
9	Army-20	Maneuver Training		A - 3	Hill	No	No	No	No	No	No	No	No	Army	Mike Avenick
10	Army-22	Operational Army (IGPBS)		A - 2	Hill	No	Yes	No	No	No	No	No	No	Army	Kevin Felix
11	Army-25	RC Transformation in Alabama		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
12	Army-28	RC Transformation in Arizona		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
13	Army-30	RC Transformation in Arkansas		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
14	Army-33	RC Transformation in California	C	A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
15	Army-35	RC Transformation in Connecticut		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
16	Army-37	RC Transformation in Delaware		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
17	Army-39	RC Transformation in Georgia		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
18	Army-40	RC Transformation in Hawaii		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
19	Army-42	RC Transformation in Illinois		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
20	Army-44	RC Transformation in Indiana		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
21	Army-46	RC Transformation in Iowa		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
22	Army-48	RC Transformation in Kentucky		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
23	Army-50	RC Transformation in Louisiana		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
24	Army-52	RC Transformation in Maryland		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
25	Army-54	RC Transformation in Massachusetts		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
26	Army-55	RC Transformation in Michigan		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
27	Army-57	RC Transformation in Minnesota		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
28	Army-58	RC Transformation in Missouri		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
29	Army-60	RC Transformation in Montana		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
30	Army-62	RC Transformation in Nebraska		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
31	Army-65	RC Transformation in New Hampshire		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
32	Army-66	RC Transformation in New Jersey		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
33	Army-68	RC Transformation in New Mexico		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
34	Army-69	RC Transformation in New York		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
35	Army-72	RC Transformation in North Carolina		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
36	Army-73	RC Transformation in North Dakota		A - 4	Bilbray	No	No	No	No	Yes	No	No	No	JC-S	Tim Abrell
37	Army-75	RC Transformation in Ohio		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
38	Army-77	RC Transformation in Oklahoma		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
39	Army-80	RC Transformation in Oregon		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
40	Army-82	RC Transformation in Pennsylvania		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
41	Army-85	RC Transformation in Puerto Rico		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
42	Army-87	RC Transformation in Rhode Island		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell
43	Army-89	RC Transformation in Tennessee		A - 4	Bilbray	No	No	No	No	No	No	No	No	JC-S	Tim Abrell

Recommendation			(Recusal)	Bundled	Lead	C1	C2	C3	C4	C5	C6	C7	C8	Team	Analyst
44	Army-91	RC Transformation in Texas		A - 4	Bilbray	No	JC-S	Tim Abrell							
45	Army-95	RC Transformation in Vermont		A - 4	Bilbray	No	JC-S	Tim Abrell							
46	Army-97	RC Transformation in Washington		A - 4	Bilbray	No	JC-S	Tim Abrell							
47	Army-99	RC Transformation in West Virginia		A - 4	Bilbray	No	JC-S	Tim Abrell							
48	Army-102	RC Transformation in Wisconsin		A - 4	Bilbray	No	JC-S	Tim Abrell							
49	Army-103	RC Transformation in Wyoming		A - 4	Bilbray	No	JC-S	Tim Abrell							
50	Army-105	Single Drill Sergeant School		A - 9	Hill	No	Army	Dean Rhody							
51	Army-106	U.S. Army Garrison Michigan (Selfridge)		A - 1	Hill	No	Army	Wes Hood							
52	Army-107	USAR Command and Control New England		A - 5	Bilbray	No	JC-S	Tim Abrell							
53	Army-109	USAR Command and Control – Northeast		A - 5	Bilbray	No	JC-S	Tim Abrell							
54	Army-112	USAR Command and Control – Northwest	Ha	A - 5	Bilbray	No	JC-S	Tim Abrell							
55	Army-115	USAR Command and Control – Southeast		A - 5	Bilbray	No	JC-S	Tim Abrell							
56	Army-117	USAR Command and Control – Southwest	C	A - 5	Bilbray	No	JC-S	Tim Abrell							

Navy

57	DoN-6	Marine Corps Logistics Base, Barstow, CA	C		Hansen	No	No	JC-S	Valerie Mills						
58	DoN-7	Naval Support Activity Corona, CA			Gehman	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Navy	David Epstein
59	DoN-9	Naval Weapons Station Seal Beach Detachment, Concor	C		Gehman	No	No	Navy	David Epstein						
60	DoN-10	Submarine Base New London, CT	G		Principi	No	No	Navy	Hal Tickle						
61	DoN-12	Officer Training Command, Pensacola, FL		N - 1	Gehman	No	Yes	Yes		Yes	No	No	No	Navy	Joe Barrett
62	DoN-13	Naval Air Station Atlanta, GA			Gehman	Yes	No	Yes	No	Yes	No	No	No	Navy	Bill Fetzer
63	DoN-14	Navy Supply Corps School Athens, GA		N - 1	Gehman	No	No	No	Yes	Yes	No	No	No	Navy	David Epstein
64	DoN-15	Naval Support Activity New Orleans, LA	C, G		Principi	No	Yes	Yes	Yes	Yes	No	No	No	Navy	Joe Barrett
65	DoN-18	Naval Air Station Brunswick, ME			Gehman	Yes	No	No	Yes		Yes	No	No	Navy	Hal Tickle
66	DoN-19	Marine Corps Support Activity Kansas City, MO			Gehman	No	Yes	No	Yes	Yes	No	No	No	Navy	Joe Barrett
67	DoN-20	Naval Station Pascagoula, MS			Gehman	No	No	Navy	Brian McDaniel						
68	DoN-21	Naval Air Station Joint Reserve Base Willow Grove, PA, a			Gehman	No	No	Navy	Michael Delaney, Brad McRee, Tim MacGregor						
69	DoN-23	Naval Shipyard Portsmouth, Kittery, ME	G		Principi	No	No		No	No	No	No	No	Navy	C.W. Furlow
70	DoN-25	Naval Station Newport, RI	G	N - 1	Principi	No	No	No	Yes	Yes	No	No	No	Navy	David Epstein
71	DoN-26	Naval Station Ingleside, TX, and Naval Air Station Corpus	C, G		Principi	No	No	No	No	Yes	No	No	No	Navy	Bill Fetzer
72	DoN-28	Engineering Field Division/Activity	G	N - 2	Principi	No	No	Navy	C.W. Furlow						
73	DoN-29	Navy and Marine Corps Reserve Centers	C	N - 3	Hansen	No	No	JC-S	Michael Delaney						
74	DoN-34	Navy Recruiting Districts		N - 3	Principi	No	No	Navy	Joe Barrett						
75	DoN-35	Navy Regions		N - 2	Gehman	No	No	Navy	C.W. Furlow						
76	DoN-37	Navy Reserve Centers		N - 3	Coyle	No	No	JC-S	Colleen Turner						
77	DoN-44	Navy Reserve Readiness Commands	G	N - 2	Hansen	No	No	JC-S	Michael Delaney						

AF

78	Air Force-5	Birmingham International Airport Air Guard Station, AL			Gehman	Yes	No	No	No	No	No	No	No	AF	Tim MacGregor
79	Air Force-6	Eielson Air Force Base, AK, Moody Air Force Base, GA, a	B		Newton	Yes	No	No	No	Yes	No	No	No	AF	Craig Hall
80	Air Force-7	Kulis Air Guard Station and Elmendorf Air Force Base, AK	G		Principi	No	No	No	No	Yes	No	No	No	AF	Craig Hall
81	Air Force-8	Fort Smith Air Guard Station, AR and Luke Air Force Bas	C		Principi	Yes	Yes	No	Yes	Yes	No	No	No	JC-S	Brad McRee
82	Air Force-10	Beale Air Force Base, CA and Selfridge Air National Guar	C		Gehman	No	No	No	No	No	No	No	No	AF	Nat Sillin
83	Air Force-11	March Air Reserve Base, CA	C		Gehman	No	No	No	No	Yes	No	No	No	AF	Justin Breitschopf
84	Air Force-12	Onizuka Air Force Station, CA	C		Newton	No	No	No	No	No	No	No	No	AF	Craig Hall
85	Air Force-14	Bradley International Airport Air Guard Station, CT, Barne			Coyle	No	Yes	Yes	Yes	Yes	No	No	No	JC-S	Brad McRee

Recommendation	(Recusal)	Bundled	Lead	C1	C2	C3	C4	C5	C6	C7	C8	Team	Analyst
86 Air Force-15 New Castle Airport Air Guard Station, DE			Gehman	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Navy	Jim Hanna
87 Air Force-16 Robins Air Force Base, GA			Newton	Yes	No	No	No	No	No	No	No	AF	Tim MacGregor
88 Air Force-17 Boise Air Terminal Air Guard Station, ID			Coyle	Yes	Yes	Yes	Yes	Yes	No	No	No	JC-S	Brad McRee
89 Air Force-18 Mountain Home Air Force Base, ID, Nellis Air Force Base,	B, C		Gehman		No	No	No	Yes		No	No	AF	Tanya Cruz
90 Air Force-20 Capital Air Guard Station, IL and Hulman Regional Airport			Coyle	Yes	No	No	No	Yes	No	No	No	JC-S	Brad McRee
91 Air Force-22 New Orleans Air Reserve Station, LA	B		Newton	No	No	AF	Tanya Cruz						
92 Air Force-23 Andrews Air Force Base, MD, Will Rogers Air Guard Stati			Gehman	No	No	AF	Art Beauchamp, Colleen Turner						
93 Air Force-24 Martin State Air Guard Station, MD	C		Gehman	Yes	Yes	Yes	Yes	No	No	Yes	No	Navy	Jim Hanna
94 Air Force-25 Otis Air National Guard Base, MA, Lambert St. Louis Inter	B		Coyle	Yes	Yes	Yes	Yes	No	No	No	No	JC-S	Brad McRee
95 Air Force-27 W.K. Kellogg Airport Air Guard Station, MI			Gehman	Yes	Yes	Yes	Yes	Yes				AF	Ken Small
96 Air Force-28 Duluth International Airport Air Guard Station, MN			Coyle	Yes	Yes	No	No	Yes	Yes	No	No	JC-S	Brad McRee
97 Air Force-28 Key Field Air Guard Station, MS			Gehman	Yes	No	No	No	No	No	No	No	AF	Tim MacGregor
98 Air Force-30 Great Falls International Airport Air Guard Station, MT			Coyle	No	Yes	No	Yes	No	Yes	No	No	JC-S	Brad McRee
99 Air Force-31 Reno-Tahoe International Airport Air Guard Station, NV	B, C		Principi	Yes	Yes	Yes	No	Yes	No	No	No	JC-S	Brad McRee
100 Air Force-32 Cannon Air Force Base, NM	B, Ha		Gehman	No	No	No	No	No	Yes	No	No	AF	David Combs
101 Air Force-33 Niagara Falls Air Reserve Station, NY	G		Principi	Yes	No	AF	Mike Flinn						
102 Air Force-34 Schenectady County Airport Air Guard Station, NY			Gehman	Yes	Yes	Yes	No	Yes	No	No	No	AF	Mike Flinn
103 Air Force-35 Pope Air Force Base, NC, Pittsburgh International Airport	C		Gehman		No	Yes	Yes	No	Yes	No	No	AF	Mike Flinn, Brad McRee
104 Air Force-37 Grand Forks Air Force Base, ND			Gehman	Yes	No	No	No	No	No	No	No	AF	Tim MacGregor
105 Air Force-38 Hector International Airport Air Guard Station, ND			Gehman	Yes	Yes	No	No	No	No	No	No	AF	Tim MacGregor
106 Air Force-39 Mansfield-Lahm Municipal Airport Air Guard Station, OH			Coyle	Yes	Yes	No	Yes	Yes	No	No	No	JC-S	Brad McRee
107 Air Force-40 Springfield-Beckley Municipal Airport Air Guard Station, O			Coyle	Yes	Yes	No	Yes	Yes	No	No	No	JC-S	Brad McRee
108 Air Force-41 Portland International Airport Air Guard Station, OR	C		Gehman	Yes	Yes	No	Yes	Yes	No	No	No	AF	David Combs
109 Air Force-43 Ellsworth Air Force Base, SD, and Dyess Air Force Base,			Newton	Yes	Yes	Yes	Yes	Yes	Yes	No	No	AF	Art Beauchamp
110 Air Force-44 Nashville International Airport Air Guard Station, TN			Coyle	Yes	Yes	Yes	No	No	No	No	No	JC-S	Brad McRee
111 Air Force-45 Ellington Air Guard Station, TX			Coyle	Yes	Yes	Yes	Yes	Yes	No	No	No	JC-S	Brad McRee
112 Air Force-46 Lackland Air Force Base, TX			Newton									AF	Art Beauchamp, David Combs, Tanya Cruz
113 Air Force-47 Hill Air Force Base, UT, Edwards Air Force Base, CA, Mo	B, C, Ha		Newton	Yes	No	No	No	No	No	No	No	AF	Art Beauchamp, David Combs, Tanya Cruz
114 Air Force-49 Langley Air Force Base, VA	G		Newton	No	No	AF	Art Beauchamp						
115 Air Force-50 Richmond Air Guard Station, VA, and Des Moines Interna	G		Coyle	No	No	No	No	Yes	No	No	No	JC-S	Brad McRee
116 Air Force-51 Fairchild Air Force Base, WA			Newton	No	No	AF	Tim MacGregor						
117 Air Force-52 General Mitchell Air Reserve Station, WI			Newton		Yes	No		No	No		No	AF	Tanya Cruz
118 Air Force-53 Air Force Logistics Support Centers	G		Newton	No	No	AF	Art Beauchamp						
119 Air Force-55 F100 Engine Centralized Intermediate Repair Facilities	G		Newton	No	No	AF	Art Beauchamp						
E&T													
120 E&T-5 Aviation Logistics School	G		Hill	No	No	No	Yes	Yes	No	No	No	Amy	Dean Rhody
121 E&T-6 Combat Service Support Center	G	ET	Hill	No	No	No	Yes	Yes	No	No	No	Amy	Dean Rhody
122 E&T-7 Joint Center for Consolidated Transportation Managemen	G		Skinner	Yes	No	No	No	Yes	No	No	No	JC-S	Syd Carroll
123 E&T-8 Joint Center of Excellence for Culinary Training	G	ET	Skinner	No	No	No	No	Yes	No	No	No	JC-S	Syd Carroll
124 E&T-9 Joint Center of Excellence for Religious Training & Educat			Skinner	Yes	No	No	No	No	No	No	No	JC-S	Syd Carroll
125 E&T-10 Joint Strike Fighter Initial Joint Training Site	C, G		Skinner	No	No	JC-S	Syd Carroll						
126 E&T-12 Net Fires Center		ET	Hill	No	No	Amy	Mike Avenick						
127 E&T-13 Prime Power to Fort Leonard Wood, MO	G	ET	Hill	No	No	Amy	Dean Rhody						
128 E&T-14 Undergraduate Pilot and Navigator Training			Skinner	No	No	JC-S	Syd Carroll						

Recommendation			(Recusal)	Bundled	Lead	C1	C2	C3	C4	C5	C6	C7	C8	Team	Analyst
H&SA															
129	H&SA-3	Co-locate Miscellaneous Air Force Leased Locations and	G		Turner	Yes	Yes	No	No	Yes	No	No	No	JC-S	Tim Abrell
130	H&SA-5	Co-locate Defense/Military Department Adjudication Activi	C, G		Skinner	Yes				No	No	Yes	No	JC-S	Carol Schmidt
131	H&SA-8	Co-locate Military Department Investigation Agencies with	C, G		Skinner	No	JC-S	Jim Durso							
132	H&SA-10	Co-locate Miscellaneous Army Leased Locations	G		Turner	Yes	Yes	No	No	Yes	No	No	No	JC-S	Tim Abrell
133	H&SA-12	Co-locate Miscellaneous OSD, Defense Agency, and Fiel	G		Skinner	Yes	Yes		Yes	Yes		Yes		JC-S	Carol Schmidt
134	H&SA-15	Co-locate Missile and Space Defense Agencies	G		Skinner	No	JC-S	Jim Durso							
135	H&SA-17	Co-locate Navy Education and Training Command and Na			Skinner	Yes		Yes	Yes	Yes	No	No	No	JC-S	Carol Schmidt
136	H&SA-18	Consolidate Army Test and Evaluation Command (ATEC)	G		Coyle	No	Yes	No	No	Yes	No	No	No	JC-S	Tim Abrell
137	H&SA-19	Consolidate Civilian Personnel Offices (CPOs) within eac	C, G, Ha		Principi	Yes	Yes		Yes	Yes	No		No	JC-S	Carol Schmidt
138	H&SA-22	Consolidate Correctional Facilities into Joint Regional Cor	C, G	HSA	Skinner					Yes	No	No		JC-S	Carol Schmidt
139	H&SA-26	Consolidate Defense Commissary Agency Eastern, Midw	G	HSA	Skinner	No	No	No	Yes	No	No	No	No	JC-S	Tom Pantelides
140	H&SA-27	Consolidate Defense Information Systems Agency and Es	G	HSA	Hill	No	IA	Ethan Saxon							
141	H&SA-30	Consolidate Media Organizations into a New Agency for	G	HSA	Skinner	No	JC-S	Michael Delaney							
142	H&SA-31	Consolidate Transportation Command Components	G	HSA	Skinner	Yes	Yes	Yes	Yes	No	No	Yes	No	JC-S	Jim Durso
143	H&SA-33	Consolidate/Co-locate Active and Reserve Personnel & R	G		Skinner	Yes	Yes	No	Yes	Yes	No	No	No	JC-S	Colleen Turner
144	H&SA-35	Create Joint Mobilization Sites	G	HSA	Skinner	No	JC-S	Colleen Turner							
145	H&SA-37	Defense Finance and Accounting Service	C, G		Newton	Yes	Yes	No	Yes	No	Yes	No	No	IA	Marilyn Wasleski
146	H&SA-41	Joint Basing	G		Skinner	Yes			Yes	Yes	No	No	No	JC-S	Carol Schmidt
147	H&SA-44	Relocate Air Force Real Property Agency (AFRPA)	G	HSA	Skinner	No	JC-S	Carol Schmidt							
148	H&SA-46	Relocate Army Headquarters and Field Operating Agenci	G	HSA	Hill	No	Army	Wes Hood							
149	H&SA-49	Relocate Miscellaneous Department of Navy Leased Loca	G		Skinner	Yes	Yes		Yes	Yes		Yes		JC-S	Carol Schmidt
Industrial															
150	Ind-4	Naval Weapons Station Seal Beach, CA	C		Gehman	Yes	No	No	Yes	Yes	No	No	No	Navy	David Epstein
151	Ind-5	Riverbank Army Ammunition Plant, CA	C	IND	Hansen	No	JC-S	George Delgado							
152	Ind-6	Sierra Army Depot, CA	C, Ha	IND	Principi	No	JC-S	George Delgado							
153	Ind-7	Rock Island Arsenal, IL		IND	Hansen	No	JC-S	Valerie Mills							
154	Ind-8	Newport Chemical Depot, IN			Hansen	No	JC-S	George Delgado							
155	Ind-9	Kansas Army Ammunition Plant, KS		IND	Hansen	No	JC-S	George Delgado							
156	Ind-10	Lima Tank Plant, OH			Hansen	Yes	No	Yes	No	No	No	No	No	JC-S	George Delgado
157	Ind-11	Mississippi Army Ammunition Plant, MS		IND	Hansen	No	JC-S	George Delgado							
158	Ind-12	Hawthorne Army Depot, NV	B, Ha		Principi	Yes	Yes	Yes	No	No	Yes	No	Yes	JC-S	George Delgado
159	Ind-13	Watervliet Arsenal, NY		IND	Hansen	No	JC-S	George Delgado							
160	Ind-14	Umatilla Chemical Depot, OR			Hansen	No	JC-S	George Delgado							
161	Ind-15	Lackland Air Force Base, TX			Coyle	Yes	No	No	Yes	No	No	No	No	JC-S	Tom Pantelides
162	Ind-16	Lone Star Army Ammunition Plant, TX		IND	Hansen	No	JC-S	George Delgado							
163	Ind-17	Deseret Chemical Depot, UT	Ha		Principi	No	JC-S	George Delgado							
164	Ind-18	Ship Intermediate Maintenance Activity Norfolk, VA	G		Principi	No	Navy	C.W. Furiow							
165	Ind-19	Fleet Readiness Centers	B, C, G		Hansen	No	No	No	Yes	No	No	No	No	JC-S	Tom Pantelides
166	Ind-26	Naval Shipyard Detachments	G	IND	Principi	No	No	No	No	Yes	No	No	No	Navy	C.W. Furiow
Intel															
167	Int-3	Defense Intelligence Agency	G	INT	Newton	No	JC-S	Michael Delaney							
168	Int-4	National Geospatial-Intelligence Agency Activities	G	INT	Newton	No	JC-S	Michael Delaney							
Medical															

Recommendation			(Recusal)	Bundled	Lead	C1	C2	C3	C4	C5	C6	C7	C8	Team	Analyst
169	Med-4	Walter Reed National Military Medical Center, Bethesda,	G		Turner	No	No	No	No	Yes	No	No	No	JC-S	Lesia Mandzia
170	Med-6	Brooks City Base, TX			Turner	No	No	No	Yes	Yes	No	No	No	JC-S	Lesia Mandzia
171	Med-9	McChord Air Force Base, WA			Turner	No	JC-S	Lesia Mandzia							
172	Med-10	San Antonio Regional Medical Center, TX	C, G		Turner	No	No	No	No	Yes	No	No	No	JC-S	Lesia Mandzia
173	Med-12	Convert Inpatient Services to Clinics	G		Turner	No	Yes	Yes	No	No	No	Yes	No	JC-S	Lesia Mandzia
174	Med-15	Joint Centers of Excellence For Chemical, Biological, and	G		Turner	Yes	No	No	Yes	No	No	No	No	JC-S	Jim Durso
S&S															
175	S&S-5	Commodity Management Privatization	C, G, Ha	SS	Principi	No	JC-S	Jim Durso							
176	S&S-7	Depot Level Reparable Procurement Management Consol	G, Ha		Skinner	No	JC-S	Valerie Mills							
177	S&S-13	Supply, Storage, and Distribution Management Reconfigu	C, G, HA	SS	Hansen	No	JC-S	Valerie Mills							
Technical															
178	Tech-5	Co-locate Extramural Research Program Managers	G		Coyle	Yes	Yes	No	Yes	No	No	No	No	JC-S	Ashley Buzzell
179	Tech-6	Consolidate Air and Space C4ISR Research, Developme	C		Principi	Yes	No	No	Yes	No	No	No	No	JC-S	Les Farrington
180	Tech-7	Consolidate Ground Vehicle Development & Acquisition in	G	TECH	Coyle	No	JC-S	Les Farrington							
181	Tech-9	Consolidate Maritime C4ISR Research, Development and	C, G		Principi	Yes	No	No	Yes	No	No	No	No	Navy	David Epstein
182	Tech-12	Consolidate Navy Strategic Test & Evaluation			Coyle	Yes	No	No	Yes	No	No	No	No	JC-S	Les Farrington
183	Tech-13	Consolidate Sea Vehicle Development & Acquisition		TECH	Coyle	No	JC-S	Les Farrington							
184	Tech-15	Create a Naval Integrated Weapons & Armaments Resea	C, G		Principi	Yes	No	No	Yes	No	No	No	No	Navy	David Epstein
185	Tech-18	Create an Air Integrated Weapons & Armaments Researc	G, Ha	TECH	Principi	No	JC-S	Les Farrington							
186	Tech-19	Create an Integrated Weapons & Armaments Specialty Si	C, G		Principi	Yes	No	No	Yes	No	No	No	No	Navy	David Epstein
187	Tech-22	Defense Research Service Led Laboratories	G		Coyle	Yes	No	No	No	Yes	no	No	No	JC-S	Les Farrington
188	Tech-24	Establish Centers for Fixed Wing Air Platform Research.	Ha		Principi	Yes	No	JC-S	Les Farrington						
189	Tech-26	Establish Centers for Rotary Wing Air Platform Developm		TECH	Coyle	No	JC-S	Les Farrington							
190	Tech-28	Navy Sensors, Electronic Warfare, and Electronics Resea			Principi	Yes	No	No	Yes	Yes	No	No	No	JC-S	Les Farrington
Add															
191	Add	Close Naval Air Station Brunswick, ME			Gehman	Yes	Yes	Yes	Yes		No	No	No	Navy	Hal Tickle
192	Add	Close Broadway Complex San Diego, CA			Gehman	Yes	Yes	Yes	No	Yes	Yes	No	No	Navy	Brian McDaniel
193	Add	Close Master Jet Base Oceana, VA	G		Principi	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Navy	Bill Fetzer
194	Add	Close Pope AFB, NC	C		Gehman									AF	Mike Flinn
195	Add	Close Galena Airport FOL, AK			Newton	No	No	No	No	No	Yes	No	No	AF	Craig Hall
196	Add	Realign Defense Finance and Accounting Service	C, G		Newton									JC-S	Marlyn Wasleski
197	Add	Realign Professional Development Education	C		Turner	No	JC-S	Syd Carroll							
198	Add	Realign Joint Medical Command HQs	G		Turner	No	IA	Ethan Saxon							

Recommendation Detail

1 Army - 5 Fort Wainwright, AK Y N **1**

DoD Description Recommendation: Realign Fort Wainwright, AK, by relocating the Cold Regions Test Center (CRTC) headquarters from Fort Wainwright, AK, to Fort Greely, AK.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$0.05	190	0.00%	2	(\$0.19)	76	(\$0.70)	166	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

2 Army - 6 Fort Gillem, GA Y N **2**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$56.80	83	0.24%	1	(\$85.46)	27	(\$421.50)	37	0.86%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Fort Benning	GA	0	93	0	93	51	144
Gainer	Fort Campbell	KY	73	10	0	83	60	143
Gainer	Pope Air Force Base	NC	8	0	0	8	5	13
Gainer	Redstone Arsenal	AL	104	63	0	167	93	260
Gainer	Rock Island Arsenal	IL	157	120	0	277	173	450
Gainer	Shaw Air Force Base	SC	26	0	0	26	18	44
Net jobs for this Recommendation			-71	-205	0	-276	-336	-612

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

3 Army - 8 Fort McPherson, GA

Y N **3**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$197.80	27	0.82%

Payback (Years)
2

6 Year Net (\$M)	Rank/190
(\$111.39)	19

20-Year NPV (\$M)	Rank/190	% Total
(\$895.20)	20	1.83%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Fort McPherson	GA	-2,260	-1,881	0	-4,141	-2,705	-6,846
Closure	Peachtree Leases Atlanta	GA	-65	-97	0	-162	-114	-276
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	Pope Air Force Base	NC	1,096	1,115	0	2,211	1,604	3,815
Gainer	Shaw Air Force Base	SC	748	49	0	797	584	1,381
Net jobs for this Recommendation			-288	-612	0	-900	-501	-1,401

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

4 Army - 10 Fort Bragg, NC

Y N **4**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$334.80	16	1.39%

Payback (Years)
Never

6 Year Net (\$M)	Rank/190
\$446.12	185

20-Year NPV (\$M)	Rank/190	% Total
\$639.25	188	-1.31%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

5 Army - 11 Fort Monmouth, NJ

U Y N **5**

DoD 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 Repairables 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 (except for the Program Executive Office, 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$822.30	5	3.41%	6	\$395.61	184	(\$1,025.80)	15	2.10%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

6 Army - 15 Fort Hood, TX

Y N **6**

DoD Description Realign Fort Hood, TX, by relocating a Brigade Combat Team (BCT) and Unit of Employment (UEX) Headquarters to Fort Carson, CO.

COBRA Data

1 Time Costs (\$M) \$435.80	Rank/190 13	% Total 1.81%	Payback (Years) Never	6 Year Net (\$M) \$579.49	Rank/190 186	20-Year NPV (\$M) \$980.40	Rank/190 189	% Total -2.01%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

7 Army - 16 Red River Army Depot

Y N 7

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$456.20	11	1.89%	4	\$216.64	177	(\$539.00)	30	1.10%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Anniston Army Depot	AL	0	979	0	979	726	1,705
Gainer	Letterkenny Army Depot	PA	0	344	0	344	187	531
Gainer	Marine Corps Logistics Base Albany	GA	0	156	0	156	123	279
Gainer	Tinker Air Force Base	OK	0	440	0	440	557	997
Gainer	Tobyhanna Army Depot	PA	0	66	0	66	46	112
Net jobs for this Recommendation			-9	-450	0	-459	-36	-495

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

8 Army - 19 Fort Monroe, VA Y N **8**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$72.40	73	0.30%	1	(\$146.96)	17	(\$686.60)	26	1.41%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

9 Army - 20 Maneuver Training Y N **9**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$773.10	6	3.21%	5	\$244.05	179	(\$948.10)	16	1.94%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Knox	KY	-5,479	-621	0	-6,100	-2,421	-8,521
Realign	Fort McCoy	WI	-382	-115	0	-497	-336	-833
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

10 Army - 22 Operational Army (IGPBS)

Y N **10**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$3,946.00	1	16.37%	Never	\$5,229.01	190	\$7,846.70	190	-16.06%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Campbell	KY	-433	-1	0	-434	-313	-747
Realign	Fort Hood	TX	-5,071	-65	0	-5,136	-3,385	-8,521
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 Riley	KS	2,415	334	0	2,749	1,737	4,486
Gainer	Fort Sill	OK	1,055	44	0	1,099	730	1,829
Net jobs for this Recommendation			-26	794	0	768	10,302	11,070

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

11 Army - 25 RC Transformation, AL

Y N 11

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$109.20	51	0.45%	6	\$31.09	131	(\$140.30)	70	0.29%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

12 Army - 28 RC Transformation, AZ Y N **12**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$31.10	106	0.13%

Payback (Years)
5

8 Year Net (\$M)	Rank/190
\$5.32	96

20-Year NPV (\$M)	Rank/190	% Total
(\$51.70)	102	0.11%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

13 Army - 30 RC Transformation, AR Y N **13**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$118.90	49	0.49%

Payback (Years)
31

8 Year Net (\$M)	Rank/190
\$97.58	167

20-Year NPV (\$M)	Rank/190	% Total
\$38.20	182	-0.08%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

14 Army - 33 RC Transformation, CA Y N 14

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$78.70	Rank/190 68	% Total 0.33%	Payback (Years) 10	6 Year Net (\$M) \$41.34	Rank/190 139	20-Year NPV (\$M) (\$46.00)	Rank/190 106	% Total 0.09%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

15 Army - 35 RC Transformation, CT Y N 15

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$128.60	Rank/190 44	% Total 0.53%	Payback (Years) 36	6 Year Net (\$M) \$107.03	Rank/190 170	20-Year NPV (\$M) \$47.50	Rank/190 185	% Total -0.10%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

16 Army - 37 RC Transformation, DE Y N **16**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$13.60	Rank/190 137	% Total 0.06%	Payback (Years) 19	8 Year Net (\$M) \$9.80	Rank/190 109	20-Year NPV (\$M) \$0.90	Rank/190 170	% Total 0.00%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

17 Army - 39 RC Transformation, GA Y N **17**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$21.40	Rank/190 126	% Total 0.09%	Payback (Years) 5	8 Year Net (\$M) \$3.51	Rank/190 91	20-Year NPV (\$M) (\$44.80)	Rank/190 108	% Total 0.09%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

18 Army - 40 RC Transformation, HI

Y N **18**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$56.60	Rank/190 84	% Total 0.23%	Payback (Years) 7	6 Year Net (\$M) \$26.35	Rank/190 128	20-Year NPV (\$M) (\$62.40)	Rank/190 95	% Total 0.13%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Army National Guard Reserve Center Honokaa	HI	-118	0	0	-118	-100	-218
Net jobs for this Recommendation			-118	0	0	-118	-100	-218

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

19 Army - 42 RC Transformation, IL

Y N **19**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$42.60	Rank/190 95	% Total 0.18%	Payback (Years) 14	6 Year Net (\$M) \$28.10	Rank/190 129	20-Year NPV (\$M) (\$6.50)	Rank/190 151	% Total 0.01%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

20 Army - 44 RC Transformation, IN

Y N **20**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$47.60	90	0.20%	22	\$33.68	134	\$6.10	174	-0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

21 Army - 46 RC Transformation, IA

Y N **21**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$68.90	75	0.29%	3	(\$16.54)	47	(\$201.70)	57	0.41%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

22 Army - 48 RC Transformation, KY

Y N **22**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$25.30	117	0.10%	6	\$6.89	99	(\$34.10)	113	0.07%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

23 Army - 50 RC Transformation, LA

Y N **23**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$30.70	107	0.13%	2	(\$17.67)	46	(\$147.60)	68	0.30%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

24 Army - 52 RC Transformation, MD

Y N **24**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$6.30	Rank/190 163	% Total 0.03%	Payback (Years) 3	6 Year Net (\$M) (\$1.37)	Rank/190 73	20-Year NPV (\$M) (\$17.80)	Rank/190 132	% Total 0.04%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

25 Army - 54 RC Transformation, MA

Y N **25**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$85.50	Rank/190 64	% Total 0.35%	Payback (Years) 100	6 Year Net (\$M) \$79.73	Rank/190 159	20-Year NPV (\$M) \$60.40	Rank/190 186	% Total -0.12%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

26 Army - 55 RC Transformation, MI Y N **26**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$7.90	Rank/190 157	% Total 0.03%	Payback (Years) 3	6 Year Net (\$M) (\$1.44)	Rank/190 71	20-Year NPV (\$M) (\$21.60)	Rank/190 126	% Total 0.04%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

27 Army - 57 RC Transformation, MN Y N **27**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$17.30	Rank/190 132	% Total 0.07%	Payback (Years) Never	6 Year Net (\$M) \$17.77	Rank/190 122	20-Year NPV (\$M) \$17.10	Rank/190 180	% Total -0.03%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

28 Army - 58 RC Transformation, MO

Y N **28**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$28.60	111	0.12%

Payback (Years)
3

6 Year Net (\$M)	Rank/190
\$0.90	80

20-Year NPV (\$M)	Rank/190	% Total
(\$61.00)	97	0.12%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

29 Army - 60 RC Transformation, MT

Y N **29**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$26.00	115	0.11%

Payback (Years)
23

6 Year Net (\$M)	Rank/190
\$19.75	123

20-Year NPV (\$M)	Rank/190	% Total
\$4.30	173	-0.01%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

30 Army - 62 RC Transformation, NE

Y N **30**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$33.10	Rank/190 103	% Total 0.14%	Payback (Years) 5	6 Year Net (\$M) \$6.03	Rank/190 97	20-Year NPV (\$M) (\$53.70)	Rank/190 99	% Total 0.11%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

31 Army - 65 RC Transformation, NH

Y N **31**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$54.20	Rank/190 86	% Total 0.22%	Payback (Years) 26	6 Year Net (\$M) \$44.57	Rank/190 143	20-Year NPV (\$M) \$12.90	Rank/190 179	% Total -0.03%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

32 Army - 66 RC Transformation, NJ

Y N **32**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$15.10	Rank/190 135	% Total 0.06%	Payback (Years) 5	6 Year Net (\$M) \$2.03	Rank/190 88	20-Year NPV (\$M) (\$26.60)	Rank/190 119	% Total 0.05%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

33 Army - 68 RC Transformation, NM

Y N **33**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$17.90	Rank/190 129	% Total 0.07%	Payback (Years) 6	6 Year Net (\$M) \$4.64	Rank/190 94	20-Year NPV (\$M) (\$24.60)	Rank/190 121	% Total 0.05%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

34 Army - 69 RC Transformation, NY

Y N **34**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$103.80	53	0.43%	47	\$88.49	164	\$46.50	184	-0.10%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

35 Army - 72 RC Transformation, NC

Y N **35**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$9.20	153	0.04%	2	(\$5.11)	60	(\$30.20)	117	0.06%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

36 Army - 73 RC Transformation, ND

Y N **36**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$7.90	156	0.03%

Payback (Years)
Never

6 Year Net (\$M)	Rank/190
\$8.11	104

20-Year NPV (\$M)	Rank/190	% Total
\$8.00	175	-0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

37 Army - 75 RC Transformation, OH

Y N **37**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$134.80	42	0.56%

Payback (Years)
18

6 Year Net (\$M)	Rank/190
\$93.62	166

20-Year NPV (\$M)	Rank/190	% Total
\$1.30	172	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Army National Guard Reserve Center Mansfield	OH	-37	0	0	-37	-34	-71
Closure	Army National Guard Reserve Center Westerville	OH	-12	0	0	-12	-4	-16
Closure	Parrott U.S. Army Reserve Center Kenton	OH	-9	-1	0	-10	-4	-14
Closure	Scouten U.S. Army Reserve Center Mansfield	OH	-22	-2	0	-24	-22	-46
Closure	U.S. Army Reserve Center Whitehall	OH	-25	0	0	-25	-9	-34
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

38 Army - 77 RC Transformation, OK

Y N **38**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$168.70	Rank/190 35	% Total 0.70%	Payback (Years) 11	6 Year Net (\$M) \$98.56	Rank/190 168	20-Year NPV (\$M) (\$63.80)	Rank/190 94	% Total 0.13%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

39 Army - 80 RC Transformation, OR

Y N **39**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$24.10	Rank/190 121	% Total 0.10%	Payback (Years) 100	6 Year Net (\$M) \$23.49	Rank/190 126	20-Year NPV (\$M) \$19.80	Rank/190 181	% Total -0.04%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

40 Army - 82 RC Transformation, PA Y N **40**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$142.70	Rank/190 40	% Total 0.59%	Payback (Years) 10	6 Year Net (\$M) \$81.06	Rank/190 160	20-Year NPV (\$M) (\$58.40)	Rank/190 98	% Total 0.12%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

41 Army - 85 RC Transformation, PR Y N **41**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$87.00	Rank/190 61	% Total 0.36%	Payback (Years) 15	6 Year Net (\$M) \$64.01	Rank/190 156	20-Year NPV (\$M) (\$8.60)	Rank/190 145	% Total 0.02%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

42 Army - 87 RC Transformation, RI

Y N **42**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$32.40	105	0.13%

Payback (Years)
6

6 Year Net (\$M)	Rank/190
\$9.44	108

20-Year NPV (\$M)	Rank/190	% Total
(\$35.30)	111	0.07%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

43 Army - 89 RC Transformation, TN

Y N **43**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$36.90	99	0.15%

Payback (Years)
18

6 Year Net (\$M)	Rank/190
\$28.17	130

20-Year NPV (\$M)	Rank/190	% Total
\$1.10	171	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

44 Army - 91 RC Transformation, TX

Y N 44

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$375.60	14	1.56%	12	\$220.58	178	(\$133.20)	72	0.27%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

45 Army - 95 RC Transformation, VT

U Y N **45**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$61.40	Rank/190 81	% Total 0.25%	Payback (Years) 100	6 Year Net (\$M) \$57.17	Rank/190 154	20-Year NPV (\$M) \$41.70	Rank/190 183	% Total -0.09%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Army National Guard Reserve Center Ludlow	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 Rutland	VT	0	0	0	0	0	0
Closure	Army National Guard Reserve Center Windsor	VT	0	0	0	0	0	0
Closure	Courcelle Brothers U.S. Army Reserve Center, Rutland	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	U.S. Army Reserve Center Berlin	VT	0	0	0	0	0	0
Closure	U.S. Army Reserve Center Chester	VT	0	0	0	0	0	0
Realign	Armed Forces Reserve Center New Rutland	VT	0	0	0	0	0	0
Realign	Armed Forces Reserve Center White River Jct	VT	0	0	0	0	0	0
Net jobs for this Recommendation			0	0	0	0	0	0

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

46 Army - 97 RC Transformation, WA

U Y N **46**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M) \$61.20	Rank/190 82	% Total 0.25%	Payback (Years) 9	6 Year Net (\$M) \$33.27	Rank/190 133	20-Year NPV (\$M) (\$46.10)	Rank/190 105	% Total 0.09%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	1LT Richard H. Walker U.S. Army Reserve Center	WA	-38	0	0	-38	-32	-70
Closure	Army National Guard Reserve Center Everett	WA	-57	0	0	-57	-32	-89
Net jobs for this Recommendation			-95	0	0	-95	-64	-159

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

47 Army - 99 RC Transformation, WV Y N **47**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$29.50	109	0.12%	3	(\$4.17)	63	(\$77.00)	90	0.16%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

48 Army - 102 RC Transformation, WI Y N **48**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$10.70	145	0.04%	Immediate	(\$37.67)	37	(\$139.70)	71	0.29%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

49 Army - 103 RC Transformation, WY

Y N **49**

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$72.40	72	0.30%	21	\$53.80	153	\$9.00	176	-0.02%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

50 Army - 105 Single Drill Sergeant

Y N **50**

DoD Description Realign Fort Benning, GA, and Fort Leonard Wood, MO, by relocating the Drill Sergeant School at each location to Fort Jackson, SC.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.80	182	0.01%	1	(\$7.57)	54	(\$31.30)	116	0.06%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

51 Army - 106 U.S. Army Garrison, MI

Y N **51**

DoD 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.

COBRA Data

1 Time Costs (\$M) \$9.50	Rank/190 148	% Total 0.04%	Payback (Years) Immediate	6 Year Net (\$M) (\$91.39)	Rank/190 23	20-Year NPV (\$M) (\$260.90)	Rank/190 49	% Total 0.53%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

52 Army - 107 USAR Command and Control New England

Y N **52**

DoD 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.

COBRA Data

1 Time Costs (\$M) \$96.10	Rank/190 58	% Total 0.40%	Payback (Years) 13	6 Year Net (\$M) \$61.19	Rank/190 155	20-Year NPV (\$M) (\$21.80)	Rank/190 125	% Total 0.04%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Malony U.S. Army Reserve Center	MA	-100	-55	0	-155	-87	-242
Closure	Westover U.S. Army Reserve Center, Cicopee	MA	-13	0	0	-13	-5	-18
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

53 Army - 109 USAR Command and Control Northeast

Y N **53**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$171.20	34	0.71%	5	\$44.32	142	(\$302.10)	46	0.62%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

54 Army - 112 USAR Command and Control Northwest

DIYON

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$80.40	66	0.33%	9	\$43.37	140	(\$65.00)	93	0.13%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	U.S. Army Reserve Center Fort Lawton	WA	-53	-54	0	-107	-75	-182
Closure	Vancouver Barracks	WA	-29	-16	0	-45	-27	-72
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 Lewis	WA	63	33	0	96	81	177
Gainer	Fort McCoy	WI	100	166	0	266	202	468
Net jobs for this Recommendation			-86	-89	0	-175	-90	-265

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

55 Army - 115 USAR Command and Control Southeast

|| Y || N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$29.90	108	0.12%	16	\$22.54	125	(\$1.50)	164	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

56 Army - 117 USAR Command and Control Southwest

|| Y || N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$55.50	85	0.23%	23	\$44.13	141	\$9.80	177	-0.02%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

57 DoN - 6 Marine Corps Logistics Base, Barstow, CA Y N 

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$26.00	114	0.11%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$56.49)	32

20-Year NPV (\$M)	Rank/190	% Total
(\$230.60)	54	0.47%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Marine Corps Logistics Base Barstow	CA	-137	-323	51	-409	-387	-796
Gainer	Anniston Army Depot	AL	0	25	0	25	18	43
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	Tobyhanna Army Depot	PA	3	123	0	126	87	213
Net jobs for this Recommendation			-133	-104	51	-186	-236	-422

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

58 DoN - 7 Naval Support Activity Corona, CA Y N 

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$80.20	67	0.33%

Payback (Years)
15

6 Year Net (\$M)	Rank/190
\$65.47	157

20-Year NPV (\$M)	Rank/190	% Total
(\$0.40)	169	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

59 DoN - 9 Naval Weapons Station Seal Beach Detachment, Concord, CA

Y N 

DoD 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.

COBRA Data

1 Time Costs (\$M) \$14.00	Rank/190 136	% Total 0.06%	Payback (Years) 1	6 Year Net (\$M) (\$43.24)	Rank/190 36	20-Year NPV (\$M) (\$199.70)	Rank/190 58	% Total 0.41%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

60 DoN - 10 Submarine Base New London, CT

Y N 30

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$679.60	8	2.82%

Payback (Years)
3

6 Year Net (\$M)	Rank/190
\$345.44	180

20-Year NPV (\$M)	Rank/190	% Total
(\$1,576.40)	11	3.23%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

61 DoN - 12 Officer Training Command, Pensacola, FL

Y N **61**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$3.60	170	0.01%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
(\$1.38)	72

20-Year NPV (\$M)	Rank/190	% Total
(\$10.00)	144	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

62 DoN - 13 Naval Air Station Atlanta, GA

Y N **62**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$40.41	94	0.18%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$128.70)	13

20-Year NPV (\$M)	Rank/190	% Total
(\$445.95)	19	1.86%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Naval Air Station Atlanta	GA	-1,274	-156	-68	-1,498	-806	-2,304
Gainer	Dobbins Air Reserve Base	GA	64	8	0	72	37	109
Gainer	Fort Gillem	GA	6	0	0	6	2	8
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
Net jobs for this Recommendation			-551	-105	-66	-722	-316	-1,038

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

63 DoN - 14 Navy Supply Corps School Athens, GA

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$23.80	122	0.10%	7	\$13.56	117	(\$21.80)	124	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

64 DoN - 15 Naval Support Activity New Orleans, LA

U Y U N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$164.60	37	0.68%	3	\$86.12	162	(\$276.40)	48	0.57%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

65 DoN - 18 Naval Air Station Brunswick, ME

U Y U N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$147.20	39	0.61%	4	\$112.62	172	(\$238.80)	51	0.49%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

66 DoN - 19 Marine Corps Support Activity Kansas City, MO

 Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$23.30	123	0.10%	3	\$8.03	103	(\$49.80)	104	0.10%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

67 DoN - 20 Naval Station Pascagoula, MS

 Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$17.90	128	0.07%	Immediate	(\$220.02)	15	(\$665.70)	28	1.36%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

68 DoN - 21 Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA

DoD 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 A, to include all required personnel, equipment, and support, to McGuire Air Force Base.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$126.30	46	0.52%	2	(\$134.73)	18	(\$710.50)	25	1.45%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Fort Dix	NJ	24	2	0	26	21	47
Gainer	Marine Corps Air Station Cherry Point	NC	64	8	0	72	52	124
Gainer	McGuire Air Force Base	NJ	497	36	0	533	448	981
Net jobs for this Recommendation			-227	-311	-5	-543	-159	-702

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

69 DoN - 23 Naval Shipyard Portsmouth, Kittery, ME

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$448.40	12	1.86%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
(\$21.42)	43

20-Year NPV (\$M)	Rank/190	% Total
(\$1,262.40)	14	2.58%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Naval Shipyard Portsmouth	ME	-201	-4,032	-277	-4,510	-4,655	-9,165
Gainer	Naval Shipyard Norfolk	VA	12	1,341	0	1,353	1,875	3,228
Gainer	Naval Station Bremerton	WA	0	1,358	0	1,358	1,430	2,788
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

70 DoN - 25 Naval Station Newport, RI

Y N

DoD Description Realign Naval Station Newport, RI by relocating the Navy Warfare Development Command to Naval Station Norfolk, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$11.80	140	0.05%

Payback (Years)
13

6 Year Net (\$M)	Rank/190
\$8.33	105

20-Year NPV (\$M)	Rank/190	% Total
(\$2.10)	160	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

71

DoN - 26 Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX

U Y L N 71

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$177.05	31	0.74%	2	(\$44.33)	21	(\$614.20)	21	1.68%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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 Base Point Loma	CA	311	30	0	341	310	651
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
Net jobs for this Recommendation			-690	-172	-65	-927	-1,517	-2,444

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

72 DoN - 28 Engineering Field Division/Activity

Y N 

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$37.90	98	0.16%	4	\$9.06	107	(\$81.80)	86	0.17%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

73 DoN - 29 Navy and Marine Corps Reserve Centers **(RollUp)

Y N

DoD Description (See Vol.1 part II for details)

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$62.35	79	0.26%	Immediate	\$17.09	121	(\$76.80)	91	0.16%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

74 DoN - 34 Navy Recruiting Districts

Y N **74**

DoD Description Close the following Navy Recruiting Districts: Montgomery, AL; Indianapolis, IN; Kansas City, MO; Omaha, NE; Buffalo, NY

COBRA Data

1 Time Costs (\$M) \$2.40	Rank/190 178	% Total 0.01%	Payback (Years) Immediate	6 Year Net (\$M) (\$78.27)	Rank/190 28	20-Year NPV (\$M) (\$214.50)	Rank/190 55	% Total 0.44%
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

75 DoN - 35 Navy Regions

Y N **75**

DoD 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.

COBRA Data

1 Time Costs (\$M) \$3.20	Rank/190 173	% Total 0.01%	Payback (Years) 1	6 Year Net (\$M) (\$8.88)	Rank/190 53	20-Year NPV (\$M) (\$34.60)	Rank/190 112	% Total 0.07%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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 Air Station Jacksonville	FL	0	5	0	5	6	11
Gainer	Naval Station Great Lakes	IL	0	33	0	33	56	89
Net jobs for this Recommendation			0	-45	0	-45	-64	-109

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

76 DoN - 37 Navy Reserve Centers** (Roll up)

Y N **7**

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$2.55	176	0.01%	Immediate	(\$87.02)	26	(\$236.60)	53	0.48%

Job Impact at Affected Bases

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

Recommendation Detail

Realign	Undistributed or Overseas Reductions	US	5	0	0	5	0	5
Realign	Undistributed or Overseas Reductions	US	5	0	0	5	0	5
Realign	Undistributed or Overseas Reductions	US	5	0	0	5	0	5
Realign	Undistributed or Overseas Reductions	US	12	0	0	12	0	12
Realign	Undistributed or Overseas Reductions	US	8	0	0	8	0	8
Realign	Undistributed or Overseas Reductions	US	4	0	0	4	0	4
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Realign	Undistributed or Overseas Reductions	US	3	0	0	3	0	3
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Realign	Undistributed or Overseas Reductions	US	1	0	0	1	0	1
Realign	Undistributed or Overseas Reductions	US	1	0	0	1	0	1
Realign	Undistributed or Overseas Reductions	US	1	0	0	1	0	1
Realign	Undistributed or Overseas Reductions	US	2	0	0	2	0	2
Gainer	Undistributed or Overseas Reductions	MN	1	0	0	1	0	1
Net jobs for this Recommendation			-129	0	0	-129	-84	-213

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

77 DoN - 44 Navy Reserve Readiness Commands

Y N

DoD 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

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$2.60	175	0.01%	Immediate	(\$30.94)	39	(\$91.70)	81	0.19%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

78 Air Force - 5 Birmingham International Airport Air Guard Station, AL

Y N

DoD Description Realign Birmingham International Airport Air Guard Station (AGS), AL. Distribute the 117th Air Refueling Wing's (ANG) KC-135R aircraft to the 101st Air Refueling Wing (ANG), Bangor International Airport AGS, ME (two aircraft); the 134th Air Refueling Wing (ANG), McGhee-Tyson Airport AGS, TN (four aircraft); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport AGS, AZ (two aircraft). The 117th Air Refueling Wing's firefighter positions will move to Dannelly Field AGS, AL, and the remaining expeditionary combat support (ECS) will remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$11.00	142	0.05%	18	\$7.69	101	(\$0.50)	168	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

79 Air Force - 6 Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Air Force Base, SC Y N 79

DoD Description Realign Eielson Air Force Base, AK. The 354th Fighter Wing's assigned A-10 aircraft will be distributed to the 917th Wing Barksdale Air Force Base, LA (three aircraft); to a new active duty unit at Moody Air Force Base, GA (12 aircraft); and to backup inventory (three aircraft). The 354th Fighter Wing's F-16 aircraft will be distributed to the 57th Wing, Nellis Air Force Base, NV (18 aircraft). The Air National Guard Tanker unit and rescue alert detachment will remain as tenant on Eielson. Realign Moody Air Force Base, by relocating base-level ALQ-184 intermediate maintenance to Shaw Air Force Base, SC, establishing a Centralized Intermediate Repair Facility (CIRF) at Shaw Air Force Base, SC for ALQ-184 pods. Realign Shaw Air Force Base, relocating base-level TF-34 engine intermediate maintenance to Moody Air Force Base, establishing a CIRF at Moody Air Force Base for TF-34 engines.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$141.40	41	0.59%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$594.03)	6

20-Year NPV (\$M)	Rank/190	% Total
(\$2,780.60)	3	5.69%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

80 Air Force - 7 Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK Y N 80

DoD Description Close Kulis Air Guard Station (AGS), AK. Relocate the 176th Wing (ANG) and associated aircraft (eight C-130Hs, three HC-130Ns, and five HH-60s) and Expeditionary Combat Support (ECS) to Elmendorf Air Force Base, AK. Realign Elmendorf Air Force Base. With the addition of four aircraft from another installation (see Air Force recommendation for Ellsworth Air Force Base and Dyess Air Force Base), the 176th Wing at Elmendorf will form an ANG/active duty association with 12 C-130H aircraft. The 3d Wing at Elmendorf Air Force Base will distribute 24 of 42 assigned F-15C/D aircraft to the 1st Fighter Wing, Langley Air Force Base, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$81.40	65	0.34%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
\$20.61	124

20-Year NPV (\$M)	Rank/190	% Total
(\$146.70)	69	0.30%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

81 Air Force - 8 Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ Y N

DoD Description Realign Fort Smith Municipal Airport (MAP) Air Guard Station (AGS), AR. Distribute the 188th Fighter Wing's (ANG) F-16s to the 144th Fighter Wing (ANG) Fresno Air Terminal AGS, CA (seven aircraft) and retirement (eight aircraft). The 144th Fighter Wing's F-16s (15 aircraft) retire. The wing's expeditionary combat support (ECS) elements remain in place. Fire fighter positions realign to Tulsa, OK, and the Home Station Training Site moves to Savannah, GA. Realign Luke Air Force Base, AZ. The 56th Fighter Wing, Luke Air Force Base, AZ, distributes its F-16 Block 25s (13 aircraft) and F-16 Block 42s (24 aircraft) to retirement. The 944th Fighter Wing distributes its F-16s to the 144th Fighter Wing at Fresno (11 aircraft).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$17.60	131	0.07%	16	\$12.44	114	(\$2.00)	162	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

82 Air Force - 10 Beale Air Force Base, CA and Selfridge Air National Guard Base, MI Y N

DoD Description Realign Beale Air Force Base, CA. The 940th Air Refueling Wing (AFR) will realign its KC-135R tanker aircraft while its expeditionary combat support (ECS) elements will remain in place. Beale's KC-135R aircraft will be distributed to the Air National Guard at Selfridge ANGB, MI (four aircraft) and 134th Air Refueling Wing (ANG), McGhee-Tyson Airport Air Guard Station, TN (four aircraft). Realign Selfridge Air Reserve Base, MI. The 927th Air Refueling Wing (AFR) at Selfridge will distribute its eight KC-135 aircraft to the 127th Wing (ANG) at Selfridge. The 127th Wing will retire its 15 F-16 aircraft and eight C-130E aircraft, and will convert to A-10 and KC-135R aircraft.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$45.40	92	0.19%	14	\$34.62	135	(\$6.40)	152	0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

83 Air Force - 11 March Air Force Base, CA

Y N

DoD Description Realign March Air Reserve Base, CA. The 163d Air Refueling Wing (ANG) will distribute its nine KC-135R aircraft to the 452d Air Mobility Wing (AFR), March Air Reserve Base (four aircraft); the 157th Air Refueling Wing (ANG), Pease International Tradeport Air Guard Station, NH (three aircraft); the 134th Air Refueling Wing (ANG), McGhee-Tyson Airport Air Guard Station, TN (one aircraft); and the 22d Air Refueling Wing, McConnell Air Force Base, KS (one aircraft). The 163d Air Refueling Wing's expeditionary combat support (ECS) will remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$10.80	143	0.04%	5	\$1.91	87	(\$15.50)	137	0.03%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	March Air Reserve Base	CA	-71	-40	0	-111	-89	-200
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
Gainer	McGee Tyson APT Air Guard Station	TN	1	20	0	21	22	43
Net jobs for this Recommendation			-16	9	0	-7	-3	-10

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

84 Air Force - 12 Onizuka Air Force Station, CA

Y N

DoD Description Close Onizuka Air Force Station, CA. Relocate the Air Force Satellite Control Network (AFSCN) mission and tenant Defense Information Systems Agency (DISA) Defense Satellite Communication System (DSCS) mission and equipment to Vandenberg Air Force Base, CA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$123.70	47	0.51%	5	\$45.33	145	(\$211.00)	56	0.43%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Onizuka Air Force Station	CA	-107	-171	0	-278	-114	-392
Realign	Undistributed or Overseas Reductions	US	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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

85 Air Force - 14 Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Air Force Base, SC

DoD Description Realign Bradley International Airport Air Guard Station, CT. The A-10s assigned to the 103d Fighter Wing will be distributed to the 104th Fighter Wing, Barnes Municipal Airport Air Guard Station, MA (nine aircraft) and retirement (six aircraft). The wing's expeditionary combat support (ECS) elements will remain in place at Bradley and Bradley will retain capability to support a Homeland Defense mission. Realign Barnes Air Guard Station, MA; Selfridge ANGB, MI; Shaw Air Force Base, SC; and Martin State Airport Air Guard Station, MD, by relocating base-level TF-34 engine intermediate maintenance to Bradley, establishing a Centralized Intermediate Repair Facility (CIRF) at Bradley for TF-34 engines.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$3.20	172	0.01%	2	(\$6.12)	56	(\$25.20)	120	0.05%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Bradley International Airport Air Guard Station	CT	-17	-75	0	-92	-61	-153
Realign	Martin State Airport Air Guard Station	MD	0	-4	0	-4	-3	-7
Realign	Selfridge Air National Guard Base	MI	0	-4	0	-4	-3	-7
Realign	Shaw Air Force Base	SC	-24	-1	0	-25	-17	-42
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

86 Air Force - 15 New Castle Airport Air Guard Station, DE

DoD Description Realign New Castle County Airport Air Guard Station (AGS), DE. Distribute the wing's eight C-130H aircraft to the 145th Airlift Wing (ANG), Charlotte/Douglas International Airport (IAP) AGS, NC (four aircraft), and 165th Airlift Wing (ANG), Savannah IAP AGS, GA (four aircraft). Move flying related Expeditionary Combat Support (ECS) to McGuire Air Force Base, NJ (Aeromedical Squadron), and Dover Air Force Base, DE (aerial port and fire fighters). Other ECS remains in place at New Castle.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$15.50	134	0.06%	1	(\$29.06)	41	(\$120.10)	75	0.25%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

87 Air Force - 16 Robins Air Force Base, GA Y N

DoD Description Realign Robins Air Force Base, GA. The 19th Air Refueling Group's KC-135R aircraft will be distributed to the 22nd Air Refueling Wing, McConnell Air Force Base, KS (nine aircraft), and to backup aircraft inventory (three aircraft). The 202d Engineering Installation Squadron (ANG), a geographically separated unit at Middle Georgia Regional Airport, will be relocated into available space at Robins Air Force Base.

COBRA Data

1 Time Costs (\$M) \$6.70	Rank/190 160	% Total 0.03%	Payback (Years) Immediate	6 Year Net (\$M) (\$31.95)	Rank/190 38	20-Year NPV (\$M) (\$175.10)	Rank/190 61	% Total 0.36%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

88 Air Force - 17 Boise Air Terminal Air Guard Station, ID Y N

DoD Description Realign Boise Air Terminal Air Guard Station (AGS), ID. Distribute the four C-130H aircraft of the 124th Wing (ANG) to the 153rd Airlift Wing (ANG), Cheyenne, WY. The new, larger unit at Cheyenne will create an active duty/ ANG association.

COBRA Data

1 Time Costs (\$M) \$2.50	Rank/190 177	% Total 0.01%	Payback (Years) 8	6 Year Net (\$M) \$1.60	Rank/190 83	20-Year NPV (\$M) (\$1.70)	Rank/190 163	% Total 0.00%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

89 Air Force - 18 Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base

Y N 35

DoD Description Realign Mountain Home Air Force Base, ID. Distribute the 366th Fighter Wing assigned F-15Cs (18 aircraft) to the 57th Fighter Wing, Nellis Air Force Base, NV (nine aircraft), to the 125th Fighter Wing, Jacksonville International Airport AGS, FL (six aircraft), and to retirement (three aircraft). The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing McEntire AGS, SC (nine aircraft), the 57th Wing, Nellis Air Force Base, NV (five aircraft), and to backup inventory (four aircraft). Realign Nellis Air Force Base. The 57th Wing, Nellis Air Force Base, NV, will distribute F-16 Block 42 aircraft to the 138th Fighter Wing Tulsa International Airport AGS, OK (three aircraft), and retire the remaining F-16 Block 42 aircraft (15 aircraft). The 57th Wing also will distribute F-16 Block 32 aircraft (six aircraft) to the 144th Fighter Wing Fresno Air Terminal AGS, CA, and to retirement (one aircraft). Realign Elmendorf Air Force Base. The 366th Fighter Wing, Mountain Home Air Force Base, ID, will receive F-15E aircraft from the 3d Wing, Elmendorf Air Force Base, AK (18 aircraft), and attrition reserve (three aircraft).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$74.20	69	0.31%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$21.18)	44

20-Year NPV (\$M)	Rank/190	% Total
(\$389.00)	38	0.80%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

90 Air Force - 20 Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN

DoD Description Realign Capital Airport Air Guard Station, IL. Distribute the 183d Fighter Wing's F-16s to the 122d Fighter Wing, Fort Wayne International Airport Air Guard Station, IN, (15 aircraft). The 122d Fighter Wing's F-16s (15 aircraft) retire. The wing's expeditionary combat support (ECS) elements, the Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron remain in place. Realign Hulman Regional Airport Air Guard Station, IN. The 181st Fighter Wing's F-16s are distributed to the 122d Fighter Wing, Fort Wayne International Airport Air Guard Station, IN (nine aircraft), and retirement (six aircraft). The 181st Fighter wing's ECS elements remain in place. Realign Dane County Regional Air Guard Station/Truax Field, WI; Joe Foss Field Air Guard Station, SD; Des Moines Air Guard Station, IA; Fort Wayne Air Guard Station, IN; and Lackland Air Force Base, TX; by relocating baselevel F-110 intermediate maintenance to Capital, establishing a Centralized Intermediate Repair Facility (CIRF) at Capital for F110 engines.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$19.90	127	0.08%	13	\$13.34	116	(\$6.30)	153	0.01%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Capital Airport Air Guard Station	IL	-30	-133	0	-163	-105	-268
Realign	Dane County Airport	WI	-4	1	0	-3	-1	-4
Realign	Des Moines International Airport Air Guard Station	IA	-4	0	0	-4	-1	-5
Realign	Hulman Regional Airport Air Guard Station	IN	-12	-124	0	-136	-94	-230
Realign	Joe Foss Field Air Guard Station	SD	-4	0	0	-4	-1	-5
Realign	Lackland Air Force Base	TX	-5	0	0	-5	-4	-9
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

91 Air Force - 22 New Orleans Air Reserve Station, LA

Y N 91

DoD Description Realign NAS New Orleans ARS, LA. Distribute the 926th Fighter Wing's A-10 aircraft to the 442d Fighter Wing (AFR), Whiteman Air Force Base, MO (nine aircraft), and the 917th Wing (AFR) at Barksdale Air Force Base, LA (six aircraft). The 442 wing HQ element realigns to Nellis Air Force Base, NV, and the wing Expeditionary Combat Support realigns to Buckley Air Force Base, CO.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$50.20	88	0.21%	5	\$32.50	132	(\$80.70)	87	0.17%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Naval Air Station New Orleans Air Reserve Station	LA	-4	-308	0	-312	-312	-624
Realign	Undistributed or Overseas Reductions	US	-2	-2	0	-4	0	-4
Gainer	Barksdale Air Force Base	LA	4	40	0	44	47	91
Gainer	Buckley Air Force Base	CO	4	33	0	37	31	68
Gainer	Nellis Air Force Base	NV	1	31	0	32	26	58
Gainer	Whiteman Air Force Base	MO	3	58	0	61	49	110
Net jobs for this Recommendation			6	-148	0	-142	-159	-301

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

92 Air Force - 23 Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX, Will Rogers Air Guard Station, OK

DoD Description Realign Andrews Air Force Base, MD, by relocating the Air Force Flight Standards Agency (AFFSA) and its two C-21 aircraft to Will Rogers World Airport Air Guard Station, OK. Realign Randolph Air Force Base, TX, by relocating the USAF Advanced Instrument School (AIS) to Will Rogers Air Guard Station. Realign Tinker Air Force Base, OK, by relocating the Global Air Traffic Operations Program Office (GATOP) to Will Rogers Air Guard Station. Realign Will Rogers Air Guard Station by relocating the 137th Airlift Wing (ANG) to Tinker Air Force Base and associate with the 507th Air Refueling Wing (AFR). The 137th's C-130H aircraft are distributed to the 136th Airlift Wing (ANG), Naval Air Station Joint Reserve Base Fort Worth, TX (4 aircraft), and 139th Airlift Wing (ANG), Rosecrans Memorial Airport Air Guard Station, MO (4 aircraft). The aerial port squadron at Will Rogers moves to Naval Air Station Joint Reserve Base Fort Worth, the Aeromedical Squadron and fire fighters move to Rosecrans AGB. Other elements of the 137th's Expeditionary Combat Support remain in place at Will Rogers.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$21.70	125	0.09%

Payback (Years)
2

6 Year Net (\$M)	Rank/190
(\$12.17)	51

20-Year NPV (\$M)	Rank/190	% Total
(\$83.10)	85	0.17%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Andrews Air Force Base	MD	-85	-30	0	-115	-75	-190
Realign	Randolph Air Force Base	TX	-16	0	0	-16	-13	-29
Realign	Tinker Air Force Base	OK	-2	-16	0	-18	-21	-39
Realign	Will Rogers World Airport Air Guard Station	OK	84	-99	0	-15	-49	-64
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

93 Air Force - 24 Martin State Air Guard Station, MD

YUN

DoD Description Realign Martin State Air Guard Station (AGS), MD. Distribute the eight C-130J aircraft of the 175th Wing (ANG) to the 146th Airlift Wing (ANG), Channel Islands AGS, CA (four aircraft), and 143d Airlift Wing (ANG), Quonset State Airport AGS, RI (four aircraft). The Aerial Port Squadron will move to Andrews Air Force Base, MD. The 143rd and 146th Airlift Wings will each retire two C-130E aircraft (total of four).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$9.40	149	0.04%	1	(\$13.69)	48	(\$97.10)	80	0.20%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

94 Air Force - 25 Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlanta Y N

DoD Description Close Otis ANGB, MA. The 102d Fighter Wing's F-15s will be distributed to the 125th Fighter Wing, Jacksonville International Airport Air Guard Station, FL (three aircraft), and 177th Fighter Wing, Atlantic City International Airport Air Guard Station, NJ (12 aircraft). The 253d Combat Communications Group, and 267th Communications Squadron will remain in place at Otis, with 104th Fighter Wing at Barnes providing administrative support as the parent wing. An air sovereignty alert (ASA) facility will be constructed at Bradley International Airport Air Guard Station, CT. Firefighter positions from Otis will move to Barnes Municipal Airport Air Guard Station, MA.

Realign Lambert-St. Louis International Airport Air Guard Station, St. Louis, MO. The 131st Fighter Wing's F-15s (15 aircraft) will distribute to the 57th Fighter Wing, Nellis Air Force Base, NV (nine aircraft), and 177th Fighter Wing, Atlantic City International Airport Air Guard Station, NJ (six aircraft). Realign Atlantic City International Airport Air Guard Station, NJ. The 177th Fighter Wing's F-16s will be distributed to the 158th Fighter Wing, Burlington International Airport Air Guard Station, VT (three aircraft), and retire (12 aircraft). The wing's expeditionary combat support (ECS) elements will remain in place. Firefighter positions move to Scott Air Force Base, IL. The 157th Air Operations Group (AOG) and the 218th Engineering Installation Group (EIG) will relocate from Jefferson Barracks geographically separated unit (GSU) into space at Lambert International. Jefferson Barracks real property accountability will transfer to the Army.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$103.00	54	0.43%	3	(\$12.25)	50	(\$336.10)	42	0.69%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	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	Bradley International Airport Air Guard Station	CT	20	2	0	22	7	29
Gainer	Burlington International Airport Air Guard Station	VT	3	53	0	56	38	94
Gainer	Jacksonville International Airport Air Guard Station	FL	4	16	0	20	26	46
Gainer	Nellis Air Force Base	NV	10	186	0	196	163	359
Net jobs for this Recommendation			-19	-233	0	-252	-186	-438

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

95 Air Force - 27 W.K. Kellogg Airport Air Guard Station, MI

 Y N

DoD Description Close W.K. Kellogg Airport Air Guard Station, MI. Distribute the 110th Fighter Wing's A-10s (15 aircraft) to the 127th Wing (ANG), Selfridge ANGB, MI.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$8.30	154	0.03%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$46.73)	34

20-Year NPV (\$M)	Rank/190	% Total
(\$166.80)	64	0.34%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

96 Air Force - 28 Duluth International Airport Air Guard Station

 Y N

DoD Description Realign Duluth International Airport Air Guard Station, MN, by retiring the 148th Fighter Wing's F-16s (15 aircraft).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$2.10	179	0.01%

Payback (Years)
5

6 Year Net (\$M)	Rank/190
(\$0.22)	75

20-Year NPV (\$M)	Rank/190	% Total
(\$7.80)	149	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

97 Air Force - 28 Key Field Air Guard Station, MS

 Y N **97**

DoD Description Realign Key Field Air Guard Station, MS. Distribute the 186th Air Refueling Wing's KC-135R aircraft to the 128th Air Refueling Wing (ANG), General Mitchell Air Guard Station, WI (three aircraft); the 134th Air Refueling Wing (ANG), McGhee-Tyson Airport Air Guard Station, TN (three aircraft); and 101st Air Refueling Wing (ANG), Bangor International Airport Air Guard Station, ME (two aircraft). One aircraft will revert to backup aircraft inventory. The 186th Air Refueling Wing's fire fighter positions move to the 172nd Air Wing at Jackson International Airport, MS, and the expeditionary combat support (ECS) will remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$10.70	144	0.04%	13	\$6.89	98	(\$2.50)	157	0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

98 Air Force - 30 Great Falls International Airport Air Guard Station

 Y N **98**

DoD Description Realign Great Falls International Airport Air Guard Station, MT. Distribute the 120th Fighter Wing's F-16s to the 187th Fighter Wing, Dannelly Field Air Guard Station, AL (three aircraft); the 132d Fighter Wing, Des Moines International Airport Air Guard Station, IA (three aircraft); and retire (nine aircraft). The wing's expeditionary combat support (ECS) elements remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$9.30	151	0.04%	4	(\$0.73)	74	(\$18.10)	128	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Dannelly Field Air Guard Station	AL	18	41	0	59	43	102
Gainer	Des Moines International Airport Air Guard Station	IA	8	39	0	47	33	80
Net jobs for this Recommendation			0	0	0	0	11	11

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

99 Air Force - 31 Reno-Tahoe International Airport Air Guard Station, NV

Y N **89**

DoD Description Realign Reno-Tahoe International Airport Air Guard Station, NV. Distribute the eight C-130H aircraft of the 152nd Airlift Wing (ANG) to the 189th Airlift Wing (ANG), Little Rock Air Force Base, AR. Flying related Expeditionary Combat Support (ECS) moves to Channel Islands Air Guard Station, CA (aerial port), and Fresno Air Guard Station, CA (fire fighters). The remaining ECS elements and the Distributed Common Ground System (DCGS) remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$22.90	124	0.09%	9	\$12.23	113	(\$22.70)	122	0.05%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

100 Air Force - 32 Cannon Air Force Base, NM Y N **100**

DoD Description Close Cannon Air Force Base, NM. Distribute the 27th Fighter Wing's F-16s to the 115th Fighter Wing, Dane County Regional Airport, Truax Field Air Guard Station, WI (three aircraft); 114th Fighter Wing, Joe Foss Field Air Guard Station, SD (three aircraft); 150th Fighter Wing, Kirtland Air Force Base, NM (three aircraft); 113th Wing, Andrews Air Force Base, MD (nine aircraft); 57th Fighter Wing, Nellis Air Force Base, NV (seven aircraft), the 388th Wing at Hill Air Force Base, UT (six aircraft), and backup inventory (29 aircraft).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$90.10	60	0.37%	Immediate	(\$815.56)	3	(\$2,706.80)	4	5.54%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Andrews Air Force Base	MD	34	79	0	113	80	193
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	Kirtland Air Force Base	NM	1	14	0	15	14	29
Gainer	Nellis Air Force Base	NV	248	12	0	260	169	429
Net jobs for this Recommendation			-1,836	-168	-55	-2,059	-1,424	-3,483

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

101 Air Force - 33 Niagara Falls Air Reserve Station, NY

Y N 101

DoD Description Close Niagara Falls Air Reserve Station (ARS), NY. Distribute the eight C-130H aircraft of the 914th Airlift Wing (AFR) to the 314th Airlift Wing, Little Rock Air Force Base, AR. The 914th's headquarters moves to Langley Air Force Base, VA, the Expeditionary Combat Support (ECS) realigns to the 310th Space Group (AFR) at Schriever Air Force Base, CO, and the Civil Engineering Squadron moves to Lackland Air Force Base, TX. Also at Niagara, distribute the eight KC-135R aircraft of the 107th Air Refueling Wing (ANG) to the 101st Air Refueling Wing (ANG), Bangor International Airport Air Guard Station, ME. The 101st will subsequently retire its eight KC-135E aircraft and no Air Force aircraft remain at Niagara.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$65.20	77	0.27%	2	(\$5.31)	59	(\$199.40)	59	0.41%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

102 Air Force - 34 Schenectady County Airport Air Guard Station

Y N 102

DoD Description Realign Schenectady County Airport Air Guard Station (Air Guard Station), NY. The 109th Airlift Wing (ANG) will transfer four C-130H aircraft to the 189th Airlift Wing (ANG), Little Rock Air Force Base, AR.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$3.50	171	0.01%	8	\$3.32	90	(\$2.40)	158	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

103 Air Force - 35 Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Y N 109

DoD Description Realign Pope Air Force Base (Air Force Base), NC. Distribute the 43rd Airlift Wing's C-130E aircraft (25 aircraft) to the 314th Airlift Wing, Little Rock Air Force Base, AR; realign the 23rd Fighter Group's A-10 aircraft (36 aircraft) to Moody Air Force Base, GA; transfer real property accountability to the Army; disestablish the 43rd Medical Group and establish a medical squadron. At Little Rock Air Force Base, AR, realign eight C-130E aircraft to backup inventory; retire 27 C-130Es; realign one C-130J aircraft to the 143rd Airlift Wing (ANG), Quonset State Airport Air Guard Station, RI; two C-130Js to the 146th Airlift Wing (ANG), Channel Islands Air Guard Station, CA; and transfer four C-130Js from the 314th Airlift Wing (AD) to the 189th Airlift Wing (ANG), Little Rock Air Force Base.

Realign Yeager Airport Air Guard Station (AGS), WV, by realigning eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active duty associate unit, and by relocating flying-related expeditionary combat support (ECS) to Eastern West Virginia Regional Airport/Sheppard Field AGS (aerial port and fire fighters). Close Pittsburgh International Airport (IAP) Air Reserve Station (ARS), PA, and relocate 911th Airlift Wing's (AFRC) eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active duty associate unit. Relocate AFRC operations and maintenance manpower to Pope/Fort Bragg. Relocate flight related ECS (aeromedical squadron) to Youngstown-Warren Regional APT ARS. Relocate all remaining Pittsburgh ECS and headquarters manpower to Offutt Air Force Base, NE. Air National Guard units at Pittsburgh are unaffected.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$218.15	24	0.90%	Immediate	(\$652.52)	4	(\$2,515.35)	5	5.15%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

104 Air Force - 37 Grand Forks Air Force Base, ND

Y N 104

DoD Description Realign Grand Forks Air Force Base (AFB), ND. Distribute the 319th Air Refueling Wing's KC-135R aircraft to the 126th Air Refueling Wing (ANG), Scott AFB, IL (12 aircraft), which retires its eight KC-135E aircraft; the 916th Air Refueling Wing (AFR), Seymour-Johnson AFB, NC (eight aircraft), which will host an active duty associate unit; the 6th Air Mobility Wing, MacDill AFB, FL (four aircraft), which will host a Reserve association with 927th Air Refueling Wing (AFR) manpower realigned from Selfridge ANGB, MI; the 154th Wing (ANG), Hickam AFB, HI (four aircraft), which will host an active duty associate unit; and the 22nd Air Refueling Wing, McConnell AFB, KS (eight aircraft), which currently associates with the 931st Air Refueling Group (AFR). Grand Forks will remain an active Air Force installation with a new active duty/Air National Guard association unit created in anticipation of emerging missions at Grand Forks.

Realign McConnell Air National Guard (ANG) Base by relocating the 184th Air Refueling Wing (ANG) nine KC-135R aircraft to the 190th Air Refueling Wing at Forbes Field AGS, KS, which will retire its eight assigned KC-135E aircraft. The 184th Air Refueling Wing's operations and maintenance manpower will transfer with the aircraft to Forbes, while the wing's expeditionary combat support (ECS) elements will remain at McConnell.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	8 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$131.50	43	0.55%	1	(\$322.49)	11	(\$1,982.00)	7	4.06%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Grand Forks Air Force Base	ND	-2,290	-355	0	-2,645	-2,283	-4,928
Realign	Undistributed or Overseas Reductions	US	0	80	0	80	0	80
Gainer	Forbes Field Air Guard Station	KS	27	175	0	202	144	346
Gainer	Hickam Air Force Base	HI	159	7	0	166	127	293
Gainer	MacDill Air Force Base	FL	-123	155	0	32	72	104
Gainer	McConnell Air Force Base	KS	273	-171	0	102	7	109
Gainer	Scott Air Force Base	IL	53	187	0	240	245	485
Gainer	Seymore Johnson Air Force Base	NC	319	16	0	335	279	614
Net jobs for this Recommendation			-1,582	94	0	-1,488	-1,409	-2,897

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

105 Air Force - 38 Hector International Airport Air Guard Station, ND

 Y N **105**

DoD Description Realign Hector International Airport Air Guard Station, ND. The 119th Fighter Wing's F-16s (15 aircraft) retire. The wing's expeditionary combat support elements remain in place.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.80	181	0.01%	2	(\$3.32)	65	(\$12.90)	141	0.03%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

106 Air Force - 39 Mansfield-Lahm Municipal Airport Air Guard Station, OH

 Y N **106**

DoD Description Close Mansfield-Lahm Municipal Airport Air Guard Station (AGS), OH. Distribute the eight C-130H aircraft of the 179th Airlift Wing (ANG) to the 908th Airlift Wing (AFR), Maxwell Air Force Base, AL (four aircraft), and the 314th Airlift Wing, Little Rock Air Force Base, AR (four aircraft). Flying related Expeditionary Combat Support (ECS) moves to Louisville International Airport AGS, KY (aerial port) and Toledo Express Airport AGS, OH (fire fighters).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$33.40	101	0.14%	3	(\$3.07)	66	(\$86.20)	83	0.18%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

107 Air Force - 40 Springfield-Beckley Municipal Airport Air Guard Station, OH

Y N **107**

DoD Description Realign Springfield-Beckley Municipal Airport Air Guard Station, OH. Distribute the 178th Fighter Wing's F-16 aircraft to the 132nd Fighter Wing, Des Moines International Airport Air Guard Station, IA (nine aircraft); the 140th Wing (ANG), Buckley Air Force Base, CO (three aircraft) and 149th Fighter Wing (ANG), Lackland Air Force Base, TX (six aircraft), but retain the wing's expeditionary combat support (ECS) elements, the 251st Combat Communications Group (ANG) and 269th Combat Communications Squadron (ANG) in place, and relocate the wing's firefighter positions, which will move to Rickenbacker Air Guard Station, OH.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$11.40	141	0.05%	17	\$8.35	106	(\$0.70)	167	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

108 Air Force - 41 Portland International Airport Air Guard Station, OR

Y N 08

DoD Description Realign Portland International Airport Air Guard Station, OR. Realign the 939th Air Refueling Wing (AFR) by distributing the wing's KC-135R aircraft to the 507th Air Refueling Wing (AFR), Tinker Air Force Base, OK (four aircraft); the 190th Air Refueling Wing (ANG), Forbes Field Air Guard Station, KS (three aircraft); and by reverting one aircraft to backup inventory. Operations and maintenance manpower for four aircraft from the 939th Air Refueling Wing is realigned with the aircraft to Tinker Air Force Base. The 939th Air Refueling Wing's remaining manpower, to include expeditionary combat support, is realigned to Vandenberg Air Force Base, CA. Realign the 142nd Fighter Wing (ANG) by distributing the wing's F-15 aircraft to the 177th Fighter Wing (ANG), Atlantic City, NJ (six aircraft) and the 159th Fighter Wing (ANG), New Orleans ARS, LA (nine aircraft). The 142nd Fighter Wing's expeditionary combat support elements, along with the 244th and 272nd Combat Communications Squadrons (ANG), will remain at Portland and Portland will continue to support a Homeland Defense alert commitment. The 304th Rescue Squadron (AFR) at Portland is realigned to McChord Air Force Base, WA, with no aircraft involved. The 214th Engineering Installation Squadron (ANG), a geographically separated unit at Jackson Barracks, LA, is relocated onto available facilities at New Orleans.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$85.50	63	0.35%

Payback (Years)
7

6 Year Net (\$M)	Rank/190
\$36.22	137

20-Year NPV (\$M)	Rank/190	% Total
(\$100.20)	79	0.21%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

109 Air Force - 43 Ellsworth Air Force Base, SD and Dyess Air Force Base, TX

 Y N

DoD Description Close Ellsworth Air Force Base, SD. The 24 B-1 aircraft assigned to the 28th Bomb Wing will be distributed to the 7th Bomb Wing, Dyess Air Force Base, TX. Realign Dyess Air Force Base, TX. The C-130 aircraft assigned to the 317th Airlift Group will be distributed to the active duty 314th Airlift Wing (22 aircraft) and Air National Guard 189th Airlift Wing (two aircraft), Little Rock Air Force Base, AR; the 176th Wing (ANG), Elmendorf Air Force Base, AK (four aircraft); and the 302nd Airlift Wing (AFR), Peterson Air Force Base, CO (four aircraft). Peterson Air Force Base will have an active duty/Air Force Reserve association in the C-130 mission. Elmendorf Air Force Base will have an active duty/Air National Guard association in the C-130 mission.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$299.10	18	1.24%	1	(\$316.38)	12	(\$1,853.30)	10	3.79%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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	Elmendorf Air Force Base	AK	247	10	0	257	187	444
Gainer	Little Rock Air Force Base	AR	1,095	90	0	1,185	896	2,081
Gainer	Peterson Air Force Base	CO	482	-19	0	463	339	802
Net Jobs for this Recommendation			-1,181	-293	-99	-1,573	-1,134	-2,707

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

110 Air Force - 44 Nashville International Airport Air Guard Station, TN

 Y N

DoD Description Realign Nashville International Airport (IAP) Air Guard Station (AGS), TN. This recommendation distributes the C-130H aircraft of the 118th Airlift Wing (ANG) to the 182nd Airlift Wing (ANG), Greater Peoria Airport AGS, IL (four aircraft), and the 123rd Airlift Wing (ANG), Louisville IAP AGS, KY (four aircraft). Flying related ECS (aerial port and fire fighters) moves to Memphis IAP AGS. The Aeromedical Squadron from Nashville moves to Naval Air Station Joint Reserve Base Fort Worth. Other ECS remains in place at Nashville.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$25.40	116	0.11%	2	\$16.74	120	(\$120.00)	76	0.25%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

111 Air Force - 45 Ellington Air Guard Station, TX

Y N

DoD Description Realign Ellington Field Air Guard Station, TX. The 147th Fighter Wing's F-16s (15 aircraft) will retire. The wing's expeditionary combat support (ECS) elements will remain in place. Ellington retains the capability to support the Homeland Defense mission. The 272nd Engineering Installation Squadron, an ANG geographically separated unit, moves into available space on Ellington.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$1.60	183	0.01%

Payback (Years)
5

6 Year Net (\$M)	Rank/190
\$0.10	78

20-Year NPV (\$M)	Rank/190	% Total
(\$3.60)	156	0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

112 Air Force - 46 Lackland Air Force Base, TX

Y N

DoD Description Realign Lackland Air Force Base, TX. Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland Air Force Base, Medina Annex to McConnell Air Force Base, KS, and transfer the mission to the Air National Guard.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$8.10	155	0.03%

Payback (Years)
2

6 Year Net (\$M)	Rank/190
(\$4.69)	62

20-Year NPV (\$M)	Rank/190	% Total
(\$32.40)	115	0.07%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

113 Air Force - 47 Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force Base, ID, Luke Air Force Base, NV

DoD Description Realign Hill Air Force Base, UT. Distribute the 419th Fighter Wing F-16s to the 482nd Fighter Wing, Homestead Air Reserve Base, FL (six aircraft) and the 301st Fighter Wing, Naval Air Station Joint Reserve Base Fort Worth, TX (nine aircraft). The AFMC F-16s at Hill will remain in place. Realign Edwards Air Force Base, CA; Mountain Home Air Force Base, ID; and Luke Air Force Base, AZ, by relocating base-level LANTIRN intermediate maintenance to Hill, establishing a Centralized Intermediate Repair Facility (CIRF) for Low Altitude Navigation and Targeting Infrared for Night (LANTIRN) pods at Hill. Realign Naval Air Station Joint Reserve Base Fort Worth, TX, and Nellis Air Force Base, NV, by relocating base-level F110 engine intermediate maintenance to Hill, establishing a CIRF for F110 engines at Hill.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$28.20	112	0.12%	4	(\$7.23)	55	(\$85.90)	84	0.18%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

114 Air Force - 49 Langley Air Force Base, VA

DoD Description Realign Langley Air Force Base, VA. Realign base-level F-15 avionics intermediate maintenance from Langley Air Force Base to Tyndall Air Force Base, FL, by establishing a Centralized Intermediate Repair Facility (CIRF) at Tyndall Air Force Base, FL, for F-15 avionics.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.80	180	0.01%	3	(\$1.47)	70	(\$8.30)	146	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

115 Air Force - 50 Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA Y N **115**

DoD Description Realign Richmond International Airport Air Guard Station, VA. Distribute the 192nd Fighter Wing's F-16s to the 132nd Fighter Wing, Des Moines International Airport Air Guard Station, IA (six aircraft); 482nd Fighter Wing Homestead Air Reserve Base, FL (three aircraft) and to backup inventory (six aircraft). Richmond International Airport Air Guard Station real property accountability will transfer to the Department of the Army. The 192nd Fighter Wing's manpower will associate with the 1st Fighter Wing. Realign Des Moines International Airport Air Guard Station, IA. The F-16 aircraft currently assigned to the 132nd Fighter Wing at Des Moines are redistributed to the 180th Fighter Wing, Toledo Express Airport Air Guard Station, OH (nine aircraft) and 138th Fighter Wing, Tulsa International Airport Air Guard Station, OK (six aircraft).

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$24.20	120	0.10%	10	\$11.59	112	(\$13.20)	140	0.03%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

116 Air Force - 51 Fairchild Air Force Base, WA Y N **116**

DoD Description Realign Fairchild Air Force Base, WA. The 141st Air Refueling Wing (ANG) will associate with the 92nd Air Refueling Wing at Fairchild Air Force Base, and the 141st Air Refueling Wing's eight KC-135R aircraft are distributed to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport Air Guard Station, IA. The 256th Combat Communications Squadron and 242nd Combat Communications Squadron, which are ANG geographically separated units at Four Lakes and Spokane, are relocated into available facilities at Fairchild Air Force Base.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$6.40	162	0.03%	7	\$1.65	85	(\$8.30)	147	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

117 Air Force - 52 General Mitchell Air Reserve Station, WI

Y N **117**

DoD Description Close General Mitchell Air Reserve Station (ARS). Distribute the eight C-130H aircraft of the 440th Airlift Wing to the 94th Airlift Wing (AFR), Dobbins Air Reserve Base (ARB), GA (four aircraft) and to the 314th Airlift Wing, Little Rock Air Force Base, AR (four aircraft). Realign the 440th Airlift Wing's operations, maintenance and Expeditionary Combat Support (ECS) manpower to Fort Bragg, NC. Air National Guard units at Mitchell are unaffected by this recommendation.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$38.40	97	0.16%	5	\$14.26	118	(\$50.20)	103	0.10%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Gen Mitchell International Airport ARS	WI	-44	-302	0	-346	-270	-616
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
Gainer	Pope Air Force Base	NC	44	77	0	121	89	210
Net jobs for this Recommendation			184	-182	0	2	-10	-8

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

118 Air Force - 53 Air Force Logistics Support Centers

Y N

DoD Description Realign Altus Air Force Base, OK; Hickam Air Force Base, HI; Hurlburt Field, FL; Langley Air Force Base, VA; Little Rock Air Force Base, AR; Luke Air Force Base, AZ; and Scott Air Force Base, IL. Establish Air Force Logistics Support Centers (LSCs) at Langley Air Force Base and Scott Air Force Base by combining five major command (MAJCOM) Regional Supply Squadrons (RSS) into two LSCs.

Combat Air Forces (CAF): Establish a CAF LSC at Langley Air Force Base by realigning RSS positions from Hickam Air Force Base and Sembach, Germany (non-BRAC programmatic) as well as base-level Logistics Readiness Squadron (LRS) positions from Luke Air Force Base.

Mobility Air Forces (MAF): Establish a MAF LSC at Scott Air Force Base by realigning RSS positions from Hurlburt Field and Sembach (non-BRAC programmatic) and LRS positions from Little Rock Air Force Base and Altus Air Force Base.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$9.30	150	0.04%	1	(\$19.24)	45	(\$77.00)	89	0.16%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	Little Rock Air Force Base	AR	-16	0	0	-16	-11	-27
Realign	Luke Air Force Base	AZ	-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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

119 Air Force - 55 F-100 Engine Centralized Intermediate Repair Facilities

Y N

DoD Description Realign Langley Air Force Base, VA; Tyndall Air Force Base, FL; and Jacksonville International Airport Air Guard Station, FL. Establish a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour Johnson Air Force Base, NC by realigning base-level F100 engine intermediate maintenance from Langley Air Force Base. Establish a CIRF for F100 engines at New Orleans Air Reserve Station, LA (Air National Guard unit) by realigning base-level F100 engine intermediate maintenance from Tyndall Air Force Base and Jacksonville Air Guard Station.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$9.20	152	0.04%	9	\$3.80	92	(\$7.10)	150	0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

120 E&T - 5 Aviation Logistics School

Y N

DoD Description Realign Fort Eustis by relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$492.30	10	2.04%	13	\$348.07	181	(\$77.40)	88	0.16%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail



E&T - 6 Combat Service Support Center

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$754.00	7	3.13%	6	\$352.42	182	(\$934.20)	18	1.91%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Aberdeen Proving Ground	MD	-3,857	-343	0	-4,200	-3,184	-7,384
Realign	Fort Eustis	VA	-1,499	-210	0	-1,709	-1,870	-3,579
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases



E&T - 7 Joint Center for Consolidated Transportation Management Training

Y N

DoD Description Realign Lackland Air Force Base, TX, by relocating the Transportation Management training to Fort Lee, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.50	185	0.01%	1	(\$5.78)	58	(\$18.00)	129	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

123 E&T - 8 Joint Center of Excellence for Culinary Training

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$5.00	165	0.02%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
(\$2.57)	67

20-Year NPV (\$M)	Rank/190	% Total
(\$16.10)	136	0.03%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

124 E&T - 9 Joint Center of Excellence for Religious Training and Education

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$1.00	187	0.00%

Payback (Years)
1

6 Year Net (\$M)	Rank/190
(\$3.96)	64

20-Year NPV (\$M)	Rank/190	% Total
(\$11.90)	142	0.02%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

125 E&T - 10 Joint Strike Fighter Initial Joint Training Site

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$199.10	26	0.83%	Never	\$209.60	176	\$226.30	187	-0.46%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

126 E&T - 12 Net Fires Center

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$247.00	22	1.02%	6	\$92.96	165	(\$319.10)	44	0.65%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

127 E&T - 13 Prime Power to Fort Leonard Wood, Mo

Y N

DoD Description Realign Fort Belvoir, VA, by relocating Army Prime Power School training to Fort Leonard Wood, MO.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$6.02	164	0.02%

Payback (Years)
16

6 Year Net (\$M)	Rank/190
\$3.91	93

20-Year NPV (\$M)	Rank/190	% Total
(\$0.80)	165	0.00%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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	-8	-28	-34

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

128 E&T - 14 Undergraduate Pilot and Navigator Training

Y N

DoD 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 Fundamentals 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$71.70	74	0.30%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
\$1.62	84

20-Year NPV (\$M)	Rank/190	% Total
(\$174.20)	62	0.36%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Moody Air Force Base	GA	-557	-145	0	-702	-466	-1,168
Realign	Randolph Air Force Base	TX	-472	-99	0	-571	-507	-1,078
Gainer	Columbus Air Force Base	MS	100	3	0	103	67	170
Gainer	Laughlin Air Force Base	TX	98	80	0	178	133	311
Gainer	Naval Air Station Pensacola	FL	502	123	0	625	841	1,466
Gainer	Sheppard Air Force Base	TX	51	2	0	53	33	86
Gainer	Vance Air Force Base	OK	89	6	0	95	90	185
Net jobs for this Recommendation			-189	-30	0	-219	191	-28

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

129 H&SA - 3 Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locati Y N

DoD 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

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$90.50	59	0.38%	Immediate	(\$10.83)	52	(\$308.30)	45	0.63%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

130 H&SA - 5 Co-locate Defense Military Department Adjudication Activities

DoD 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 Facility Fort Meade, MD.

Realign the Pentagon, Washington, DC, by relocating all components of the Joint Staff Central 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$67.10	76	0.28%

Payback (Years)

13

6 Year Net (\$M)

\$47.51

Rank/190

150

20-Year NPV (\$M)

(\$11.30)

Rank/190

143

% Total

0.02%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

H&SA - 8 Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$174.00	33	0.72%	7	\$87.99	163	(\$172.70)	63	0.35%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Leased Space - CA	CA	0	-4	-2	-6	-5	-11
Closure	Leased Space - CO	CO	0	-11	0	-11	-11	-22
Closure	Leased Space - GA	GA	0	-6	-2	-8	-6	-14
Closure	Leased Space - MD	MD	-3	-79	-76	-158	-146	-304
Closure	Leased Space - OH	OH	0	-10	0	-10	-8	-18
Closure	Leased Space - VA	VA	-1	-454	0	-455	-343	-798
Realign	Andrews Air Force Base	MD	-273	-165	-362	-800	-534	-1,334
Realign	Fort Belvoir	VA	-161	-163	-85	-409	-279	-688
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

132 H&SA - 10 Co-locate Miscellaneous Army Leased Locations

Y N

DoD 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 Administrative Assistant to the Secretary of the Army(SAAA), 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/Army 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$44.10	93	0.18%	1	(\$59.49)	30	(\$322.00)	43	0.66%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	BAILEY'S CROSSROADS, VA	VA	-1	-85	-10	-96	-70	-166
Realign	BALSTON LEASE, VA	VA	-262	-93	-191	-546	-359	-905
Realign	CRYSTAL CITY LEASE, VA	VA	-294	-893	-408	-1,595	-1,129	-2,724
Realign	HOFFMAN LEASE, VA	VA	0	-360	0	-360	-272	-632
Realign	ROSSLYN LEASE, VA	VA	0	-209	-83	-292	-212	-504
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

133 H&SA - 12 Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations

DoD 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 Resources Activity to Fort Belvoir, VA.
 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$539.00	9	2.24%	9	\$376.85	183	(\$257.60)	50	0.53%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

134 H&SA - 15 Co-locate Missile and Space Defense Agencies Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$178.20	32	0.74%	1	(\$12.98)	49	(\$359.10)	39	0.73%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Leased Space - VA	VA	-46	-282	0	-328	-241	-569
Realign	Leased Space - VA	VA	-98	-418	-952	-1,468	-1,010	-2,478
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

135 H&SA - 17 Co-locate Navy Education and Training Command and Navy Education and Training Professional De Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$33.30	102	0.14%	10	\$23.64	127	(\$14.40)	138	0.03%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

136 H&SA - 18 Consolidate Army Test and Evaluation Command Headquarters

11Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$7.10	159	0.03%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$43.97)	35

20-Year NPV (\$M)	Rank/190	% Total
(\$125.70)	73	0.26%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

137 H&SA - 19 Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies

DoD 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 Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$97.50	56	0.40%	4	\$46.37	148	(\$196.70)	60	0.40%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Bolling Air Force Base	DC	0	-37	0	-37	-28	-65
Realign	Fort Richardson	AK	-2	-59	-1	-62	-54	-116
Realign	Hill Air Force Base	UT	0	-85	0	-85	-82	-167
Realign	Human Resources Support Center Northeast	PA	0	-174	-9	-183	-148	-331
Realign	Human Resources Support Center Southeast	MS	0	-138	-10	-148	-131	-279
Realign	Human Resources Support Center Southwest	CA	0	-164	0	-164	-175	-339
Realign	Leased Space - VA	VA	0	-323	-6	-329	-249	-578
Realign	Naval Station Pearl Harbor	HI	0	-68	0	-68	-68	-136
Realign	Robins Air Force Base	GA	-1	-94	0	-95	-59	-154
Realign	Rock Island Arsenal	IL	0	-251	0	-251	-219	-470
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
Gainer	Aberdeen Proving Ground	MD	0	106	0	106	101	207

Recommendation Detail

Gainer	Defense Finance and Accounting Service, Indianapolis	IN	0	22	4	26	16	42
Gainer	Defense Supply Center Columbus	OH	0	237	0	237	194	431
Gainer	Fort Huachuca	AZ	0	44	1	45	32	77
Gainer	Fort Riley	KS	0	106	0	106	80	186
Gainer	Human Resources Support Center Northwest	WA	0	23	0	23	24	47
Gainer	Naval Base Coronado	CA	0	198	0	198	212	410
Gainer	Naval Support Activity Philadelphia	PA	0	291	0	291	237	528
Gainer	Randolph Air Force Base	TX	1	379	0	380	425	805
Net Jobs for this Recommendation			-2	-225	-21	-248	-139	-387

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

138 H&SA - 22 Consolidate Correctional Facilities into Joint Regional Correctional Facilities

Y N

DoD 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, and Fort Lewis, WA, will together form the Level II Northwestern Joint Regional Correctional Facility.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$178.80	30	0.74%	16	\$149.39	175	(\$2.30)	159	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

139 H&SA - 26 Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices | Y N

DoD Description Close 300 AFCONS 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$47.20	91	0.20%	14	\$35.39	136	(\$4.90)	155	0.01%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Leased Space - TX	TX	-1	-82	0	-83	-92	-175
Closure	Leased Space - VA	VA	0	-215	0	-215	-166	-381
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

140 H&SA - 27 Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$220.00	23	0.91%	2	\$102.07	169	(\$491.20)	32	1.01%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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	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	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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

141 H&SA - 30 Consolidate Media Organizations into a New Agency for Media and Publications

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$42.00	96	0.17%

Payback (Years)
4

6 Year Net (\$M)	Rank/190
\$2.90	89

20-Year NPV (\$M)	Rank/190	% Total
(\$89.00)	82	0.18%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

142 H&SA - 31 Consolidate Transportation Command Components

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$101.80	55	0.42%	Immediate	(\$339.32)	9	(\$1,278.20)	13	2.62%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Eustis	VA	-23	-300	-54	-377	-498	-875
Realign	Leased Space - VA	VA	-24	-508	-325	-857	-615	-1,472
Realign	Naval Station Norfolk	VA	-1	-104	0	-105	-145	-250
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

143 H&SA - 33 Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	8 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$119.30	48	0.49%	Immediate	(\$463.03)	7	(\$1,913.40)	8	3.92%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Air Reserve Personnel Center	CO	-122	-284	-59	-465	-363	-828
Realign	HOFFMAN LEASE, VA	VA	-575	-1,438	-164	-2,177	-1,558	-3,735
Realign	Leased Space - IN	IN	-25	-111	-1	-137	-90	-227
Realign	Leased Space - MO	MO	-709	-1,234	-150	-2,093	-2,078	-4,171
Gainer	Fort Knox	KY	619	2,175	326	3,120	2,365	5,485
Gainer	Randolph Air Force Base	TX	110	243	63	416	414	830
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail



H&SA - 35 Create Joint Mobilization Sites

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$0.10	189	0.00%	Immediate	(\$30.85)	40	(\$37.90)	110	0.08%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

145 H&SA - 37 Defense Finance and Accounting Service

DoD 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 Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$282.10	20	1.17%	Immediate	(\$158.12)	16	(\$1,313.80)	12	2.69%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Closure	Defense Finance and Accounting Service, Charleston	SC	0	-368	0	-368	-607	-975
Closure	Defense Finance and Accounting Service, Dayton	OH	0	-230	0	-230	-194	-424
Closure	Defense Finance and Accounting Service, Kansas City	MO	-37	-576	0	-613	-548	-1,161
Closure	Defense Finance and Accounting Service, Lexington	KY	-5	-40	0	-45	-26	-71
Closure	Defense Finance and Accounting Service, Limestone	ME	0	-241	0	-241	-149	-390
Closure	Defense Finance and Accounting Service, Oakland	CA	0	-50	0	-50	-40	-90
Closure	Defense Finance and Accounting Service, Orlando	FL	-9	-200	0	-209	-204	-413
Closure	Defense Finance and Accounting Service, Patuxent River	MD	0	-53	0	-53	-70	-123
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, 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, St. Louis	MO	-2	-291	0	-293	-317	-610
Realign	Air Reserve Personnel Center	CO	6	-195	0	-189	-169	-358

Recommendation Detail

Realign	Defense Finance and Accounting Service, Arlington	VA	-7	-401	0	-408	-307	-715
Realign	Defense Finance and Accounting Service, Cleveland	OH	-15	-1,013	0	-1,028	-846	-1,874
Realign	Fort Sill	OK	-52	-181	0	-233	-206	-439
Realign	Naval Air Station Pensacola	FL	-1	-636	0	-637	-1,099	-1,736
Realign	Naval Station Norfolk	VA	-3	-311	0	-314	-435	-749
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	Rock Island Arsenal	IL	0	-235	0	-235	-205	-440
Gainer	Air Reserve Personnel Center	CO	14	532	0	546	477	1,023
Gainer	Defense Finance and Accounting Service, Indianapolis	IN	72	2,313	0	2,385	1,701	4,086
Gainer	Defense Finance and Accounting Service, Indianapolis	IN	42	1,043	0	1,085	770	1,855
Gainer	Defense Supply Center Columbus	OH	65	877	0	942	742	1,684
Gainer	Defense Supply Center Columbus	OH	0	395	0	395	323	718
Net jobs for this Recommendation			-6	-1,274	0	-1,280	-2,944	-4,224

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

146 H&SA - 41 Joint Basing

Y N

DoD 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 relocating the installation management 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$50.60	87	0.21%	Immediate	(\$601.32)	5	(\$2,342.50)	6	4.79%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

147 H&SA - 44 Relocate Air Force Real Property Agency (AFRPA)

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$4.50	166	0.02%

Payback (Years)
5

6 Year Net (\$M)	Rank/190
\$0.92	81

20-Year NPV (\$M)	Rank/190	% Total
(\$7.90)	148	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

148 H&SA - 46 Relocate Army Headquarters and Field Operating Agencies

Y N

DoD 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 the Army Family Liaison Office to Fort Sam Houston, TX. Realign Skyline Six, a leased installation 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	5 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$199.90	25	0.83%	10	\$111.82	171	(\$122.90)	74	0.25%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

149 H&SA - 49 Relocate Miscellaneous Department of Navy Leased Locations

11 Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$61.90	80	0.26%

Payback (Years)
1

6 Year Net (\$M)	Rank/190
\$12.79	115

20-Year NPV (\$M)	Rank/190	% Total
(\$164.00)	67	0.34%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Leased Space - MD	MD	0	-164	0	-164	-217	-381
Realign	Leased Space - VA	VA	0	-10	0	-10	-7	-17
Realign	Leased Space - VA	VA	-459	-973	0	-1,432	-1,024	-2,456
Gainer	Arlington Service Center	VA	435	406	0	841	579	1,420
Gainer	Leased Space - DC	DC	0	79	0	79	59	138
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
Net jobs for this Recommendation			0	0	170	170	112	282

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

150 Ind - 4 **Naval Weapons Station Seal beach, CA** | | Y | N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$4.10	168	0.02%	1	(\$2.26)	68	(\$17.70)	133	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Naval Weapons Station Seal Beach	CA	0	-47	0	-47	-38	-85
Gainer	Anniston Army Depot	AL	0	2	0	2	1	3
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	Tobyhanna Army Depot	PA	0	31	0	31	21	52
Net Jobs for this Recommendation			0	-7	0	-7	-12	-19

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

151 Ind - 5 **Riverbank Army Ammunition Plant, CA** | | Y | N

DoD Description Close Riverbank Army Ammunition Plant, CA. Relocate the artillery cartridge case metal parts functions to Rock Island Arsenal, IL.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$25.20	119	0.10%	3	\$10.44	110	(\$53.30)	100	0.11%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

152

Ind - 6 Sierra Army Depot, CA

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$33.40	100	0.14%	7	\$7.21	100	(\$66.70)	92	0.14%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

153

Ind - 7 Rock Island Arsenal, IL

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$27.00	113	0.11%	9	\$16.20	119	(\$13.80)	139	0.03%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

154 Ind - 8 **Newport Chemical Depot, IN** Y N

DoD Description Close Newport Chemical Depot, IN.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$7.10	158	0.03%	Immediate	(\$95.62)	22	(\$436.20)	35	0.89%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

155 Ind - 9 **Kansas Army Ammunition Plant, KS** Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$25.20	118	0.10%	2	(\$2.14)	69	(\$101.40)	78	0.21%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

156 Ind - 10 Lima Tank Plant, OH

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$0.20	188	0.00%	Immediate	(\$5.85)	57	(\$22.30)	123	0.05%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Lewis	OH	0	0	0	0	0	0
Net jobs for this Recommendation			0	0	0	0	0	0

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

157 Ind - 11 Mississippi Army Ammunition Plant, MS

Y N

DoD Description Close Mississippi Army Ammunition Plant, MS. Relocate the 155MM ICM artillery metal parts functions to Rock Island Arsenal, IL.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$32.40	104	0.13%	7	\$10.75	111	(\$38.60)	109	0.08%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

158 Ind - 12 Hawthorne Army Depot, NV

Y N

DoD Description Close Hawthorne Army Depot, NV. Relocate Storage and Demilitarization functions to Tooele Army Depot, UT.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$180.30	29	0.75%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$59.22)	31

20-Year NPV (\$M)	Rank/190	% Total
(\$777.70)	23	1.59%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

159 Ind - 13 Watervliet Arsenal, NY

Y N

DoD Description Realign Watervliet Arsenal, NY, by disestablishing all capabilities for Other Field Artillery Components.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$63.70	78	0.26%

Payback (Years)
18

6 Year Net (\$M)	Rank/190
\$46.81	149

20-Year NPV (\$M)	Rank/190	% Total
(\$5.20)	154	0.01%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

160 Ind - 14 Umatilla Chemical Depot, OR

Y N

DoD Description Close Umatilla Chemical Depot, OR.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$15.50	133	0.06%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$89.06)	24

20-Year NPV (\$M)	Rank/190	% Total
(\$681.10)	27	1.39%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

161 Ind - 15 Lackland Air Force Base, TX

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$10.20	147	0.04%

Payback (Years)
3 -

6 Year Net (\$M)	Rank/190
\$0.07	77

20-Year NPV (\$M)	Rank/190	% Total
(\$28.00)	118	0.06%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

152

Ind - 16 Lone Star Army Ammunition Plant

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$29.00	110	0.12%

Payback (Years)
1

6 Year Net (\$M)	Rank/190
\$4.66	95

20-Year NPV (\$M)	Rank/190	% Total
(\$164.20)	66	0.34%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

163

Ind - 17 Deseret Chemical Depot, UT

Y N

DoD Description Close Deseret Chemical Depot, UT. Transfer the storage igloos and magazines to Tooele Army Depot, UT.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$4.40	167	0.02%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$65.05)	29

20-Year NPV (\$M)	Rank/190	% Total
(\$356.40)	41	0.73%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

164 Ind - 18 **Ship Intermediate Maintenance Activity Norfolk, VA**

Y N

DoD Description Realign Ship Intermediate Maintenance Activity (SIMA) Norfolk, VA, by relocating intermediate ship maintenance function to Naval Shipyard Norfolk, VA.

COBRA Data

1 Time Costs (\$M)	Rank/199	% Total	Payback (Years)	6 Year Net (\$M)	Rank/199	20-Year NPV (\$M)	Rank/199	% Total
\$10.60	146	0.04%	1	(\$26.82)	42	(\$104.30)	77	0.21%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

165 Ind - 19 Fleet Readiness Centers **(Roll up)

11 Y N

DoD 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, LA, by disestablishing the Aircraft Intermediate Maintenance Department, establishing Fleet Readiness Center Mid Atlantic Site New Orleans, 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

Recommendation Detail

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 Other Components (approximately 17 K DLHs), and Aircraft Structural Components (approximately 5 K DLHs) from Naval Air 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$298.10	19	1.24%	Immediate	(\$1,528.16)	1	(\$4,724.20)	1	9.67%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Marine Corps Air Station Cherry Point	NC	0	-415	0	-415	-366	-781
Realign	Marine Corps Air Station Cherry Point	NC	0	-217	0	-217	-191	-408

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Realign	Naval Air Station Fallon	NV	-7	0	0	-7	-5	-12
Realign	Naval Air Station Jacksonville	FL	-38	-180	0	-218	-294	-512
Realign	Naval Air Station Oceana	VA	-80	53	0	-27	-11	-38
Realign	Naval Air Station Patuxent River	MD	-8	8	0	0	3	3
Realign	Naval Air Station Willow Grove	PA	-139	-5	0	-144	-68	-212
Realign	Naval Air Weapons Station China Lake	CA	-44	-9	0	-53	-50	-103
Realign	Naval Base Coronado	CA	0	-120	0	-120	-128	-248
Realign	Naval Base Coronado	CA	0	-167	0	-167	-179	-346
Realign	Naval Base Coronado	CA	-71	-300	0	-371	-384	-755
Realign	Naval Base Ventura County	CA	-12	5	0	-7	-5	-12
Realign	Naval Station Norfolk	VA	-31	14	0	-17	-13	-30
Realign	Naval Support Activity Crane	IN	0	-152	0	-152	-68	-220
Gainer	Marine Corps Air Station Beaufort	SC	0	12	0	12	9	21
Gainer	Marine Corps Air Station Yuma	AZ	0	5	0	5	4	9
Gainer	Marine Corps Base Camp Lejeune	NC	0	15	0	15	9	24
Gainer	Marine Corps Base Camp Pendleton	CA	0	7	0	7	7	14
Gainer	Marine Corps Base Miramar	CA	0	28	0	28	30	58
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	Naval Air Station New Orleans	LA	0	2	0	2	2	4
Gainer	Naval Air Station Whidbey Island	WA	-34	173	0	139	162	301
Gainer	Naval Station Mayport	FL	-6	11	0	5	9	14
Net jobs for this Recommendation			-465	-1,192	0	-1,657	-1,490	-3,147

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

166

Ind - 26 Naval Shipyard Detachments

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$12.50	139	0.05%	4	\$0.95	82	(\$20.70)	127	0.04%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

167

Int - 3 Defense intelligence Agency

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$96.70	57	0.40%	8	\$48.78	151	(\$52.80)	101	0.11%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Bolling Air Force Base	DC	0	0	0	0	0	0
Realign	CRYSTAL CITY LEASE, VA	VA	0	0	0	0	0	0
Net jobs for this Recommendation			0	0	0	0	0	0

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

168

Int - 4 National Geospatial Intelligence Agency

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1,117.30	2	4.58%	8	\$796.70	188	(\$535.10)	31	1.10%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Closure	Leased Space - DC	DC	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 - VA	VA	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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

169 Med - 4 **Walter Reed National Military Medical Center, Bethesda, MD**

DoD 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) and Naval Medical Research Center (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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$988.80	4	4.10%	10	\$724.20	187	(\$301.20)	47	0.62%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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	Aberdeen Proving Ground	MD	12	13	44	69	59	128
Gainer	Dover Air Force Base	DE	112	128	0	240	244	484
Gainer	Fort Belvoir	VA	1,258	992	0	2,250	1,538	3,788
Gainer	Fort Detrick	MD	63	17	88	168	127	295
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
Net jobs for this Recommendation			-286	-1,031	-555	-1,872	-1,136	-3,008

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

170

Med - 6 Brooks City Base, TX

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$325.30	17	1.35%	2	\$45.93	147	(\$940.70)	17	1.93%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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	Aberdeen Proving Ground	MD	35	26	27	88	73	161
Gainer	Fort Sam Houston	TX	10	17	13	40	37	77
Gainer	Lackland Air Force Base	TX	220	361	127	708	690	1,398
Gainer	Randolph Air Force Base	TX	1	77	0	78	86	164
Gainer	Wright Patterson Air Force Base	OH	579	409	69	1,057	852	1,909
Net jobs for this Recommendation			-469	-378	-122	-969	-1,072	-2,041

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

171

Med - 9 McChord Air Force Base, WA

I Y N

DoD Description Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.10	186	0.00%	Immediate	(\$55.12)	33	(\$164.40)	65	0.34%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

172

Med - 10 San Antonio Regional Medical Center, TX

I Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1,040.90	3	4.32%	10	\$826.72	189	(\$476.20)	33	0.97%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Lackland Air Force Base	TX	-1,849	-808	-243	-2,900	-2,655	-5,555
Realign	Naval Medical Center Portsmouth	VA	-463	-25	-1	-489	-522	-1,011
Realign	Naval Medical Center San Diego	CA	-1,596	-33	-1	-1,630	-1,469	-3,099
Realign	Naval Station Great Lakes	IL	-1,868	-58	0	-1,926	-2,445	-4,371
Realign	Sheppard Air Force Base	TX	-2,224	-154	0	-2,378	-1,583	-3,961
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

173

Med - 12 Convert Inpatient Services to Clinics

Y N

DoD 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 Hospital Great Lakes; 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$12.90	138	0.05%	Immediate	(\$250.88)	14	(\$818.10)	22	1.67%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Andrews Air Force Base	MD	-126	-34	0	-160	-103	-263
Realign	Fort Eustis	VA	-10	-24	0	-34	-43	-77
Realign	Fort Knox	KY	-34	-51	-142	-227	-146	-373
Realign	Keesler Air Force Base	MS	-181	-31	-190	-402	-247	-649
Realign	MacDill Air Force Base	FL	-18	-1	0	-19	-16	-35
Realign	Marine Corps Air Station Cherry Point	NC	-16	-22	-20	-58	-42	-100
Realign	Naval Station Great Lakes	IL	-70	-45	0	-115	-175	-290
Realign	Scott Air Force Base	IL	-62	-15	0	-77	-66	-143
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

174 Med - 15 **Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acq** | Y N

DoD 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 Medicine, Code M2, 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 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$73.90	70	0.31%	7	\$45.93	146	(\$46.00)	107	0.09%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

175 S&S - 5 Commodity Management Privatization

IIYON

DoD 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, Naval Station Norfolk, VA, Marine Corps Air Station Cherry Point, NC, Marine Corps Logistics Base, Albany, GA, Robins Air Force Base, GA, 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$6.40	161	0.03%	Immediate	(\$333.75)	10	(\$735.90)	24	1.51%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

176

S&S - 7 Depot level Repairable Procurement Management Consolidation

II Y N

DoD 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 Repairables 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 Repairables and designating them as Defense Supply Center Philadelphia, PA, Inventory Control Point functions.

Realign Detroit Arsenal, MI, 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 Repairables 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 Repairables 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 Repairables 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 Repairables 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 Repairables 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 Repairables 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 Repairables 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 Repairables 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 Repairables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory

Recommendation Detail

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 Repairables 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 Repairables 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 Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$127.00	45	0.53%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$369.79)	8

20-Year NPV (\$M)	Rank/190	% Total
(\$1,889.60)	9	3.87%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

177

S&S - 13 Supply, Storage, and Distribution Management Reconfiguration

YIN

DoD 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 operations, maintenance and production, 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 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

Recommendation Detail

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 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$192.70	28	0.80%

Payback (Years)
Immediate

6 Year Net (\$M)	Rank/190
(\$1,047.33)	2

20-Year NPV (\$M)	Rank/190	% Total
(\$2,925.80)	2	5.99%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

178 Tech - 5 Co-locate Extramural Research Program Managers

L Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$153.50	38	0.64%	2	(\$107.12)	20	(\$572.70)	29	1.17%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Army Research Office, Durham	NC	-1	-113	0	-114	-66	-180
Realign	BALSTON LEASE, VA	VA	0	-1	0	-1	0	-1
Realign	BALSTON LEASE, VA	VA	-23	-110	0	-133	-97	-230
Realign	Center for Naval Research	VA	-25	-313	0	-338	-252	-590
Realign	Fort Belvoir	VA	-76	-132	0	-208	-147	-355
Realign	Leased Space - VA	VA	-18	-182	0	-200	-148	-348
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

179

Tech - 6 Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$254.40	21	1.06%

Payback (Years)
8

6 Year Net (\$M)	Rank/190
\$115.25	173

20-Year NPV (\$M)	Rank/190	% Total
(\$238.00)	52	0.49%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

180

Tech - 7 Consolidate Ground Vehicle Development & Acquisition in a Joint Center

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$3.80	169	0.02%

Payback (Years)
2

6 Year Net (\$M)	Rank/190
\$1.90	86

20-Year NPV (\$M)	Rank/190	% Total
(\$17.10)	134	0.03%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail



Tech - 9

Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation

L I Y J N

DoD 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 Charleston, SC, are assigned to Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Base Ventura 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$106.10	52	0.44%

Payback (Years)
1

6 Year Net (\$M)	Rank/190
(\$88.56)	25

20-Year NPV (\$M)	Rank/190	% Total
(\$455.10)	34	0.93%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Naval Air Station Jacksonville	FL	0	-34	0	-34	-47	-81
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 Base Ventura County	CA	-1	-102	-24	-127	-158	-285
Realign	Naval District Washington	DC	0	-172	0	-172	-130	-302
Realign	Naval Weapons Station Charleston	SC	-1	-27	-380	-408	-636	-1,044
Realign	Naval Weapons Station Yorktown	VA	0	-130	0	-130	-180	-310
Gainer	Naval Amphibious Base Little Creek	VA	10	27	0	37	47	84
Gainer	Naval Base Point Loma	CA	-11	26	-59	-44	-44	-88
Gainer	Naval Station Newport	RI	2	12	-16	-2	-3	-5
Gainer	Naval Station Norfolk	VA	-1	7	0	6	8	14
Gainer	Naval Surface Warfare Center Dahlgren	VA	0	13	144	157	102	259

Recommendation Detail

Net jobs for this Recommendation -4 -514 -335 -853 -1,260 -2,113

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

182 Tech - 12 Consolidate Navy Strategic Test and Evaluation

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$86.40	62	0.36%	7	\$76.69	158	(\$61.40)	96	0.13%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

183 Tech - 13 Consolidate Sea Vehicle Development & Acquisition

Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.50	184	0.01%	7	\$0.14	79	(\$2.00)	161	0.00%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

184 Tech - 15 Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation

DoD 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 & Acquisition, and Test & Evaluation, except underwater weapons and energetic materials, to Naval Air Weapons Station 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$358.10	15	1.49%	7	\$148.66	174	(\$433.40)	36	0.89%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Naval Air Station Patuxent River	MD	0	-110	-148	-258	-285	-543
Realign	Naval Base Point Loma	CA	0	-47	0	-47	-50	-97
Realign	Naval Base Ventura County	CA	-220	-1,679	-351	-2,250	-2,760	-5,010
Realign	Naval Support Activity Crane	IN	0	-227	-31	-258	-117	-375
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 Weapons Station Seal Beach	CA	0	-24	-21	-45	-31	-76
Realign	Naval Weapons Station Yorktown	VA	0	-49	-12	-61	-81	-142
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

169 Tech - 18 Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation I Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$2.70	174	0.01%	2	(\$4.87)	61	(\$17.90)	130	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

186

Tech - 19 Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition

I Y N

DoD 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 to Picatinny Arsenal, NJ.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$116.30	50	0.48%	13	\$81.24	161	(\$32.60)	114	0.07%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

187 Tech - 22 Defense Research Service Led Laboratories

11 Y N

DoD 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, to Aberdeen Proving Ground, MD.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$164.60	36	0.68%	4	\$45.03	144	(\$357.30)	40	0.73%

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

188 Tech - 24 Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$17.70	130	0.07%	9	\$7.91	102	(\$17.90)	131	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Hill Air Force Base	UT	-6	-11	0	-17	-15	-32
Realign	Robins Air Force Base	GA	-9	-8	0	-17	-11	-28
Realign	Tinker Air Force Base	OK	-1	-12	0	-13	-15	-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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

189 Tech - 26 Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation Y N

DoD 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.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$49.40	89	0.20%	26	\$40.22	138	\$11.80	178	-0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Rucker	AL	-18	-102	0	-120	-121	-241
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	Wright Patterson Air Force Base	OH	-8	-51	0	-59	-49	-108
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

190 Tech - 28 Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, Test & Eva | Y N

DoD Description Realign Naval Air Warfare Center, Weapons Division, Point Mugu, CA. Relocate the Sensors, Electronic Warfare (EW), and Electronics Research, Development, Acquisition, Test & Evaluation (RDAT&E) functions to Naval Air Warfare Center, Weapons Division, China Lake, CA.

COBRA Data

1 Time Costs (\$M) \$72.70	Rank/190 71	% Total 0.30%	Payback (Years) 12	6 Year Net (\$M) \$50.87	Rank/190 152	20-Year NPV (\$M) (\$16.90)	Rank/190 135	% Total 0.03%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

191 Add 1 Close or Further Realign Naval Air Station Brunswick, ME | Y N

DoD Description Close Brunswick

COBRA Data

1 Time Costs (\$M) \$185.84	Rank/190	% Total	Payback (Years) 1	6 Year Net (\$M) \$50.87	Rank/190	20-Year NPV (\$M) (\$844.00)	Rank/190	% Total
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

192 Add 2 Close or Realign Broadway Complex San Diego, CA Y N

DoD Description

COBRA Data

1 Time Costs (\$M) Rank/190 % Total

Payback (Years)

6 Year Net (\$M) Rank/190

20-Year NPV (\$M) Rank/190 % Total

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

193 Add 3 Close or Further Realign Master Jet Base Oceana, VA Y N

DoD Description

COBRA Data

1 Time Costs (\$M) Rank/190 % Total

Payback (Years)

6 Year Net (\$M) Rank/190

20-Year NPV (\$M) Rank/190 % Total

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

194 Add 4 Close or Further Realign Pope AFB, NC Y N

DoD Description

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

195 Add 5 Close or Further Realign Galena Airport FOL, AK Y N

DoD Description

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
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Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

196 Add 6 Close or Realign Defense Finance and Accounting Service

Y N

DoD Description

COBRA Data

1 Time Costs (\$M) Rank/190 % Total

Payback (Years)

6 Year Net (\$M) Rank/190

20-Year NPV (\$M) Rank/190 % Total

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

197 Add 7 Close or Realign Professional Development Education

Y N

DoD Description

COBRA Data

1 Time Costs (\$M) Rank/190 % Total

Payback (Years)

6 Year Net (\$M) Rank/190

20-Year NPV (\$M) Rank/190 % Total

Job Impact at Affected Bases

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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

198 Add 8 Close or Realign Joint Medical Command HQs

Y N

DoD Description

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total

Payback (Years)

6 Year Net (\$M)	Rank/190

20-Year NPV (\$M)	Rank/190	% Total

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
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

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Alphabetical Listing of Bases and Related Recommendations

1LT Richard H. Walker U.S. Army Reserve Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
46	Army - 97	RC Transformation, WA	-38
Total for Base:			-38

Abbott U.S. Army Reserve Center Tuskegee

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-3
Total for Base:			-3

Aberdeen Proving Ground

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	5,041
121	E&T - 6	Combat Service Support Center	-4,200
136	H&SA - 18	Consolidate Army Test and Evaluation Command Headquarters	424
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	106
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-180
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	69
170	Med - 6	Brooks City Base, TX	88
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	372
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	228
187	Tech - 22	Defense Research Service Led Laboratories	228
Total for Base:			2,176

Aguadilla-Ramey U.S. Army Reserve Center/BMA-126

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
41	Army - 85	RC Transformation, PR	-10
Total for Base:			-10

Air Force Research Lab, Mesa City

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
187	Tech - 22	Defense Research Service Led Laboratories	-88
Total for Base:			-88

Air Reserve Personnel Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	-465
145	H&SA - 37	Defense Finance and Accounting Service	357
196	Add 6	Close or Realign Defense Finance and Accounting Service	0
Total for Base:			-108

Allen Hall Armed Forces Reserve Center, Tucson

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
12	Army - 28	RC Transformation, AZ	-60
Total for Base:			-60

Altus Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
118	Air Force - 53	Air Force Logistics Support Centers	-16
Total for Base:			-16

Andersen Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
146	H&SA - 41	Joint Basing	-95
Total for Base:			-95

Anderson U.S. Army Reserve Center Troy

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-15
Total for Base:			-15

Andrews Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	-115
93	Air Force - 24	Martin State Air Guard Station, MD	1

Alphabetical Listing of Bases and Related Recommendations

100	Air Force - 32	Cannon Air Force Base, NM	113
129	H&SA - 3	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	1,361
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-800
173	Med - 12	Convert Inpatient Services to Clinics	-160
Total for Base:			400

Anniston Army Depot

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
7	Army - 16	Red River Army Depot	979
57	DoN - 6	Marine Corps Logistics Base, Barstow, CA	25
150	Ind - 4	Naval Weapons Station Seal beach, CA	2
153	Ind - 7	Rock Island Arsenal, IL	119
175	S&S - 5	Commodity Management Privatization	-1
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-90
Total for Base:			1,034

Arlington Service Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	-1,123
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	841
Total for Base:			-282

Armed Forces Reserve Center Akron

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	37
Total for Base:			37

Armed Forces Reserve Center Amityville

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
34	Army - 69	RC Transformation, NY	-28
Total for Base:			-28

Armed Forces Reserve Center Ayers

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0

Armed Forces Reserve Center Bell

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	48
Total for Base:			48

Armed Forces Reserve Center Broken Arrow

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	32
Total for Base:			32

Armed Forces Reserve Center Camp With (New)

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
39	Army - 80	RC Transformation, OR	0
Total for Base:			0

Armed Forces Reserve Center Madison

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	48
Total for Base:			48

Armed Forces Reserve Center Mobile

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	22
Total for Base:			22

Armed Forces Reserve Center Moffett Field

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
56	Army - 117	USAR Command and Control Southwest	256
Total for Base:			256

Alphabetical Listing of Bases and Related Recommendations

Armed Forces Reserve Center New Cambridge

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0
Total for Base:			0

Armed Forces Reserve Center New Faribault

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0
Total for Base:			0

Armed Forces Reserve Center New Rutland

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Armed Forces Reserve Center Pease Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
83	Air Force - 11	March Air Force Base, CA	48
Total for Base:			48

Armed Forces Reserve Center Westover (new)

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
52	Army - 107	USAR Command and Control New England	78
Total for Base:			78

Armed Forces Reserve Center White River Jct

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Army Aviation Support Facility Cheyenne

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
49	Army - 103	RC Transformation, WY	-23
Total for Base:			-23

Army National Guard Cambridge

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0
Total for Base:			0

Army National Guard Combined Support Maintenance Shop Devens

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0

Army National Guard Faribault

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0
Total for Base:			0

Army National Guard Reserve Center Ayer

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0

Army National Guard Reserve Center Niagara Falls

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
34	Army - 69	RC Transformation, NY	-1
Total for Base:			-1

Army National Guard Reserve Center # 2 Dallas

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-90
Total for Base:			-90

Army National Guard Reserve Center (Hondo Pass) El Paso

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-106
Total for Base:			-106

Alphabetical Listing of Bases and Related Recommendations

Army National Guard Reserve Center Bell

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
14	Army - 33	RC Transformation, CA	-72
Total for Base:			-72

Army National Guard Reserve Center Broken Arrow RC

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
38	Army - 77	RC Transformation, OK	-26
Total for Base:			-26

Army National Guard Reserve Center California Crossing

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-47
Total for Base:			-47

Army National Guard Reserve Center Camp Dodge

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
21	Army - 46	RC Transformation, IA	-218
Total for Base:			-218

Army National Guard Reserve Center Camp Withycombe

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
39	Army - 80	RC Transformation, OR	0
Total for Base:			0

Army National Guard Reserve Center Carbondale

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
19	Army - 42	RC Transformation, IL	-32
Total for Base:			-32

Army National Guard Reserve Center Columbus

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
30	Army - 62	RC Transformation, NE	-31
Total for Base:			-31

Army National Guard Reserve Center Ellington

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-59
Total for Base:			-59

Army National Guard Reserve Center Everett

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
46	Army - 97	RC Transformation, WA	-57
Total for Base:			-57

Army National Guard Reserve Center Grand Island

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
30	Army - 62	RC Transformation, NE	-31
Total for Base:			-31

Army National Guard Reserve Center Honokaa

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
18	Army - 40	RC Transformation, HI	-118
Total for Base:			-118

Army National Guard Reserve Center Humacao

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
41	Army - 85	RC Transformation, PR	-26
Total for Base:			-26

Army National Guard Reserve Center Jackson Band

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
39	Army - 80	RC Transformation, OR	0
Total for Base:			0

Army National Guard Reserve Center Jefferson Barracks

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
28	Army - 58	RC Transformation, MO	-67
Total for Base:			-67

Alphabetical Listing of Bases and Related Recommendations

Army National Guard Reserve Center Kearny

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
30	Army - 62	RC Transformation, NE	-8
Total for Base:			-8

Army National Guard Reserve Center Lake Oswego

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
39	Army - 80	RC Transformation, OR	0
Total for Base:			0

Army National Guard Reserve Center Ludlow

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Army National Guard Reserve Center Maison

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
39	Army - 80	RC Transformation, OR	0
Total for Base:			0

Army National Guard Reserve Center Mansfield

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
37	Army - 75	RC Transformation, OH	-37
Total for Base:			-37

Army National Guard Reserve Center Marshall

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-16
Total for Base:			-16

Army National Guard Reserve Center New Braunfels

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
44	Army - 91	RC Transformation, TX	-106
Total for Base:			-106

Army National Guard Reserve Center North Springfield

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Army National Guard Reserve Center Paducah

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
22	Army - 48	RC Transformation, KY	-31
Total for Base:			-31

Army National Guard Reserve Center Rutland

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Army National Guard Reserve Center Thermopolis

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
49	Army - 103	RC Transformation, WY	-19
Total for Base:			-19

Army National Guard Reserve Center Tishomingo

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
38	Army - 77	RC Transformation, OK	-30
Total for Base:			-30

Army National Guard Reserve Center Westerville

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
37	Army - 75	RC Transformation, OH	-12
Total for Base:			-12

Army National Guard Reserve Center Windsor

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0

Alphabetical Listing of Bases and Related Recommendations

Army Research Laboratory, Adelphi

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-43
Total for Base:			-43

Army Research Office, Durham

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
178	Tech - 5	Co-locate Extramural Research Program Managers	-114
Total for Base:			-114

Ashworth U.S. Army Reserve Center Muskogee

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
38	Army - 77	RC Transformation, OK	-16
Total for Base:			-16

ATEC LEASE, VA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
136	H&SA - 18	Consolidate Army Test and Evaluation Command Headquarters	-470
Total for Base:			-470

Atlantic City International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	207
108	Air Force - 41	Portland International Airport Air Guard Station, OR	62
Total for Base:			269

BAILEY'S CROSSROADS, VA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	-96
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-550
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-89
198	Add 8	Close or Realign Joint Medical Command HQs	0
Total for Base:			-735

BALSTON LEASE, VA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	-546
178	Tech - 5	Co-locate Extramural Research Program Managers	-134
Total for Base:			-680

Bangor International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
78	Air Force - 5	Birmingham International Airport Air Guard Station, AL	39
96	Air Force - 28	Duluth International Airport Air Guard Station	30
97	Air Force - 28	Key Field Air Guard Station, MS	30
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	171
Total for Base:			270

Barksdale Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	21
91	Air Force - 22	New Orleans Air Reserve Station, LA	44
Total for Base:			65

Barnes Municipal Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
85	Air Force - 14	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Airforce Base, SC, and Martine State Air Guard Station, MD	106
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	1
Total for Base:			107

Baton Rouge Army National Guard Reserve Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
23	Army - 50	RC Transformation, LA	-128
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	11

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	-117
Beale Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
82	Air Force - 10	Beale Air Force Base, CA and Selfridge Air National Guard Base, MI	-179	
			Total for Base:	-179
Bethesda/Chevy Chase				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-7	
			Total for Base:	-7
BG William P. Screws U.S. Army Reserve Center Montgomery				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
11	Army - 25	RC Transformation, AL	-18	
			Total for Base:	-18
Bias U.S. Army Reserve Center, Huntington				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
47	Army - 99	RC Transformation, WV	-1	
			Total for Base:	-1
Birmingham Armed Forces Reserve Center				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
55	Army - 115	USAR Command and Control Southeast	-305	
			Total for Base:	-305
Birmingham International Airport Air Guard Station				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
78	Air Force - 5	Birmingham International Airport Air Guard Station, AL	-183	
			Total for Base:	-183
Boise Air Terminal Air Guard Station				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
88	Air Force - 17	Boise Air Terminal Air Guard Station, ID	-84	
98	Air Force - 30	Great Falls International Airport Air Guard Station	1	
			Total for Base:	-83
Bolling Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-183	
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-37	
146	H&SA - 41	Joint Basing	-119	
147	H&SA - 44	Relocate Air Force Real Property Agency (AFRPA)	-62	
198	Add 8	Close or Realign Joint Medical Command HQs	0	
			Total for Base:	-401
Bradley International Airport Air Guard Station				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
85	Air Force - 14	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Airforce Base, SC, and Martine State Air Guard Station, MD	-92	
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	22	
			Total for Base:	-70
Bristol U.S. Army Reserve Center				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
42	Army - 87	RC Transformation, RI	-24	
			Total for Base:	-24
Bristol U.S. Army Reserve Center, Philadelphia				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
40	Army - 82	RC Transformation, PA	-11	
			Total for Base:	-11
Broadway Complex San Diego				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
192	Add 2	Close or Realign Broadway Complex San Diego, CA	0	

Alphabetical Listing of Bases and Related Recommendations

				Total for Base:	0
Brooks City-Base					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
170	Med - 6	Brooks City Base, TX	-2,923		
				Total for Base:	-2,923
Buckley Air Force Base					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
91	Air Force - 22	New Orleans Air Reserve Station, LA	37		
107	Air Force - 40	Springfield-Beckley Municipal Airport Air Guard Station, OH	57		
				Total for Base:	94
Burlington International Airport Air Guard Station					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	56		
				Total for Base:	56
Camp Euripedes Rubio, Puerto Nuevo					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
41	Army - 85	RC Transformation, PR	-43		
				Total for Base:	-43
Camp Parks (91st)					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
56	Army - 117	USAR Command and Control Southwest	-43		
				Total for Base:	-43
Camp Pike (90th)					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
56	Army - 117	USAR Command and Control Southwest	-177		
				Total for Base:	-177
Cannon Air Force Base					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
100	Air Force - 32	Cannon Air Force Base, NM	-2,824		
				Total for Base:	-2,824
Capital Airport Air Guard Station					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-163		
				Total for Base:	-163
Carpenter U.S. Army Reserve Center, Poughkeepie					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
53	Army - 109	USAR Command and Control Northeast	-9		
				Total for Base:	-9
Carswell ARS, Naval Air Station Fort Worth					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	41		
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	71		
				Total for Base:	112
Center for Naval Research					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
178	Tech - 5	Co-locate Extramural Research Program Managers	-338		
				Total for Base:	-338
Channel Islands Air Guard Station					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		
93	Air Force - 24	Martin State Air Guard Station, MD	0		
99	Air Force - 31	Reno-Tahoe International Airport Air Guard Station, NV	5		
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	14		
				Total for Base:	19
Charlotte/Douglas International Airport					
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>		

Alphabetical Listing of Bases and Related Recommendations

86	Air Force - 15	New Castle Airport Air Guard Station, DE	6
			Total for Base:
			6
Cheyenne Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
88	Air Force - 17	Boise Air Terminal Air Guard Station, ID	79
			Total for Base:
			79
Columbus Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	4
128	E&T - 14	Undergraduate Pilot and Navigator Training	103
			Total for Base:
			107
Construction Battalion Center Gulfport			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
105	Air Force - 38	Hector International Airport Air Guard Station, ND	0
			Total for Base:
			0
Corpus Christi Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-92
			Total for Base:
			-92
Courcelle Brothers U.S. Army Reserve Center, Rutland			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
			Total for Base:
			0
Crane Army Ammunition Plant			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
152	Ind - 6	Sierra Army Depot, CA	0
			Total for Base:
			0
CRYSTAL CITY LEASE, VA			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	-17
129	H&SA - 3	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	-1,480
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	-1,595
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-229
			Total for Base:
			-3,321
Dane County Airport			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-3
100	Air Force - 32	Cannon Air Force Base, NM	58
			Total for Base:
			55
Dannelly Field Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
78	Air Force - 5	Birmingham International Airport Air Guard Station, AL	1
98	Air Force - 30	Great Falls International Airport Air Guard Station	59
			Total for Base:
			60
Defense Distribution Depot San Joaquin			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
175	S&S - 5	Commodity Management Privatization	-31
			Total for Base:
			-31
Defense Distribution Depot Susquehanna			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
175	S&S - 5	Commodity Management Privatization	-15
			Total for Base:
			-15
Defense Finance and Accounting Service, Arlington			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-408
			Total for Base:
			-408

Alphabetical Listing of Bases and Related Recommendations

Defense Finance and Accounting Service, Charleston

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-368
Total for Base:			-368

Defense Finance and Accounting Service, Cleveland

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-1,028
Total for Base:			-1,028

Defense Finance and Accounting Service, Dayton

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-230
Total for Base:			-230

Defense Finance and Accounting Service, Indianapolis

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	26
145	H&SA - 37	Defense Finance and Accounting Service	3,470
196	Add 6	Close or Realign Defense Finance and Accounting Service	0
Total for Base:			3,496

Defense Finance and Accounting Service, Kansas City

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-613
Total for Base:			-613

Defense Finance and Accounting Service, Lexington

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-45
Total for Base:			-45

Defense Finance and Accounting Service, Limestone

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-241
Total for Base:			-241

Defense Finance and Accounting Service, Oakland

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-50
Total for Base:			-50

Defense Finance and Accounting Service, Orlando

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-209
Total for Base:			-209

Defense Finance and Accounting Service, Patuxent River

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-53
Total for Base:			-53

Defense Finance and Accounting Service, Rome

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-290
Total for Base:			-290

Defense Finance and Accounting Service, San Antonio

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-335
Total for Base:			-335

Defense Finance and Accounting Service, San Bernardino

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-120
Total for Base:			-120

Defense Finance and Accounting Service, San Diego

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>

Alphabetical Listing of Bases and Related Recommendations

145	H&SA - 37	Defense Finance and Accounting Service	-240
Total for Base:			-240
Defense Finance and Accounting Service, Seaside			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-61
Total for Base:			-61
Defense Finance and Accounting Service, St. Louis			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
145	H&SA - 37	Defense Finance and Accounting Service	-293
Total for Base:			-293
Defense Supply Center Columbus			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	49
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	237
145	H&SA - 37	Defense Finance and Accounting Service	1,337
175	S&S - 5	Commodity Management Privatization	4
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	152
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-21
196	Add 6	Close or Realign Defense Finance and Accounting Service	0
Total for Base:			1,758
Defense Supply Center Richmond			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
175	S&S - 5	Commodity Management Privatization	-32
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	85
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-47
Total for Base:			6
Des Moines International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-4
98	Air Force - 30	Great Falls International Airport Air Guard Station	117
107	Air Force - 40	Springfield-Beckley Municipal Airport Air Guard Station, OH	44
115	Air Force - 50	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	-110
Total for Base:			47
Deseret Chemical Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
163	Ind - 17	Desert Chemical Depot, UT	-248
Total for Base:			-248
Detroit Arsenal			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
51	Army - 106	U.S. Army Garrison, MI	6
175	S&S - 5	Commodity Management Privatization	-30
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	600
180	Tech - 7	Consolidate Ground Vehicle Development & Acquisition in a Joint Center	106
183	Tech - 13	Consolidate Sea Vehicle Development & Acquisition	-35
Total for Base:			647
Dobbins Air Reserve Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
62	DoN - 13	Naval Air Station Atlanta, GA	72
73	DoN - 29	Navy and Marine Corps Reserve Centers *(RollUp)	9
117	Air Force - 52	General Mitchell Air Reserve Station, WI	37
Total for Base:			118
Doble U.S. Army Reserve Center Portsmouth			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
31	Army - 65	RC Transformation, NH	-44
Total for Base:			-44

Alphabetical Listing of Bases and Related Recommendations

Dover Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
86	Air Force - 15	New Castle Airport Air Guard Station, DE	8
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	240
Total for Base:			248

Duluth International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
96	Air Force - 28	Duluth International Airport Air Guard Station	0
97	Air Force - 28	Key Field Air Guard Station, MS	0
Total for Base:			0

Dyess Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
109	Air Force - 43	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	374
Total for Base:			374

Eastern West Virginia Regional Airport Sheppard Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	10
Total for Base:			10

Edwards Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	-2
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-12
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	65
Total for Base:			51

Eglin Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
4	Army - 10	Fort Bragg, NC	1,402
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	811
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	-78
185	Tech - 18	Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center	83
Total for Base:			2,218

Eielson Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	-2,940
Total for Base:			-2,940

El Dorado Armed Forces Reserve Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
13	Army - 30	RC Transformation, AR	-24
Total for Base:			-24

Ellington Field Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
111	Air Force - 45	Ellington Air Guard Station, TX	-3
Total for Base:			-3

Ellsworth Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
109	Air Force - 43	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	-3,852
Total for Base:			-3,852

Elmendorf Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
80	Air Force - 7	Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK	-389
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	-802
109	Air Force - 43	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	257
Total for Base:			-934

Engineering Field Activity Northeast

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
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Alphabetical Listing of Bases and Related Recommendations

72	DoN - 28	Engineering Field Division/Activity	-192
			Total for Base: -192
Fairchild Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
116	Air Force - 51	Fairchild Air Force Base, WA	-198
			Total for Base: -198
Fairmont U.S. Army National Guard Reserve Center			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
47	Army - 99	RC Transformation, WV	-88
			Total for Base: -88
Fargo, ND Armed Forces Reserve Center			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
36	Army - 73	RC Transformation, ND	0
			Total for Base: 0
Forbes Field Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
104	Air Force - 37	Grand Forks Air Force Base, ND	202
108	Air Force - 41	Portland International Airport Air Guard Station, OR	45
			Total for Base: 247
Fort Belvoir			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	-694
127	E&T - 13	Prime Power to Fort Leonard Wood, Mo	-102
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-409
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	2,930
133	H&SA - 12	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	9,370
134	H&SA - 15	Co-locate Missile and Space Defense Agencies	152
141	H&SA - 30	Consolidate Media Organizations into a New Agency for Media and Publications	-3
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-1,303
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	2,250
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-67
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	7
178	Tech - 5	Co-locate Extramural Research Program Managers	-208
185	Tech - 18	Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center	-65
			Total for Base: 11,858
Fort Benning			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	93
9	Army - 20	Manuever Training	9,923
50	Army - 105	Single Drill Sergeant	-121
			Total for Base: 9,895
Fort Benning Bldg 15			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
17	Army - 39	RC Transformation, GA	-56
			Total for Base: -56
Fort Bliss			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
10	Army - 22	Operational Army (IGPBS)	14,870
126	E&T - 12	Net Fires Center	-3,369
			Total for Base: 11,501
Fort Bragg			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
4	Army - 10	Fort Bragg, NC	2,540
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh Intemational Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	1,785
			Total for Base: 4,325

Alphabetical Listing of Bases and Related Recommendations

Fort Buchanan

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-56
Total for Base:			-56

Fort Campbell

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	83
10	Army - 22	Operational Army (IGPBS)	-434
Total for Base:			-351

Fort Carson

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
6	Army - 15	Fort Hood, TX	4,344
173	Med - 12	Convert Inpatient Services to Clinics	33
Total for Base:			4,377

Fort Detrick

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	168
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-93
Total for Base:			75

Fort Devens, 323d Maintenance Facility

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0

Fort Dix

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	402
68	DoN - 21	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	26
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	11
144	H&SA - 35	Create Joint Mobilization Sites	3
146	H&SA - 41	Joint Basing	-89
Total for Base:			353

Fort Douglas

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
54	Army - 112	USAR Command and Control Northwest	-53
Total for Base:			-53

Fort Eustis

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
3	Army - 8	Fort McPherson, GA	66
8	Army - 19	Fort Monroe, VA	2,551
120	E&T - 5	Aviation Logistics School	-2,410
121	E&T - 6	Combat Service Support Center	-1,709
142	H&SA - 31	Consolidate Transportation Command Components	-377
144	H&SA - 35	Create Joint Mobilization Sites	-1
146	H&SA - 41	Joint Basing	-238
173	Med - 12	Convert Inpatient Services to Clinics	-34
Total for Base:			-2,152

Fort Ganev Army National Guard Reserve Center Mobile

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-13
Total for Base:			-13

Fort Gillem

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	-1,087
62	DoN - 13	Naval Air Station Atlanta, GA	6
Total for Base:			-1,081

Alphabetical Listing of Bases and Related Recommendations

Fort Greely

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
1	Army - 5	Fort Wainwright, AK	0
Total for Base:			0

Fort Hanna Army National Guard Reserve Center Birmingham

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-28
Total for Base:			-28

Fort Hood

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
6	Army - 15	Fort Hood, TX	4,945
10	Army - 22	Operational Army (IGPBS)	-5,136
Total for Base:			-191

Fort Huachuca

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	45
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	-212
Total for Base:			-167

Fort Hunter Liggett

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
56	Army - 117	USAR Command and Control Southwest	43
Total for Base:			43

Fort Jackson

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
50	Army - 105	Single Drill Sergeant	279
55	Army - 115	USAR Command and Control Southeast	266
124	E&T - 9	Joint Center of Excellence for Religious Training and Education	71
144	H&SA - 35	Create Joint Mobilization Sites	-1
Total for Base:			615

Fort Knox

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	-11
8	Army - 19	Fort Monroe, VA	275
9	Army - 20	Manuever Training	-6,100
55	Army - 115	USAR Command and Control Southeast	43
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-105
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	3,120
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	61
173	Med - 12	Convert Inpatient Services to Clinics	-227
Total for Base:			-2,944

Fort Leavenworth

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	203
Total for Base:			203

Fort Lee

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
121	E&T - 6	Combat Service Support Center	5,975
122	E&T - 7	Joint Center for Consolidated Transportation Management Training	140
123	E&T - 8	Joint Center of Excellence for Culinary Training	276
133	H&SA - 12	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	606
139	H&SA - 26	Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices	347
Total for Base:			7,344

Fort Leonard Wood

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
50	Army - 105	Single Drill Sergeant	-183

Alphabetical Listing of Bases and Related Recommendations

127	E&T - 13	Prime Power to Fort Leonard Wood, Mo	96
			Total for Base:
			-87
Fort Lewis			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
54	Army - 112	USAR Command and Control Northwest	96
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-3
156	Ind - 10	Lima Tank Plant, OH	0
171	Med - 9	McChord Air Force Base, WA	137
			Total for Base:
			230
Fort McCoy			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
9	Army - 20	Manuever Training	-497
54	Army - 112	USAR Command and Control Northwest	266
			Total for Base:
			-231
Fort McPherson			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
3	Army - 8	Fort McPherson, GA	-4,141
			Total for Base:
			-4,141
Fort Meade			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	2
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	737
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	3,918
141	H&SA - 30	Consolidate Media Organizations into a New Agency for Media and Publications	704
			Total for Base:
			5,361
Fort Monmouth			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	-5,272
			Total for Base:
			-5,272
Fort Monroe			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
8	Army - 19	Fort Monroe, VA	-3,564
			Total for Base:
			-3,564
Fort Richardson			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-62
146	H&SA - 41	Joint Basing	-224
			Total for Base:
			-286
Fort Riley			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
10	Army - 22	Operational Army (IGPBS)	2,749
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	106
			Total for Base:
			2,855
Fort Rucker			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
120	E&T - 5	Aviation Logistics School	2,008
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	-120
			Total for Base:
			1,888
Fort Sam Houston			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
3	Army - 8	Fort McPherson, GA	37
60	DoN - 10	Submarine Base New London, CT	25
146	H&SA - 41	Joint Basing	-80
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	1,073
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	210

Alphabetical Listing of Bases and Related Recommendations

170	Med - 6	Brooks City Base, TX	40
172	Med - 10	San Antonio Regional Medical Center, TX	7,962
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	97
Total for Base:			9,364

Fort Sheridan

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	-34
Total for Base:			-34

Fort Sill

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
10	Army - 22	Operational Army (IGPBS)	1,099
56	Army - 117	USAR Command and Control Southwest	53
126	E&T - 12	Net Fires Center	2,806
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-123
145	H&SA - 37	Defense Finance and Accounting Service	-233
Total for Base:			3,602

Fort Smith Regional

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
81	Air Force - 8	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	-78
Total for Base:			-78

Fort Snelling

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
54	Army - 112	USAR Command and Control Northwest	-254
Total for Base:			-254

Fort Totten / Pyle

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	-149
Total for Base:			-149

Fort Wainwright

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
1	Army - 5	Fort Wainwright, AK	0
Total for Base:			0

Fort Wayne International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	313
Total for Base:			313

Fresno Air Terminal

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
81	Air Force - 8	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	247
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	63
99	Air Force - 31	Reno-Tahoe International Airport Air Guard Station, NV	1
Total for Base:			311

Galena Airport Forward Operating Location

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
195	Add 5	Close or Further Realign Galena Airport FOL, AK	0
Total for Base:			0

Galt Hall U.S. Army Reserve Center, Great Falls

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
29	Army - 60	RC Transformation, MT	-17
Total for Base:			-17

Gary U.S. Army Reserve Center Enterprise

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-10
Total for Base:			-10

Gen Mitchell International Airport ARS

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
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Alphabetical Listing of Bases and Related Recommendations

96	Air Force - 28	Duluth International Airport Air Guard Station	80
97	Air Force - 28	Key Field Air Guard Station, MS	80
117	Air Force - 52	General Mitchell Air Reserve Station, WI	-346
Total for Base:			-186
Glenn Research Center			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
187	Tech - 22	Defense Research Service Led Laboratories	-50
Total for Base:			-50
Grand Forks Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
104	Air Force - 37	Grand Forks Air Force Base, ND	-2,645
Total for Base:			-2,645
Great Falls International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
98	Air Force - 30	Great Falls International Airport Air Guard Station	-107
Total for Base:			-107
Greater Peoria Regional Airport			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
110	Air Force - 44	Nashville International Airport Air Guard Station, TN	34
Total for Base:			34
Hanscom Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	1,383
187	Tech - 22	Defense Research Service Led Laboratories	-279
Total for Base:			1,104
Harwood U.S. Army Reserve Center, Providence			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
42	Army - 87	RC Transformation, RI	-24
Total for Base:			-24
Hawthorne Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
158	Ind - 12	Hawthorne Army Depot, NV	-199
Total for Base:			-199
Headquarters Battalion, Headquarters Marine Corps, Henderson Hall			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
129	H&SA - 3	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	679
146	H&SA - 41	Joint Basing	-13
Total for Base:			666
Hector International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
105	Air Force - 38	Hector International Airport Air Guard Station, ND	0
Total for Base:			0
Hickam Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
104	Air Force - 37	Grand Forks Air Force Base, ND	166
118	Air Force - 53	Air Force Logistics Support Centers	-151
146	H&SA - 41	Joint Basing	-277
Total for Base:			-262
Hill Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
100	Air Force - 32	Cannon Air Force Base, NM	222
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	-121
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-85
175	S&S - 5	Commodity Management Privatization	0
176	S&S - 7	Depot level Repairable Procurement Management Consolidation	-47

Alphabetical Listing of Bases and Related Recommendations

177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-64
185	Tech - 18	Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center	-33
188	Tech - 24	Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation	-17
Total for Base:			-145

HOFFMAN LEASE, VA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	-360
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	-2,177
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-83
Total for Base:			-2,620

Holloman Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
170	Med - 6	Brooks City Base, TX	-17
Total for Base:			-17

Homestead Air Reserve Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	42
115	Air Force - 50	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	29
Total for Base:			71

Hulman Regional Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-136
Total for Base:			-136

Human Resources Support Center Northeast

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-183
Total for Base:			-183

Human Resources Support Center Northwest

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	23
Total for Base:			23

Human Resources Support Center Southeast

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-148
Total for Base:			-148

Human Resources Support Center Southwest

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-164
Total for Base:			-164

Hurlburt Field

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
118	Air Force - 53	Air Force Logistics Support Centers	-54
Total for Base:			-54

Inspector/Instructor Center West Trenton

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-12
Total for Base:			-12

Inspector/Instructor Rome GA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-9
Total for Base:			-9

Alphabetical Listing of Bases and Related Recommendations

Jackson International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
96	Air Force - 28	Duluth International Airport Air Guard Station	1
97	Air Force - 28	Key Field Air Guard Station, MS	1
Total for Base:			2

Jacksonville International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	47
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	20
119	Air Force - 55	F-100 Engine Centralized Intermediate Repair Facilities	-6
Total for Base:			61

Jenkins Armed Forces Reserve Center Albuquerque

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
33	Army - 68	RC Transformation, NM	-36
Total for Base:			-36

Joe Foss Field Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-4
100	Air Force - 32	Cannon Air Force Base, NM	59
105	Air Force - 38	Hector International Airport Air Guard Station, ND	0
Total for Base:			55

Johnson U.S. Army Reserve Center, Fargo

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
36	Army - 73	RC Transformation, ND	0
Total for Base:			0

Kansas Army Ammunition Plant

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
155	Ind - 9	Kansas Army Ammunition Plant, KS	-167
Total for Base:			-167

Keesler Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
173	Med - 12	Convert Inpatient Services to Clinics	-402
Total for Base:			-402

Kelly Support Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	-310
Total for Base:			-310

Key Field Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
96	Air Force - 28	Duluth International Airport Air Guard Station	-175
97	Air Force - 28	Key Field Air Guard Station, MS	-175
Total for Base:			-350

Kilmer U.S. Army Reserve Center, Edison

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	-44
Total for Base:			-44

Kirkwood U.S. Army Reserve Center, Newark

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
16	Army - 37	Rc Transformation, DE	-9
Total for Base:			-9

Kirtland Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
100	Air Force - 32	Cannon Air Force Base, NM	15
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-12
187	Tech - 22	Defense Research Service Led Laboratories	203
Total for Base:			206

Alphabetical Listing of Bases and Related Recommendations

Krowse U.S. Army Reserve Center Oklahoma City

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
38	Army - 77	RC Transformation, OK	-84
Total for Base:			-84

Kulis Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
80	Air Force - 7	Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK	-459
Total for Base:			-459

Lackland Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
90	Air Force - 20	Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN	-5
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	4
107	Air Force - 40	Springfield-Beckley Municipal Airport Air Guard Station, OH	80
112	Air Force - 46	Lackland Air Force Base, TX	-107
122	E&T - 7	Joint Center for Consolidated Transportation Management Training	-155
123	E&T - 8	Joint Center of Excellence for Culinary Training	-291
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-9
147	H&SA - 44	Relocate Air Force Real Property Agency (AFRPA)	59
161	Ind - 15	Lackland Air Force Base, TX	-177
170	Med - 6	Brooks City Base, TX	708
172	Med - 10	San Antonio Regional Medical Center, TX	-2,900
176	S&S - 7	Depot level Repairable Procurement Management Consolidation	-293
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	-54
Total for Base:			-3,140

Lambert International Airport- St Louis

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	-249
Total for Base:			-249

Langley Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	2
80	Air Force - 7	Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK	720
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	32
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	1
114	Air Force - 49	Langley Air Force Base, VA	-19
118	Air Force - 53	Air Force Logistics Support Centers	95
119	Air Force - 55	F-100 Engine Centralized Intermediate Repair Facilities	-32
187	Tech - 22	Defense Research Service Led Laboratories	-50
Total for Base:			749

Laughlin Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	4
128	E&T - 14	Undergraduate Pilot and Navigator Training	178
Total for Base:			182

Lavergne U.S. Army Reserve Center Bayamon

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
41	Army - 85	RC Transformation, PR	-26
Total for Base:			-26

Leased Space - AZ

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-1
Total for Base:			-1

Leased Space - CA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-14

Alphabetical Listing of Bases and Related Recommendations

131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-6
Total for Base:			-20
Leased Space - CO			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-11
Total for Base:			-11
Leased Space - DC			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
141	H&SA - 30	Consolidate Media Organizations into a New Agency for Media and Publications	-181
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	79
168	Int - 4	National Geospatial Intelligence Agency	0
Total for Base:			-102
Leased Space - GA			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-8
Total for Base:			-8
Leased Space - IN			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	-137
Total for Base:			-137
Leased Space - MD			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-42
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-158
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	-164
168	Int - 4	National Geospatial Intelligence Agency	-3,100
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-51
Total for Base:			-3,515
Leased Space - MO			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	-2,093
Total for Base:			-2,093
Leased Space - OH			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-236
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-10
Total for Base:			-246
Leased Space - Slidell			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	-151
Total for Base:			-151
Leased Space - TX			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
139	H&SA - 26	Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices	-83
141	H&SA - 30	Consolidate Media Organizations into a New Agency for Media and Publications	-273
Total for Base:			-356
Leased Space - VA			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
129	H&SA - 3	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	-289
129	H&SA - 3	Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations	-409

Alphabetical Listing of Bases and Related Recommendations

130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-6
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-164
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-455
133	H&SA - 12	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	-4,506
133	H&SA - 12	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	-1,527
133	H&SA - 12	Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations	-3,785
134	H&SA - 15	Co-locate Missile and Space Defense Agencies	-1,468
134	H&SA - 15	Co-locate Missile and Space Defense Agencies	-328
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-329
139	H&SA - 26	Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell Offices	-215
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	-2,867
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	-36
141	H&SA - 30	Consolidate Media Organizations into a New Agency for Media and Publications	-282
142	H&SA - 31	Consolidate Transportation Command Components	-857
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	-10
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	-1,432
168	Int - 4	National Geospatial Intelligence Agency	0
178	Tech - 5	Co-locate Extramural Research Program Managers	-200

Total for Base: -19,165

Letterkenny Army Depot

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
7	Army - 16	Red River Army Depot	344
57	DoN - 6	Marine Corps Logistics Base, Barstow, CA	36
150	Ind - 4	Naval Weapons Station Seal beach, CA	2
153	Ind - 7	Rock Island Arsenal, IL	27

Total for Base: 409

Little Rock Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
99	Air Force - 31	Reno-Tahoe International Airport Air Guard Station, NV	135
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	381
102	Air Force - 34	Schenectady County Airport Air Guard Station	12
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	1,821
106	Air Force - 39	Mansfield-Lahm Municipal Airport Air Guard Station, OH	190
109	Air Force - 43	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	1,185
117	Air Force - 52	General Mitchell Air Reserve Station, WI	190
118	Air Force - 53	Air Force Logistics Support Centers	-16

Total for Base: 3,898

Lone Star Army Ammunition Plant

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
162	Ind - 16	Lone Star Army Ammunition Plant	-149

Total for Base: -149

Los Alamitos (63rd)

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
56	Army - 117	USAR Command and Control Southwest	-170

Total for Base: -170

Louisville International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
106	Air Force - 39	Mansfield-Lahm Municipal Airport Air Guard Station, OH	5
110	Air Force - 44	Nashville International Airport Air Guard Station, TN	1

Total for Base: 6

Luke Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
81	Air Force - 8	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	-184
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	-30

Alphabetical Listing of Bases and Related Recommendations

118	Air Force - 53	Air Force Logistics Support Centers	-16
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	-48
Total for Base:			-278

MacDill Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
82	Air Force - 10	Beale Air Force Base, CA and Selfridge Air National Guard Base, MI	88
104	Air Force - 37	Grand Forks Air Force Base, ND	32
173	Med - 12	Convert Inpatient Services to Clinics	-19
Total for Base:			101

Malony U.S. Army Reserve Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
52	Army - 107	USAR Command and Control New England	-155
Total for Base:			-155

Mansfield Lahm Municipal Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
106	Air Force - 39	Mansfield-Lahm Municipal Airport Air Guard Station, OH	-234
Total for Base:			-234

March Air Reserve Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
83	Air Force - 11	March Air Force Base, CA	-111
Total for Base:			-111

Marine Corps Air Station Beaufort

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
165	Ind - 19	Fleet Readiness Centers **(Roll up)	12
Total for Base:			12

Marine Corps Air Station Cherry Point

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
68	DoN - 21	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	72
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-632
173	Med - 12	Convert Inpatient Services to Clinics	-58
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-10
Total for Base:			-628

Marine Corps Air Station Yuma

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
165	Ind - 19	Fleet Readiness Centers **(Roll up)	5
Total for Base:			5

Marine Corps Base Camp Lejeune

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-207
165	Ind - 19	Fleet Readiness Centers **(Roll up)	15
Total for Base:			-192

Marine Corps Base Camp Pendleton

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-151
165	Ind - 19	Fleet Readiness Centers **(Roll up)	7
Total for Base:			-144

Marine Corps Base Miramar

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	-43
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	87
165	Ind - 19	Fleet Readiness Centers **(Roll up)	28
Total for Base:			72

Marine Corps Base Quantico

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	3,069
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-56

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	3,013
Marine Corps Logistics Base Albany				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
7	Army - 16	Red River Army Depot	156	
57	DoN - 6	Marine Corps Logistics Base, Barstow, CA	36	
150	Ind - 4	Naval Weapons Station Seal beach, CA	5	
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	-7	
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-40	
			Total for Base:	150
Marine Corps Logistics Base Barstow				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
57	DoN - 6	Marine Corps Logistics Base, Barstow, CA	-409	
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-10	
			Total for Base:	-419
Marine Corps Reserve Center Johnstown				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
68	DoN - 21	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	-86	
			Total for Base:	-86
Marine Corps Reserve Center Pasadena CA				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
73	DoN - 29	Navy and Marine Corps Reserve Centers *(RollUp)	25	
			Total for Base:	25
Marine Corps Support Center Kansas City				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
66	DoN - 19	Marine Corps Support Activity Kansas City, MO	-333	
			Total for Base:	-333
Martin State Airport Air Guard Station				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
85	Air Force - 14	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Airforce Base, SC, and Martine State Air Guard Station, MD	-4	
93	Air Force - 24	Martin State Air Guard Station, MD	-119	
			Total for Base:	-123
Maxwell Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
106	Air Force - 39	Mansfield-Lahm Municipal Airport Air Guard Station, OH	42	
124	E&T - 9	Joint Center of Excellence for Religious Training and Education	-20	
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	-1,273	
			Total for Base:	-1,251
McAlester Army Ammunition Plant				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
152	Ind - 6	Sierra Army Depot, CA	0	
			Total for Base:	0
McChord Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
108	Air Force - 41	Portland International Airport Air Guard Station, OR	47	
146	H&SA - 41	Joint Basing	-422	
171	Med - 9	McChord Air Force Base, WA	-192	
			Total for Base:	-567
McConnell Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
83	Air Force - 11	March Air Force Base, CA	35	
87	Air Force - 16	Robins Air Force Base, GA	319	
104	Air Force - 37	Grand Forks Air Force Base, ND	102	
112	Air Force - 46	Lackland Air Force Base, TX	66	
			Total for Base:	522

Alphabetical Listing of Bases and Related Recommendations

McEntire Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	426
Total for Base:			426

McGee Tyson APT Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
78	Air Force - 5	Birmingham International Airport Air Guard Station, AL	104
82	Air Force - 10	Beale Air Force Base, CA and Selfridge Air National Guard Base, MI	59
83	Air Force - 11	March Air Force Base, CA	21
96	Air Force - 28	Duluth International Airport Air Guard Station	64
97	Air Force - 28	Key Field Air Guard Station, MS	64
105	Air Force - 38	Hector International Airport Air Guard Station, ND	0
Total for Base:			312

McGuire Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
68	DoN - 21	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	533
86	Air Force - 15	New Castle Airport Air Guard Station, DE	2
Total for Base:			535

Memphis International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
110	Air Force - 44	Nashville International Airport Air Guard Station, TN	8
Total for Base:			8

Mississippi Army Ammunition Plant

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
157	Ind - 11	Mississippi Army Ammunition Plant, MS	-54
Total for Base:			-54

Moody Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	313
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	964
128	E&T - 14	Undergraduate Pilot and Navigator Training	-702
Total for Base:			575

Mountain Home Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	-528
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	-41
Total for Base:			-569

Nashville International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
110	Air Force - 44	Nashville International Airport Air Guard Station, TN	-191
Total for Base:			-191

Natick Soldier Systems Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-1
176	S&S - 7	Depot level Repairable Procurement Management Consolidation	-18
Total for Base:			-19

National Naval Medical Center Bethesda

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	948
178	Tech - 5	Co-locate Extramural Research Program Managers	941
Total for Base:			1,889

Naval Air Engineering Station Lakehurst

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
146	H&SA - 41	Joint Basing	-173
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	-13

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	-186
Naval Air Facility Washington				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
146	H&SA - 41	Joint Basing	-18	
			Total for Base:	-18
Naval Air Station Atlanta				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
62	DoN - 13	Naval Air Station Atlanta, GA	-1,498	
			Total for Base:	-1,498
Naval Air Station Brunswick				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
65	DoN - 18	Naval Air Station Brunswick, ME	-2,420	
191	Add 1	Close or Further Realign Naval Air Station Brunswick, ME	0	
			Total for Base:	-2,420
Naval Air Station Corpus Christi				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
71	DoN - 26	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	-966	
75	DoN - 35	Navy Regions	-59	
			Total for Base:	-1,025
Naval Air Station Fallon				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-7	
			Total for Base:	-7
Naval Air Station Jacksonville				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
65	DoN - 18	Naval Air Station Brunswick, ME	2,021	
72	DoN - 28	Engineering Field Division/Activity	316	
75	DoN - 35	Navy Regions	5	
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-36	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-218	
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-29	
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-34	
			Total for Base:	2,025
Naval Air Station Joint Reserve Base Ft. Worth				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
62	DoN - 13	Naval Air Station Atlanta, GA	295	
64	DoN - 15	Naval Support Activity New Orleans, LA	73	
77	DoN - 44	Navy Reserve Readiness Comands	-59	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	5	
			Total for Base:	314
Naval Air Station Lemoore				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	40	
			Total for Base:	40
Naval Air Station Meridian				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
124	E&T - 9	Joint Center of Excellence for Religious Training and Education	-16	
			Total for Base:	-16
Naval Air Station New Orleans				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
62	DoN - 13	Naval Air Station Atlanta, GA	53	
64	DoN - 15	Naval Support Activity New Orleans, LA	1,519	
66	DoN - 19	Marine Corps Support Activity Kansas City, MO	282	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	2	
			Total for Base:	1,856
Naval Air Station New Orleans Air Reserve Station				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	

Alphabetical Listing of Bases and Related Recommendations

91	Air Force - 22	New Orleans Air Reserve Station, LA	-312
108	Air Force - 41	Portland International Airport Air Guard Station, OR	87
119	Air Force - 55	F-100 Engine Centralized Intermediate Repair Facilities	34
Total for Base:			-191

Naval Air Station Oceana

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	-33
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-27
193	Add 3	Close or Further Realign Master Jet Base Oceana, VA	0
Total for Base:			-60

Naval Air Station Patuxent River

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	170
165	Ind - 19	Fleet Readiness Centers **(Roll up)	0
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-34
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-258
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	61
Total for Base:			-61

Naval Air Station Pensacola

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	54
61	DoN - 12	Officer Training Command, Pensacola, FL	-295
75	DoN - 35	Navy Regions	-24
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	-392
128	E&T - 14	Undergraduate Pilot and Navigator Training	625
135	H&SA - 17	Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center	-738
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-30
145	H&SA - 37	Defense Finance and Accounting Service	-637
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-40
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-102
Total for Base:			-1,579

Naval Air Station Whidbey Island

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
165	Ind - 19	Fleet Readiness Centers **(Roll up)	139
Total for Base:			139

Naval Air Station Willow Grove

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
68	DoN - 21	Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnston, PA	-1,088
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-144
Total for Base:			-1,232

Naval Air Weapons Station China Lake

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-53
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	2,641
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-5
190	Tech - 28	Navy Sensors, Electronic Warfare, and Electromics Research, Development & Acquisition, Test & Evaluation	379
Total for Base:			2,962

Naval Amphibious Base Little Creek

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	37
Total for Base:			37

Naval Base Coronado

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
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Alphabetical Listing of Bases and Related Recommendations

137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	198
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-658
Total for Base:			-460

Naval Base Point Loma

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
71	DoN - 26	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	341
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-44
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-47
Total for Base:			250

Naval Base Ventura County

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
58	DoN - 7	Naval Support Activity Corona, CA	854
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-7
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-127
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-2,250
190	Tech - 28	Navy Sensors, Electronic Warfare, and Electonics Research, Development & Acquisition, Test & Evaluation	-479
Total for Base:			-2,009

Naval District Washington

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
77	DoN - 44	Navy Reserve Readiness Comands	-37
130	H&SA - 5	Co-locate Defense Military Department Adjudication Activities	-148
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	-710
149	H&SA - 49	Relocate Miscellaneous Department of Navy Leased Locations	686
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-172
183	Tech - 13	Consolidate Sea Vehicle Development & Acquisition	28
Total for Base:			-353

Naval Medical Center Portsmouth

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	28
172	Med - 10	San Antonio Regional Medical Center, TX	-489
Total for Base:			-461

Naval Medical Center San Diego

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
172	Med - 10	San Antonio Regional Medical Center, TX	-1,630
Total for Base:			-1,630

Naval Recruiting District Headquarters Omaha

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
74	DoN - 34	Navy Recruiting Districts	-32
Total for Base:			-32

Naval Reserve Center, Bangor

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Naval Shipyard Norfolk

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	191
69	DoN - 23	Naval Shipyard Portsmouth, Kittery, ME	1,353
72	DoN - 28	Engineering Field Division/Activity	55
164	Ind - 18	Ship Intermediate Maintenance Activity Norfolk, VA	364
166	Ind - 26	Naval Shipyard Detachments	73
Total for Base:			2,036

Naval Shipyard Portsmouth

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
69	DoN - 23	Naval Shipyard Portsmouth, Kittery, ME	-4,510

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	-4,510
Naval Shipyard Puget Sound-Boston Detachment				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
166	Ind - 26	Naval Shipyard Detachments	-108	
			Total for Base:	-108
Naval Station Annapolis				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
166	Ind - 26	Naval Shipyard Detachments	-13	
			Total for Base:	-13
Naval Station Bremerton				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
69	DoN - 23	Naval Shipyard Portsmouth, Kittery, ME	1,358	
166	Ind - 26	Naval Shipyard Detachments	103	
175	S&S - 5	Commodity Management Privatization	-1	
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-59	
			Total for Base:	1,401
Naval Station Great Lakes				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
72	DoN - 28	Engineering Field Division/Activity	67	
75	DoN - 35	Navy Regions	33	
77	DoN - 44	Navy Reserve Readiness Comands	18	
172	Med - 10	San Antonio Regional Medical Center, TX	-1,926	
173	Med - 12	Convert Inpatient Services to Clinics	-115	
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-99	
			Total for Base:	-2,022
Naval Station Ingleside				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
71	DoN - 26	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	-2,218	
			Total for Base:	-2,218
Naval Station Mayport				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
67	DoN - 20	Naval Station Pascagoula, MS	405	
165	Ind - 19	Fleet Readiness Centers **(Roll up)	5	
			Total for Base:	410
Naval Station Newport				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
60	DoN - 10	Submarine Base New London, CT	70	
61	DoN - 12	Officer Training Command, Pensacola, FL	276	
63	DoN - 14	Navy Supply Corps School Athens, GA	461	
70	DoN - 25	Naval Station Newport, RI	-200	
77	DoN - 44	Navy Reserve Readiness Comands	-49	
124	E&T - 9	Joint Center of Excellence for Religious Training and Education	-39	
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-2	
			Total for Base:	517
Naval Station Norfolk				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
60	DoN - 10	Submarine Base New London, CT	3,083	
70	DoN - 25	Naval Station Newport, RI	200	
71	DoN - 26	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	743	
72	DoN - 28	Engineering Field Division/Activity	157	
77	DoN - 44	Navy Reserve Readiness Comands	59	
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-123	
139	H&SA - 26	Consolidate Defense Commisary Agency Eastern, Midwestern Regional, and Hopewell Offices	-109	
142	H&SA - 31	Consolidate Transportation Command Components	-105	
145	H&SA - 37	Defense Finance and Accounting Service	-314	
164	Ind - 18	Ship Intermediate Maintenance Activity Norfolk, VA	-459	

Alphabetical Listing of Bases and Related Recommendations

165	Ind - 19	Fleet Readiness Centers **(Roll up)	-17
175	S&S - 5	Commodity Management Privatization	-7
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-307
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	6
Total for Base:			2,807
Naval Station Pascagoula			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
67	DoN - 20	Naval Station Pascagoula, MS	-963
Total for Base:			-963
Naval Station Pearl Harbor			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
69	DoN - 23	Naval Shipyard Portsmouth, Kittery, ME	357
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-68
145	H&SA - 37	Defense Finance and Accounting Service	-206
175	S&S - 5	Commodity Management Privatization	-1
Total for Base:			82
Naval Station San Diego			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
71	DoN - 26	Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX	1,173
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-3
Total for Base:			1,170
Naval Supply Corps School Athens			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
63	DoN - 14	Navy Supply Corps School Athens, GA	-517
Total for Base:			-517
Naval Support Activity Corona			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
58	DoN - 7	Naval Support Activity Corona, CA	-892
Total for Base:			-892
Naval Support Activity Crane			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
165	Ind - 19	Fleet Readiness Centers **(Roll up)	-152
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-68
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-258
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-236
Total for Base:			-714
Naval Support Activity Mechanicsburg			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
175	S&S - 5	Commodity Management Privatization	-1
176	S&S - 7	Depot level Repairable Procurement Management Consolidation	-10
Total for Base:			-11
Naval Support Activity Mid South			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
64	DoN - 15	Naval Support Activity New Orleans, LA	376
135	H&SA - 17	Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center	685
Total for Base:			1,061
Naval Support Activity New Orleans			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
64	DoN - 15	Naval Support Activity New Orleans, LA	-2,711
Total for Base:			-2,711
Naval Support Activity Norfolk			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
64	DoN - 15	Naval Support Activity New Orleans, LA	457
72	DoN - 28	Engineering Field Division/Activity	87
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	244

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	788
Naval Support Activity Panama City				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
140	H&SA - 27	Consolidate Defense Information Systems Agency and Establish Joint C4ISR Capability	-24	
			Total for Base:	-24
Naval Support Activity Philadelphia				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	291	
			Total for Base:	291
Naval Surface Warfare Center Dahlgren				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-148	
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	157	
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-155	
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-83	
			Total for Base:	-229
Naval Surface Warfare Center Indian Head				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-52	
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-43	
			Total for Base:	-95
Naval Surface Weapons Station Carderock				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
183	Tech - 13	Consolidate Sea Vehicle Development & Acquisition	6	
			Total for Base:	6
Naval Weapons Station Charleston				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	42	
146	H&SA - 41	Joint Basing	-264	
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-408	
			Total for Base:	-630
Naval Weapons Station Earle				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
60	DoN - 10	Submarine Base New London, CT	2	
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-63	
			Total for Base:	-61
Naval Weapons Station Fallbrook				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-118	
			Total for Base:	-118
Naval Weapons Station Seal Beach				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
150	Ind - 4	Naval Weapons Station Seal beach, CA	-47	
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-45	
			Total for Base:	-92
Naval Weapons Station Seal Beach Det Concord				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
59	DoN - 9	Naval Weapons Station Seal Beach Detachment, Concord, CA	0	
			Total for Base:	0
Naval Weapons Station Yorktown				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
181	Tech - 9	Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation	-130	
184	Tech - 15	Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test and Evaluation Center	-61	

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	-191
NAVPGSCOL MONTEREY, CA				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
197	Add 7	Close or Realign Professional Development Education	0	
			Total for Base:	0
Navy Crane Center Lester				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
72	DoN - 28	Engineering Field Division/Activity	-55	
			Total for Base:	-55
Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7	
			Total for Base:	-7
Navy Philadelphia Business Center				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
166	Ind - 26	Naval Shipyard Detachments	-63	
			Total for Base:	-63
Navy Recruiting Command Louisville				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	-223	
			Total for Base:	-223
Navy Recruiting District Headquarters Buffalo				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
74	DoN - 34	Navy Recruiting Districts	-37	
			Total for Base:	-37
Navy Recruiting District Headquarters Indianapolis				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
74	DoN - 34	Navy Recruiting Districts	-38	
			Total for Base:	-38
Navy Recruiting District Headquarters Kansas				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
74	DoN - 34	Navy Recruiting Districts	-33	
			Total for Base:	-33
Navy Recruiting District Headquarters Montgomery				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
74	DoN - 34	Navy Recruiting Districts	-41	
			Total for Base:	-41
Navy Reserve Center Adelphi				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-17	
			Total for Base:	-17
Navy Reserve Center Asheville				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7	
			Total for Base:	-7
Navy Reserve Center Cape Girardeau				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7	
			Total for Base:	-7
Navy Reserve Center Cedar Rapids				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7	
			Total for Base:	-7
Navy Reserve Center Central Point				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7	
			Total for Base:	-7

Alphabetical Listing of Bases and Related Recommendations

Navy Reserve Center Duluth

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-8
Total for Base:			-8

Navy Reserve Center Evansville

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Forest Park

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-15
Total for Base:			-15

Navy Reserve Center Glenn Falls

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Horsehead

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center La Crosse

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-7
Total for Base:			-7

Navy Reserve Center Lexington

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-9
Total for Base:			-9

Navy Reserve Center Lincoln

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Lubbock, TX

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Marquette

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Orange, TX

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-11
Total for Base:			-11

Navy Reserve Center Pocatello

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Sioux City

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center ST Petersburg

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-12
Total for Base:			-12

Alphabetical Listing of Bases and Related Recommendations

Navy Reserve Center Tuscaloosa AL

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-7
Total for Base:			-7

Navy Reserve Center Watertown

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-9
Total for Base:			-9

Navy-Marine Corps Reserve Center Akron

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-26
Total for Base:			-26

Navy-Marine Corps Reserve Center Baton Rouge

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-18
Total for Base:			-18

Navy-Marine Corps Reserve Center Cleveland

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-25
Total for Base:			-25

Navy-Marine Corps Reserve Center Dubuque

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-24
Total for Base:			-24

Navy-Marine Corps Reserve Center Lehigh

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	8
Total for Base:			8

Navy-Marine Corps Reserve Center Madison

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-26
Total for Base:			-26

Navy-Marine Corps Reserve Center Moundville

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-16
Total for Base:			-16

Navy-Marine Corps Reserve Center Pittsburgh

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	7
Total for Base:			7

Navy-Marine Corps Reserve Center Reading

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-18
Total for Base:			-18

Navy-Marine Corps Reserve Center Tacoma

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
76	DoN - 37	Navy Reserve Centers** (Roll up)	-20
Total for Base:			-20

Navy-Marine Corps Reserve Center Tulsa

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-32
Total for Base:			-32

Navy-Marine Corps Reserve Center, Encino

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-33
Total for Base:			-33

Alphabetical Listing of Bases and Related Recommendations

Navy-Marine Corps Reserve Center, Los Angeles

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-48
Total for Base:			-48

Navy-Marine Corps Reserve Center, Mobile AL

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	-27
Total for Base:			-27

Nellis Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	627
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	316
91	Air Force - 22	New Orleans Air Reserve Station, LA	32
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	196
100	Air Force - 32	Cannon Air Force Base, NM	260
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	-19
Total for Base:			1,412

New Castle County Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
86	Air Force - 15	New Castle Airport Air Guard Station, DE	-148
Total for Base:			-148

Newport Chemical Depot

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
154	Ind - 8	Newport Chemical Depot, IN	-571
Total for Base:			-571

Niagara Falls International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	-642
Total for Base:			-642

Niven U.S. Army Reserve Center, Albermarle

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
35	Army - 72	RC Transformation, NC	-29
Total for Base:			-29

North Penn U.S. Army Reserve Center, Norristown

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
40	Army - 82	RC Transformation, PA	-23
Total for Base:			-23

Offutt Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	131
145	H&SA - 37	Defense Finance and Accounting Service	-235
Total for Base:			-104

Oklahoma City (95th)

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
56	Army - 117	USAR Command and Control Southwest	-53
Total for Base:			-53

Olson U.S. Army Reserve Center, Madison

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
48	Army - 102	RC Transformation, WI	-113
Total for Base:			-113

Onizuka Air Force Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
84	Air Force - 12	Onizuka Air Force Station, CA	-278
Total for Base:			-278

Alphabetical Listing of Bases and Related Recommendations

Otis Air Guard Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
94	Air Force - 25	Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, Atlantic City Air Guard Station, NJ	-505
Total for Base:			-505

Parisan U.S. Army Reserve Center, Lansing

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
26	Army - 55	RC Transformation, MI	-25
Total for Base:			-25

Parrott U.S. Army Reserve Center Kenton

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
37	Army - 75	RC Transformation, OH	-10
Total for Base:			-10

Patrick Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
182	Tech - 12	Consolidate Navy Strategic Test and Evaluation	-195
Total for Base:			-195

Peachtree Leases Atlanta

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
3	Army - 8	Fort McPherson, GA	-162
Total for Base:			-162

Peterson Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
109	Air Force - 43	Ellsworth Air Force Base, SD and Dyess Air Force Base, TX	463
131	H&SA - 8	Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	47
Total for Base:			510

PFC Flair U.S. Army Reserve Center, Frederick

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
24	Army - 52	RC Transformation, MD	-22
Total for Base:			-22

Phoenix Sky Harbor International Airport

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
78	Air Force - 5	Birmingham International Airport Air Guard Station, AL	39
Total for Base:			39

Picatinny Arsenal

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
186	Tech - 19	Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition	693
Total for Base:			693

Pitt U.S. Army Reserve Center, Corapolis

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
53	Army - 109	USAR Command and Control Northeast	-220
Total for Base:			-220

Pittsburgh International Airport Air Reserve Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	-322
Total for Base:			-322

Pope Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	8
3	Army - 8	Fort McPherson, GA	2,211
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	-6,485
117	Air Force - 52	General Mitchell Air Reserve Station, WI	121
194	Add 4	Close or Further Realign Pope AFB, NC	0
Total for Base:			-4,145

Portland International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
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Alphabetical Listing of Bases and Related Recommendations

108	Air Force - 41	Portland International Airport Air Guard Station, OR	-564
			Total for Base:
			-564
Potomac Annex			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-12
198	Add 8	Close or Realign Joint Medical Command HQs	0
			Total for Base:
			-12
Quonset State Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
93	Air Force - 24	Martin State Air Guard Station, MD	34
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	12
			Total for Base:
			46
Randolph Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	-16
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	4
128	E&T - 14	Undergraduate Pilot and Navigator Training	-571
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	380
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	416
146	H&SA - 41	Joint Basing	-109
170	Med - 6	Brooks City Base, TX	78
			Total for Base:
			182
Red River Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
7	Army - 16	Red River Army Depot	-2,500
			Total for Base:
			-2,500
Redstone Arsenal			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	167
5	Army - 11	Fort Monmouth, NJ	-37
121	E&T - 6	Combat Service Support Center	-1,443
134	H&SA - 15	Co-locate Missile and Space Defense Agencies	1,754
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	1,222
176	S&S - 7	Depot level Repairable Procurement Management Consolidation	-71
180	Tech - 7	Consolidate Ground Vehicle Development & Acquisition in a Joint Center	-77
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	140
			Total for Base:
			1,655
Regional Training Site Maintenance (98), U.S. Army Reserve Fort Devens			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
			Total for Base:
			0
Reno-Tahoe International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
99	Air Force - 31	Reno-Tahoe International Airport Air Guard Station, NV	-147
			Total for Base:
			-147
Richmond International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
115	Air Force - 50	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	-126
			Total for Base:
			-126
Rickenbacker Army National Guard Bldg 943 Columbus			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
37	Army - 75	RC Transformation, OH	-4
			Total for Base:
			-4

Alphabetical Listing of Bases and Related Recommendations

Rickenbacker International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
107	Air Force - 40	Springfield-Beckley Municipal Airport Air Guard Station, OH	1
Total for Base:			1

Riverbank Army Ammunition Plant

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
151	Ind - 5	Riverbank Army Ammunition Plant, CA	-89
Total for Base:			-89

Roberts U.S. Army Reserve Center, Baton Rouge

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
23	Army - 50	RC Transformation, LA	-30
Total for Base:			-30

Robins Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
62	DoN - 13	Naval Air Station Atlanta, GA	350
87	Air Force - 16	Robins Air Force Base, GA	-471
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-95
143	H&SA - 33	Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	26
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	230
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	776
188	Tech - 24	Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation	-17
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	-50
Total for Base:			749

Rock Island Arsenal

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	277
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-251
145	H&SA - 37	Defense Finance and Accounting Service	-235
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-133
153	Ind - 7	Rock Island Arsenal, IL	-181
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	-740
Total for Base:			-1,263

Rome Laboratory

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
187	Tech - 22	Defense Research Service Led Laboratories	-137
Total for Base:			-137

Rosecrans Memorial Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	35
Total for Base:			35

ROSSLYN LEASE, VA

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
132	H&SA - 10	Co-locate Miscellaneous Army Leased Locations	-292
148	H&SA - 46	Relocate Army Headquarters and Field Operating Agencies	-2
Total for Base:			-294

Savannah International Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
81	Air Force - 8	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	4
86	Air Force - 15	New Castle Airport Air Guard Station, DE	34
Total for Base:			38

Schenectady County Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
102	Air Force - 34	Schenectady County Airport Air Guard Station	-19

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	-19
Schriever Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
101	Air Force - 33	Niagra Falls Air Reserve Station, NY	95	
			Total for Base:	95
Scott Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
104	Air Force - 37	Grand Forks Air Force Base, ND	240	
118	Air Force - 53	Air Force Logistics Support Centers	103	
142	H&SA - 31	Consolidate Transportation Command Components	531	
173	Med - 12	Convert Inpatient Services to Clinics	-77	
			Total for Base:	797
Scouten U.S. Army Reserve Center Mansfield				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
37	Army - 75	RC Transformation, OH	-24	
			Total for Base:	-24
Sears U.S. Army Reserve Center, Portland				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
39	Army - 80	RC Transformation, OR	0	
			Total for Base:	0
Selfridge Air National Guard Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
82	Air Force - 10	Beale Air Force Base, CA and Selfridge Air National Guard Base, MI	-18	
85	Air Force - 14	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Airforce Base, SC, and Martine State Air Guard Station, MD	-4	
95	Air Force - 27	W.K. Kellogg Airport Air Guard Station, MI	182	
			Total for Base:	160
Selfridge Army Activity				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
51	Army - 106	U.S. Army Garrison, MI	-376	
			Total for Base:	-376
Serrenti U.S. Army Reserve Center, Scranton				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
40	Army - 82	RC Transformation, PA	-55	
			Total for Base:	-55
Seymore Johnson Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
104	Air Force - 37	Grand Forks Air Force Base, ND	335	
119	Air Force - 55	F-100 Engine Centralized Intermediate Repair Facilities	27	
			Total for Base:	362
SFC Nelson V. Brittin U.S. Army Reserve Center				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
32	Army - 66	RC Transformation, NJ	-35	
			Total for Base:	-35
SGT Libby U.S. Army Reserve Center, New Haven				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
15	Army - 35	RC Transformation, CT	-21	
			Total for Base:	-21
Sharff U.S. Army Reserve Center, Portland				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
39	Army - 80	RC Transformation, OR	0	
			Total for Base:	0
Shaw Air Force Base				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
2	Army - 6	Fort Gillem, GA	26	
3	Army - 8	Fort McPherson, GA	797	
79	Air Force - 6	Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Airforce Base, SC	-23	

Alphabetical Listing of Bases and Related Recommendations

85	Air Force - 14	Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Airforce Base, SC, and Martine State Air Guard Station, MD	-25
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	34
113	Air Force - 47	Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force, Base, ID, Luke Air Force Base, AZ, Nellis Air Force Base, NV	8
Total for Base:			817
Sheppard Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	-4
125	E&T - 10	Joint Strike Fighter Initial Joint Training Site	-295
128	E&T - 14	Undergraduate Pilot and Navigator Training	53
172	Med - 10	San Antonio Regional Medical Center, TX	-2,378
Total for Base:			-2,624
Sierra Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
152	Ind - 6	Sierra Army Depot, CA	0
Total for Base:			0
Sioux Gateway Airport Air Guard			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
116	Air Force - 51	Fairchild Air Force Base, WA	203
Total for Base:			203
South Naval Facilities Engineering Command			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
72	DoN - 28	Engineering Field Division/Activity	-543
Total for Base:			-543
Springfield-Beckley Municipal Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
107	Air Force - 40	Springfield-Beckley Municipal Airport Air Guard Station, OH	-291
Total for Base:			-291
Stone U.S. Army Reserve Center, Pine Bluff			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
13	Army - 30	RC Transformation, AR	-34
Total for Base:			-34
Submarine Base Bangor			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
138	H&SA - 22	Consolidate Correctional Facilities into Joint Regional Correctional Facilities	-1
Total for Base:			-1
Submarine Base Kings Bay			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	3,245
182	Tech - 12	Consolidate Navy Strategic Test and Evaluation	122
Total for Base:			3,367
Submarine Base New London			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	-8,457
144	H&SA - 35	Create Joint Mobilization Sites	-3
Total for Base:			-8,460
The Adjutant General Bldg, AL Army National Guard Montgomery			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-85
Total for Base:			-85
Tinker Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
7	Army - 16	Red River Army Depot	440
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	-18
108	Air Force - 41	Portland International Airport Air Guard Station, OR	63

Alphabetical Listing of Bases and Related Recommendations

137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-111
175	S&S - 5	Commodity Management Privatization	-1
176	S&S - 7	Depot level Reparable Procurement Management Consolidation	-38
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	33
188	Tech - 24	Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation	-13
Total for Base:			355
Tobyhanna Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
7	Army - 16	Red River Army Depot	66
57	DoN - 6	Marine Corps Logistics Base, Barstow, CA	126
150	Ind - 4	Naval Weapons Station Seal beach, CA	31
161	Ind - 15	Lackland Air Force Base, TX	138
177	S&S - 13	Supply, Storage, and Distribution Management Reconfiguration	-86
Total for Base:			275
Toledo Express Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
106	Air Force - 39	Mansfield-Lahm Municipal Airport Air Guard Station, OH	1
115	Air Force - 50	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	125
Total for Base:			126
Tooele Army Depot			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
152	Ind - 6	Sierra Army Depot, CA	0
158	Ind - 12	Hawthorne Army Depot, NV	0
Total for Base:			0
Tulsa International Airport Air Guard Station			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
81	Air Force - 8	Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ	1
89	Air Force - 18	Mountain Home Air Force, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base	35
115	Air Force - 50	Richmond Air Guard Station, VA, Des Moines International Airport Air Guard Station, IA	67
Total for Base:			103
Turner U.S. Army Reserve Center, Fairfield			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
15	Army - 35	RC Transformation, CT	-17
Total for Base:			-17
Tyndall Air Force Base			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
114	Air Force - 49	Langley Air Force Base, VA	11
119	Air Force - 55	F-100 Engine Centralized Intermediate Repair Facilities	-33
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	-34
Total for Base:			-56
U.S. Army Reserve Area Maintenance Support Facility #160, Rutland			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
45	Army - 95	RC Transformation, VT	0
Total for Base:			0
U.S. Army Reserve Area Maintenance Support Facility Kingsport			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
43	Army - 89	RC Transformation, TN	-32
Total for Base:			-32
U.S. Army Reserve Ayer Area 3713			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0
U.S. Army Reserve Cambridge			
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0

Alphabetical Listing of Bases and Related Recommendations

			Total for Base:	0
U.S. Army Reserve Center # 2 Houston				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
44	Army - 91	RC Transformation, TX	-2	
			Total for Base:	-2
U.S. Army Reserve Center Area Maintenance Support Facility Middletown				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
15	Army - 35	RC Transformation, CT	-18	
			Total for Base:	-18
U.S. Army Reserve Center Berlin				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
45	Army - 95	RC Transformation, VT	0	
			Total for Base:	0
U.S. Army Reserve Center Bloomsburg				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
40	Army - 82	RC Transformation, PA	-22	
			Total for Base:	-22
U.S. Army Reserve Center Chester				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
45	Army - 95	RC Transformation, VT	0	
			Total for Base:	0
U.S. Army Reserve Center Columbus				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
17	Army - 39	RC Transformation, GA	-9	
			Total for Base:	-9
U.S. Army Reserve Center Fort Lawton				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
54	Army - 112	USAR Command and Control Northwest	-107	
			Total for Base:	-107
U.S. Army Reserve Center Lafayette				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
20	Army - 44	RC Transformation, IN	-21	
			Total for Base:	-21
U.S. Army Reserve Center Lewisburg				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
40	Army - 82	RC Transformation, PA	-11	
			Total for Base:	-11
U.S. Army Reserve Center Louisville				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
55	Army - 115	USAR Command and Control Southeast	-43	
			Total for Base:	-43
U.S. Army Reserve Center Lufkin				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
44	Army - 91	RC Transformation, TX	-10	
			Total for Base:	-10
U.S. Army Reserve Center Maysville				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
22	Army - 48	RC Transformation, KY	-18	
			Total for Base:	-18
U.S. Army Reserve Center O'Connell				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
48	Army - 102	RC Transformation, WI	-12	
			Total for Base:	-12
U.S. Army Reserve Center Seston				
<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>	
20	Army - 44	RC Transformation, IN	-12	
			Total for Base:	-12

Alphabetical Listing of Bases and Related Recommendations

U.S. Army Reserve Center Vicksburg

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-28
Total for Base:			-28

U.S. Army Reserve Center Whitehall

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
37	Army - 75	RC Transformation, OH	-25
Total for Base:			-25

U.S. Army Reserve Center Wichita

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
54	Army - 112	USAR Command and Control Northwest	-78
Total for Base:			-78

U.S. Army Reserve Center, Moffett Field

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
14	Army - 33	RC Transformation, CA	-3
Total for Base:			-3

U.S. Army Reserve ECS 65 Ayers

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
25	Army - 54	RC Transformation, MA	0
Total for Base:			0

U.S. Army Reserve Faribault

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
27	Army - 57	RC Transformation, MN	0
Total for Base:			0

U.S. Army Reserve Williamsport

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
40	Army - 82	RC Transformation, PA	-29
Total for Base:			-29

U.S. Marine Corps Direct Reporting Program Manager Advanced Amphibious Assault

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
180	Tech - 7	Consolidate Ground Vehicle Development & Acquisition in a Joint Center	-32
Total for Base:			-32

Umatilla Army Depot

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
160	Ind - 14	Umatilla Chemical Depot, OR	-512
Total for Base:			-512

Undistributed or Overseas Reductions

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
2	Army - 6	Fort Gillem, GA	157
3	Army - 8	Fort McPherson, GA	292
4	Army - 10	Fort Bragg, NC	-716
5	Army - 11	Fort Monmouth, NJ	152
6	Army - 15	Fort Hood, TX	-62
7	Army - 16	Red River Army Depot	56
8	Army - 19	Fort Monroe, VA	180
9	Army - 20	Manuever Training	-1,729
10	Army - 22	Operational Army (IGPBS)	-12,380
51	Army - 106	U.S. Army Garrison, MI	150
63	DoN - 14	Navy Supply Corps School Athens, GA	4
67	DoN - 20	Naval Station Pascagoula, MS	12
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	1
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	2
73	DoN - 29	Navy and Marine Corps Reserve Centers **(RollUp)	7
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
76	DoN - 37	Navy Reserve Centers** (Roll up)	1
76	DoN - 37	Navy Reserve Centers** (Roll up)	5
76	DoN - 37	Navy Reserve Centers** (Roll up)	8

Alphabetical Listing of Bases and Related Recommendations

76	DoN - 37	Navy Reserve Centers** (Roll up)	1
76	DoN - 37	Navy Reserve Centers** (Roll up)	1
76	DoN - 37	Navy Reserve Centers** (Roll up)	5
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
76	DoN - 37	Navy Reserve Centers** (Roll up)	3
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
76	DoN - 37	Navy Reserve Centers** (Roll up)	4
76	DoN - 37	Navy Reserve Centers** (Roll up)	12
76	DoN - 37	Navy Reserve Centers** (Roll up)	11
76	DoN - 37	Navy Reserve Centers** (Roll up)	3
76	DoN - 37	Navy Reserve Centers** (Roll up)	5
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
76	DoN - 37	Navy Reserve Centers** (Roll up)	1
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
76	DoN - 37	Navy Reserve Centers** (Roll up)	5
76	DoN - 37	Navy Reserve Centers** (Roll up)	2
84	Air Force - 12	Onizuka Air Force Station, CA	98
91	Air Force - 22	New Orleans Air Reserve Station, LA	-4
100	Air Force - 32	Cannon Air Force Base, NM	38
104	Air Force - 37	Grand Forks Air Force Base, ND	80
105	Air Force - 38	Hector International Airport Air Guard Station, ND	0
154	Ind - 8	Newport Chemical Depot, IN	5
157	Ind - 11	Mississippi Army Ammunition Plant, MS	1
158	Ind - 12	Hawthorne Army Depot, NV	20
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	60
Total for Base:			-13,499

United States Air Force Academy

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
173	Med - 12	Convert Inpatient Services to Clinics	-40
Total for Base:			-40

United States Military Academy

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
5	Army - 11	Fort Monmouth, NJ	264
Total for Base:			264

Vance Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	4
128	E&T - 14	Undergraduate Pilot and Navigator Training	95
Total for Base:			99

Vancouver Barracks

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
54	Army - 112	USAR Command and Control Northwest	-45
Total for Base:			-45

Vandenberg Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
84	Air Force - 12	Onizuka Air Force Station, CA	58
108	Air Force - 41	Portland International Airport Air Guard Station, OR	87
Total for Base:			145

W. K. Kellogg Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
95	Air Force - 27	W.K. Kellogg Airport Air Guard Station, MI	-274
Total for Base:			-274

W. Reese U.S. Army Reserve Center/OMS, Chester

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
40	Army - 82	RC Transformation, PA	-10
Total for Base:			-10

Alphabetical Listing of Bases and Related Recommendations

Walter Reed Army Medical Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	33
169	Med - 4	Walter Reed National Military Medical Center, Bethesda, MD	-5,817
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	154
Total for Base:			-5,630

Watervliet Arsenal

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
159	Ind - 13	Watervliet Arsenal, NY	0
Total for Base:			0

Westover Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
60	DoN - 10	Submarine Base New London, CT	2
Total for Base:			2

Westover U.S. Army Reserve Center, Cicopee

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
52	Army - 107	USAR Command and Control New England	-13
Total for Base:			-13

White Sands Missile Range

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
187	Tech - 22	Defense Research Service Led Laboratories	-178
Total for Base:			-178

Whiteman Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
91	Air Force - 22	New Orleans Air Reserve Station, LA	61
Total for Base:			61

Will Rogers World Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
92	Air Force - 23	Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, Randolph Air Force Base, TX	-15
Total for Base:			-15

Wright Patterson Air Force Base

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
137	H&SA - 19	Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies	-127
170	Med - 6	Brooks City Base, TX	1,057
174	Med - 15	Joint Centers of Excellence for Chemical, Biologist, and Medical Research and Development and Acquisitions	39
179	Tech - 6	Consolidate Air and Space C4ISR Research, Development, Acquisition, Test & Evaluation	-604
187	Tech - 22	Defense Research Service Led Laboratories	142
188	Tech - 24	Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation	46
189	Tech - 26	Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation	-59
197	Add 7	Close or Realign Professional Development Education	0
Total for Base:			494

Wright U.S. Army Reserve Center

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
11	Army - 25	RC Transformation, AL	-9
Total for Base:			-9

Yeager Airport Air Guard Station

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	-156
Total for Base:			-156

Youngstown-Warren Regional Airport

<u>Item</u>	<u>Page</u>	<u>Recommendation</u>	<u>Total Direct Jobs</u>
103	Air Force - 35	Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, Yeager Air Guard Station, WV	8

Alphabetical Listing of Bases and Related Recommendations

Total for Base:

8



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

AUG 23 2005

The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite 600
Arlington, Virginia 22202

Dear Chairman Principi:

I am pleased to forward to you the Department's responses to your questions for the record supporting the Department's testimony before the Commission on August 20, 2005.

Because it is of such importance to the Department's operations and to reshaping our future military support structure, I want to specifically address the issue of the reapplication of savings from military personnel eliminations resulting from BRAC recommendations. I trust you will find the following points useful:

- Personnel savings are an especially important tool for improving efficiency and effectiveness. As with monetary savings, military personnel reductions resulting from a BRAC recommendation allow the Department to reapply these personnel to address shortfalls in stressed career fields, generate new capabilities, and to improve operational effectiveness.
- A recommendation rejected due to the discounting of military personnel savings will create "stranded assets" devoted to militarily inefficient, unnecessary, and wasteful efforts that are, in the judgment of the Joint Chiefs of Staff, no longer required to be performed. In those cases, these assets will not be available to fill other billets which will remain vacant unless additional force structure is added, at increased cost.
- The Department's Total Obligation Authority does not go down as a result of BRAC actions. This reinforces the fact that savings from BRAC actions are available and reallocated to purchase other unfunded requirements.
- The Department estimates that its BRAC recommendations would require a one-time implementation cost of \$24 billion, producing total savings over 20 years of \$73 billion for a 20 Year Net Present Value (NPV) of approximately \$49 billion.



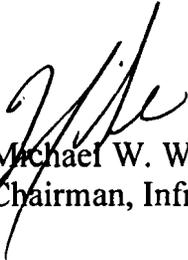
At the August 20th hearing, it was suggested that if military personnel savings are removed, these recommendations would require the Department to spend \$24 billion in one-time costs to realize less than \$15 billion in savings. However, this calculation ignores the fact that the resulting savings are net savings above the implementation costs. Even with the military personnel portion of our projected savings discounted, the BRAC recommendations produce \$39 billion in savings.

I realize that some of the Commission's concern about military personnel savings resulted from comments made to the Commission during testimony provided by the Government Accountability Office (GAO). The Department has had extensive discussions with GAO about this subject. GAO's stated concern relates not to whether there are military personnel savings, but whether these savings are available for other uses. I encourage the Commission to engage in further discussions with GAO concerning this critical issue. In this regard, allow me to quote from the highlights page of the GAO's July 1, 2005, BRAC report concerning this issue:

“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.”

We appreciate the thoroughness of your efforts and we will continue to provide support and assistance to the Commission staff as your analysis proceeds. The Department is committed to providing accurate information to the Commission. Should you have any questions on this matter, please have your staff contact Mr. Peter Potochney, Director, BRAC, at (703) 614-5356.

Sincerely,



Michael W. Wynne
Chairman, Infrastructure Steering Group

Enclosure:
As stated

Questions for the Record
Base Closure and Realignment Commission

Final Hearing with Department of Defense Officials
Held on August 20, 2005

(Please respond such that responses are to Commission NLT 10 AM Aug 23)

1. During a joint Pope/Bragg Commission visit, Garrison leadership identified 7 possible sites to locate FORSCOM headquarters and USARC. Did the 7th Special Forces Group (SFG) leadership consider some of these alternate sites at Fort Bragg to build new headquarters and barracks to support their expansion? Are joint collocation with AFSOC and the opportunity to train in terrain similar to their AOR the main justifications for the 7th SFG's move to Eglin AFB, or are there other reasons?

Response: The primary justification to move the 7th Special Forces Group to Eglin AFB, FL, from Fort Bragg, NC, is to enhance joint training and operations opportunities through joint co-location. Other recommendations affecting Fort Bragg, NC, (i.e., the activation of a newly formed modular brigade combat team within the 82d Airborne Division and the relocation of headquarters for U.S. Army Forces Command and the Army Reserve Command) require military construction which further justifies the 7th SFG's move from Fort Bragg, NC to Eglin AFB, FL. Both the Army Special Operations Command and the U.S. Special Operations Command supported the recommendation based on operational considerations.

2. The Aviation Logistics School move requires significant investment - \$290 million even using the reduced number recently provided by the Department. That puts the proposal in the top 10% of all recommendations for cost. With a payback period of 45 years, is the benefit of such a major investment worth the expense – especially considering we are talking about consolidating enlisted maintenance training with officer pilot training?

Response: Yes, in spite of the requirement for investment, this recommendation increases Military Value and helps the Army achieve its transformation objectives. It consolidates the two schools of the aviation branch, allows the Army to train as it fights, and enhances the ability to develop doctrine for the Army's new modular aviation brigades containing maintenance, logistics, and pilots.

Moving the Aviation Logistics School from Fort Eustis to Fort Rucker is based on the concept employed by all Services. Training maintenance personnel at the same place we train the weapon system crews joins a service provider with the customer, allowing the maintainer trainees to see and appreciate how the system is used and understand how critical their piece of the system is to mission success.

Additionally, recent advances in maintenance monitoring systems blur the line between maintainers and pilots. These systems give both sets of personnel a more complete understanding of the performance of the aircraft. Consolidating these functions at a single location supports the advancement of new and emerging maintenance and operational concepts.

While not a subject of the above question, there was some discussion at the August 20th hearing concerning another important training recommendation, the initiative to expand joint culinary training. In response to that discussion, it is important to note that the recommendation to establish a culinary center of excellence completes a consolidation/co-location of military food service training. The Department currently conducts all advanced and professional development food service training at Fort Lee, VA. The Services already have an administrative and training cadre at Fort Lee to support advanced and professional development food service training. As such, the BRAC initiative would bring initial food service training to the place where all other food service training is accomplished. Instead of separating Airmen from their service, this recommendation will bring the new food service trainees to join their senior food service mentors. Each of the Service training staffs endorsed this recommendation and if not approved, initial food service training will be left where it is today, stranded, in a less efficient configuration.

3. Regarding the Ft. Monmouth recommendation, the Commission is concerned with the rationale for relocating the Night Vision functions from Ft. Belvoir to Aberdeen. Please explain clearly why this relocation makes sense.

Response: The Army is in the process of Transformation to achieve the goals of Network Centric Warfare (NCW). As a result, its R&D establishment must transform as well to meet its many formidable technical challenges. Comprehensive situational awareness is the key capability that the technical community must provide our warfighters to fully realize NCW.

To achieve comprehensive situational awareness requires the integration of sensors, networking technologies, information processing and command and control into complex operational, system and technical architectures. Geographically separated labs with directly related technical capabilities significantly impair the Army's ability to achieve its goals for NCW in a cost efficient and timely manner. The Army's objective in creating a consolidated C4ISR R&D Center at APG is to bring together in a culturally unified environment the situational awareness technologies and systems of Night Vision Lab with those of Communications, Electronics, Research, Development and Engineering Center (CERDEC) to significantly reduce risk, dramatically increase payoff, and to accelerate the realization of NCW over the next several decades.

Additionally, Aberdeen Proving Ground (APG) has a significant level of test and evaluation activities. Aberdeen Test Center (ATC) at APG has been conducting testing of C3 systems for over 20 years from Single Channel Ground to Air Radio System (SINCGARS) and Enhanced Position Location and Reporting System (EPLRS) to the current Network Centric Warfare system, e.g., Mounted Battle Command on the Move (MBCOTM). The Test and Evaluation capabilities that exist at APG today and the recommendation to consolidate the Army Test and Evaluation Command (ATEC) Headquarters at APG are complementary, and can be readily expanded to provide direct support to additional C4ISR programs while in the early development stages of acquisition.

4. Does the Army plan to move other RDAT&E activities to Aberdeen in the future by other than BRAC means?

Response: Currently, there are no plans to re-station other Research, Development, Acquisition, Testing and Evaluation (RDAT&E) organizations to Aberdeen Proving Grounds.

5. Concerning TECHJCSG page 22, Defense Laboratories, why is the Information Systems Directorate at Wright-Patterson Air Force Base being proposed to move to Hanscom Air Force Base when Rome Research Site is the Headquarters for this Directorate? Also, why is this course of action proposed when Rome is clearly ranked higher in military value than Hanscom?

Response: The Technical Joint Cross-Service Group (TJCSG) framework was to establish multifunctional, multidisciplinary RDAT&E Centers enabling expeditious delivery of technology to the warfighter. Rome and Hanscom were both candidates to host such a Center. Rome had the highest Air Force military value in the Information Research function but does not conduct Information Systems Development & Acquisition (D&A). Hanscom had the highest Air Force military value in the Information Systems D&A function and conducts Information Systems research.

The movement of the Information Directorate research personnel at Wright Patterson Air Force Base to Hanscom will enable synergy with the Electronic Systems Command, a D&A information systems organization. This synergy will expedite the transition of science and technology from research into acquisition programs.

Similar research/D&A synergy cannot be as inexpensively established at Rome. This would require moving development and acquisition functions from Hanscom to Rome to establish a RD&A center because Rome lacks D&A functions. Such a move would require moving a large number of personnel from Hanscom. The relocation of Wright Patterson Information Systems Research personnel to create a multifunctional center at Hanscom is less expensive because fewer than 100 positions will be moved.

6. To what extent do you anticipate a problem with the loss of intellectual capital with respect to the two planned recommendations from Naval Base Ventura County to China Lake?

Response: As in past BRAC rounds, intellectual capital is a concern. It was considered and will be managed to ensure there is no decline in capability. China Lake currently supports technical capability of this nature and we fully expect that they will be able to support the additional functions/workload as well.

7. The Joint Cross Service Groups for the most part did not visit affected units and organizations before making their recommendations. We have found errors that would have been easily corrected had a simple visit been conducted. Why wasn't this part of your standard procedure to insure that you were making valid recommendations instead of combinations by title or simple organizational description of function?

Response: The Department stands behind its recommendations. We believe that many of the issues that have been presented to the Commission as recommendation “errors” are based on comments from personnel who may neither have a broad enough perspective to understand the military and operational benefits that will result from implementing the recommendations nor have they had the time to thoroughly conduct detailed site surveys.

Each Joint Cross-Service Group (JCSG) was staffed by subject matter experts from each Military Service and the Joint Chiefs, along with Defense Agencies that perform functions considered by that JCSG. These personnel not only know the base level operations, they also have a broader perspective about the Department’s overall performance and requirements for these functions that is not always in evidence by personnel working at the base level.

The requirement in the BRAC statute to use only certified data precluded the use of *ad hoc* information collected by field visits. The analysis leading up to our recommendations used data certified by the appropriate Military Department or Defense Agency. The recommendations went through a very thorough multi-step review process by personnel knowledgeable about the specific units affected by the recommendations and the functions performed at the units involved. This review also included the leadership of the Military Departments and Defense Agencies before the recommendations were presented to the Secretary.

8. Fleet Readiness Centers was the single largest 20 year NPV of savings (\$4.724B) on your entire list. It has been very difficult to analyze the accuracy of these savings. How did you evaluate the savings in manpower and engineering process improvement to achieve such a large savings and how confident are you in these savings?

Response: Integrating Intermediate and Depot level maintenance operations to achieve manpower, facility, and inventory reductions by transforming to the Fleet Readiness Center concept should produce significant savings, demonstrated by Navy’s experience on several pilot programs. For instance, the NAVAIR Depot personnel have been working with the Intermediate Maintenance sailors at AIMD Norfolk to 'shortstop' items that would normally have been sent to a depot for repair. In the case of an E-2C Hawkeye main landing gear aft door, the charge using existing maintenance concepts would have been about \$14,000. Using the FRC concept, it was

repaired at the AIMD, by qualified people, in a much shorter time, for about \$1,200. Expansion of this concept as recommended should allow for DoD and Navy to achieve significant savings.

9. We understand the necessity to consolidate management of like functions to realize efficiencies with geographically proximate bases/activities. However, historically BOS accounts have been inadequately funded to meet BOS requirements and facility upkeep. A senior Joint Basing Group official expressed doubt during GAO review that there would be a single funding model because BOS as currently exists has too many diverse activities to model. Regarding H&SA JCSG page 41 Joint Basing recommendation, how do you intend to insure the Services provide adequate BOS funding?

Response: The Department has made significant efforts in the last year to establish delivery mechanisms, joint governance, and to develop Common Delivery of Installation Support (CDIS) standards that also preserve service-unique combat capabilities. This effort will be the key to establishing standard output levels of service and a single funding model applicable to all components, similar to the Facilities Sustainment Model and other joint installation management tools. For Joint Basing, success of implementation will be based on maintaining levels of funding consistent with established standards with the ultimate goal of achieving standard funding levels determined by the CDIS effort. Ultimately it will be OSD and joint oversight that ensures Joint Bases are adequately/uniformly funded.

10. H&SA page 49 Relocate Miscellaneous Department of Navy Leased Locations includes Federal Office Building 2 (FOB2, Navy Annex) which is DoD owned and presumably AT/FP compliant. The Defense Authorization Act 2000 provides for transfer of the property to Arlington Cemetery. Navy Annex is not leased property. Why was it included as a leased item recommendation?

Response: The Headquarters and Support Activities Group worked closely with the Military Departments throughout this BRAC round to develop comprehensive administrative space packages addressing a full range of emerging issues in the NCR. These include but are not limited to; temporary leased space, Pentagon Renovation swing space and the legislated closure of FOB 2. Since the Navy Annex will not be available after 2012, the Navy administrative space in this complex was treated as temporary space that needed to be relocated. As such, it was included with the larger Navy

Leased Space recommendation. The language in the Navy recommendation was crafted to allow the flexibility necessary to address the full spectrum of issues that may present at the time of implementation.

11. The Industrial Cross Service Group had a number of recommendations to reduce and realign capacity for Army and Navy Depots. Why were there no recommendations regarding Air Force Depots?

Response: All 28 DoD depots fully participated in the process by responding to and certifying their inputs to the Capacity, Military Value and COBRA scenario data calls.

The Industrial Joint Cross-Service Group (IJCSG) used a strategy that minimized depot maintenance sites, regardless of Service, while increasing the overall military value of 57 distinct commodities at the retained sites. (The IJCSG looked at entire commodities, not individual customers of those commodities, or individual depots).

The lack of realignment, or closure of any one Service depot (i.e., AF Depots) is, in large part, due to available capacity across the other DoD depots for the specified commodity groups. By way of history, during BRAC 1993, three of six Navy depots were closed. In BRAC 1995, two of five Air Force depots were closed.

An Air Force depot maintenance activity is being recommended for BRAC action; specifically, the depot maintenance being performed at Lackland AFB, TX is recommended for realignment to Tobyhanna Army Depot.

12. Many of the recommendations were “bundled” to show savings yet when broken down, many individual pieces showed only costs. Was there specific guidance to the Services and Joint Cross Services Groups to specifically “bundle” recommendations to show savings? Were saving goals assigned?

Response: The Department did not issue savings goals or targets in BRAC 2005, nor was there direction to bundle recommendations to show savings. It is important to note that Military Value was the primary consideration and costs and savings are but one element of Military Value. DoD combined candidate recommendations that were linked by strategy into a smaller number of integrated recommendations. While bundling strategically linked recommendations resulted in recommendations with higher paybacks

appearing to subsidize those with lesser paybacks, it is important to note that there are no instances where the primacy of Military Value was subverted.

13. DoD has testified that many of the individual BRAC recommendations have interdependencies with other recommendations. Is there any documentation of which recommendations are interdependent and in what way?

Response: DoD's BRAC Volume I indicates linkages by location. Functional or strategic linkages, however, are documented within the individual recommendations. Examples include the Army's Maneuver Training recommendation to relocate the Armor School from Fort Knox, KY to Fort Benning, GA. This recommendation is linked to a variety of other recommendations that capitalize on the space made available by this action. For instance, two recommendations from the Headquarters & Support Activities (H&SA) group consolidate/co-locate Active and Reserve Personnel/Recruiting centers and Army Headquarters and Field Operating Agencies into space made available at Fort Knox. Additionally, the closure of Fort Monroe is also linked to the Maneuver Training recommendation by relocating the Army's Accession Command to Fort Knox. These are but a few examples. As recommendations may be altered during the process we request that the Commission work closely with us to ensure any changes do not have unintended consequences.

14. DOD spent over two years developing the recommendations with supporting data, analysis and documentation. These efforts resulted in DOD proposing MILCON projects and developing DD Form 1391s for each project.
- a. Why was OSD unwilling to provide the Commander of Naval Installation's most current information to the BRAC Commission for the R&A Staff to review, reconcile and assess?
 - b. Since the Department had over two years to develop the construction costs, what are the differences between the 1391 construction estimates and the estimates in the COBRA Runs that make the release of this information difficult?
 - c. Are the cost estimates between the COBRA data and the 1391s that different?

Response: As in prior rounds, the Department refines Military Construction projects through the budget process prior to approving them and submitting the 1391s to Congress. This process will not have valid 1391-level information until well after the Commission submits its recommendations to the President. While it is true that some field activities and other organizations have begun to prepare estimates for projects in anticipation of recommendations being implemented, these estimates are preliminary, not certified, and have not received the scrutiny of the budget process which involves the chain of command (e.g. major commands, comptroller, and DoD IG organizations). Our experience is that military construction cost data for both BRAC and any other construction projects developed this early in the planning stage, typically indicates inflated costs. This is often the case because user organizations have a tendency to over estimate project scope and minimize potential efficiencies. These efficiencies include, for example, the renovation of existing facilities instead of building new ones. Providing preliminary 1391s at this time would produce misleading information and false accuracy.

Further, the Military Construction costs for DoD's recommendations are based on certified data and the COBRA tool which assured a level playing field in developing cost estimates fulfilling the statutory requirement to treat all bases equally. Using preliminary 1391s which have not been completed for all installations involved in the recommendations would mean that not all bases are being treated equally in accordance with the statute.

DoD has not compared the preliminary 1391s with the COBRA estimates, because these preliminary 1391s have not been completed and will change as the recommendations are implemented and the associated budgets developed. As in prior rounds, the COBRA estimates are the baseline upon which DoD builds implementation budgets. It is important to note that the Government Accountability Office has found that costs used in COBRA are conservative and overestimate costs. In their report MILITARY BASES: Lessons Learned From Prior Base Closure Rounds (GAO/NSIAD-97-151), GAO stated "The DoD IG has completed a series of audits comparing most budget requests for BRAC military construction projects with the COBRA estimates, which showed that the budget requests, on average, were 7.9 percent less than original estimates."

15.DOD has recommended relocating the Officer Training Command (OTC) from the Naval Air Station Pensacola, FL to Naval Station Newport, RI.

Based on revised Force Structure Plan (FSP) for FY06 thru FY11, the Average On Board (AOB) student requirements has dropped significantly from DOD's initial assessment of 958 AOB to 463 AOB students. This revised FSP increases classroom square foot excess capacity 78% at OTC Newport, RI.

a. Why is this recommendation still valid with so much excess capacity?

Response: Excess capacity at Newport, along with military value, are the main reasons Newport has been chosen as the receiver site for several officer-training functions. The Navy's analysis showed it was economical to utilize the existing capacity to consolidate like training (OTC) as well as to relocate other stand-alone officer training (Supply School). These relocations, in conjunction with the officer training functions that already exist at Newport, create a "Center of Excellence" for officer training that is both economical and synergistic.

16. **BACKGROUND:** The Department and the Navy have repeatedly testified that Oceana is the only suitable place for the East Coast Master Jet Base. The Navy has also asserted that the ability to co-locate all strike fighter assets provides: "significant cost savings while increasing material, operational and training efficiencies and improves the quality of life and quality of service of our aircrew and maintenance personnel."

However, the Navy's Final Environmental Impact Study of July 2003 stated that only 8 of the 10 F-18 Super Hornet squadrons could be located at Oceana because of noise and air quality concerns. Consequently, 2 of the 10 new Super Hornet squadrons are planned for stand-up at Cherry Point, NC.

QUESTION: Doesn't the evidence of developmental encroachment in the Oceana area already constrain the operational readiness, adversely impact the Navy's operating budget to maintain two Super Hornet sites and contradicts the issues that were cited in the Department's 5 August response regarding the advantages of single siting all the Strike fighter squadrons?

Response: Operationally, there are maintenance and support efficiencies gained by single siting. However, there are often other considerations that shape the ultimate decision (such as available capacity, op-tempo of units, etc.). The Navy tries to take advantage of existing capacity and minimize new construction where practical. MCAS Cherry Point is the Marine Corps'

location for TACAIR assets on the east coast. Efficient use of existing facility capacity was a major consideration as outlined in the Record of Decision (ROD): "ALT 6 maximizes the use of existing infrastructure at both NAS Oceana and MCAS Cherry Point, achieves economies of scale in support, maintenance, training, and personnel requirements, optimizes effective FCLP training, and reduces or minimizes environmental impacts at all affected locations."

17. Has anyone in the DoD seriously studied and analyzed the advantages of relocating the Navy Master Jet Base to Cecil Field FL with the caveat that the field would be provided free and clear of all Non-DoD activities? If so, please advise us today of your assessment.

Response: At the request of Commission, the Navy did run COBRA on relocating aviation assets to Cecil Field. The analysis is not of the same quality as most of our internal analyses but it does clearly show a significant investment would be required even if we were able to discount the property value. Moving to a facility that would require such a significant investment and produce almost no savings, without demonstrably improving readiness (Oceana squadrons are Fleet ready), is neither in the best interest of national defense nor the taxpayer. Additionally, although the facility provides a few benefits to some of today's operations (no overall evaluation has been made of the pluses/minuses), the unknown operational requirements being generated by future platforms and the inability of anyone to evaluate the impact of those future op tempo requirements at the facility means we are taking a risk that this facility will best serve our operational needs of the future. To be worth that investment, any recommendation now **MUST** be the right answer for the long term. We do not believe any recommendation to relocate TACAIR assets has demonstrated a satisfactory cost/benefit to take that risk today.

18. We understand that the Services are conducting site surveys and other detailed analyses related to many of their BRAC recommendations. These efforts provide more detailed and up-to-date data on the BRAC actions.
- a. What are the locations where a field survey has been conducted for the express purpose of defining requirement to support proposed mission scope or change resulting from BRAC?

- b. Will OSD withhold this information and force the Commission to make a decision with knowledge that the OSD data presenting available to us is inaccurate for major decisions.
- c. We understand that the field surveys have been or are now being scrubbed for detail. After the close examination we would expect that the costs will rise as has been demonstrated by the final costs v. estimates used during past BRAC rounds. How does the Secretary propose to fund the new construction within a constrained budget that may result from a low return on savings that may result from the current BRAC round?

Response: As in prior rounds, the Department refines Military Construction projects through the budget process prior to approving them and submitting the 1391s to Congress. This process will not have valid 1391-level information until well after the Commission submits its recommendations to the President. While it is true that some field activities and other organizations have begun to prepare estimates for projects in anticipation of recommendations being implemented, these estimates are preliminary, not certified, and have not received the scrutiny of the budget process which involves the chain of command (e.g. major commands), comptroller and DoD IG organizations.

Because the information gathered in site surveys is informal, incomplete, preliminary and of questionable accuracy, DoD has not compiled the information and does not have a list of locations where the surveys have been conducted. The cost data provided to the Commission is based on certified data and was developed using COBRA. This process assured that DoD treated all bases equally in accordance with the statute. There is no evidence to support the assertion that the preliminary field data indicates that the COBRA cost data provided to the Commission is inaccurate.

The Government Accountability Office has found that costs used in COBRA are conservative and overestimate costs. In their report **MILITARY BASES: Lessons Learned From Prior Base Closure Rounds (GAO/NSIAD-97-151)**, GAO stated “The DoD IG has completed a series of audits comparing most budget requests for BRAC military construction projects with the COBRA estimates, which showed that the budget requests, on average, were 7.9 percent less than original estimates.” Based on the experience of prior rounds in which costs were found to be lower, and our

estimates of anticipated savings and costs, the Department programmed sufficient funds to implement the recommendations.

19. Please respond to Commissioner Gehman's request to Secretary Dominguez during August 11th ANG Hearing regarding providing the Commission with another, clearer, methodology to deliberate on at the Secretary's recommendations regarding movement and retirement of specific aircraft. Specifically, Commissioner Gehman asked if the Air Force could "...find another way to satisfy your requirements (on movement of aircraft) and ours too."

Response: The Air Force is authorized to move and retire aircraft after BRAC without additional legislation. We remain convinced the proposed BRAC force structure laydown is the best possible option within the BRAC 2005 guidance. The Air Force requires specific language in the recommendations regarding the end state of aircraft movements and the removal of flying functions in order to implement BRAC effectively without an intervening and separate decision process that risks politicization of the movements.

20. Please respond to Commissioner Turner's question to Admiral Willard during the August 20th Department of Defense Hearing as to why the Department rejected use of the purported savings potential of the "Federal City" concept at Naval Support Activity New Orleans during BRAC. Also explain the Navy's sense of the value added of the "Federal City" concept.

Response: While informal discussions at the local level regarding the "Federal City" concept have been on going for several years, none have resulted in any "approved" proposal that the Navy could use in its analysis during BRAC. The BRAC recommendations considered only those data elements that could be considered as "in place," as opposed to offers that were in discussion. This philosophy is consistent with our assessment of our own capacity/capability. For instance, unless we had approved legislation authorizing the building of new facilities we did not count on any programmed action that was not approved and authorized. We also did not receive any request from the community to close any part of NSA New Orleans.

Having said that, there are two major issues associated with this question that need to be considered – military value and cost. The Federal City

project addresses the cost, but doesn't consider the issue of the selection criteria we used in BRAC, which places military value as a primary consideration. Our evaluation addressed the relocation of assets from Naval Support Activity (NSA) New Orleans to improve the military value and effectiveness of the functions currently located there. The results of this analysis collocates the Navy Reserve Personnel Command, the Enlisted Placement Management Center, and the Naval Reserve Recruiting Command at Naval Support Activity Mid-South, Millington to create a Navy Human Resources Center of Excellence, improves personnel lifecycle management, and furthers active and reserve component total force integration and effectiveness. The relocation of the Navy Reserve Command to Naval Support Activity Norfolk, VA, also enhances internal active and reserve component interoperability. These relocations are driven by our military value assessment and are in concert with the objectives of the Department of the Navy in this BRAC round. The remaining functions at NSA New Orleans, including the Marine Forces Reserve (MARFORRES), are relocated to Naval Air Station (NAS), Joint Reserve Base, New Orleans, allowing a total closure of NSA New Orleans and more fully utilizing our base at NAS New Orleans (including the consolidation of the Marine Corps Reserve Support Command (MCRSC) from Kansas City, MO with MARFORRES). Additionally, the recommendation is supported by economics of the total closure action, which requires a \$164.59 million investment to realize a 20-year NPV of \$276.42 million, a very good return on investment, which will result in better military value and new facilities.

The Department of the Navy did analyze and consider an alternate scenario that would have consolidated MARFORRES and MCRSC on the NSA property on the West Bank of the Mississippi River and closed the East Bank. Our analysis of this realignment scenario indicated the return on investment was less beneficial than the recommended closure scenario. Specifically, NAS New Orleans was selected as the best receiver site because of the opportunity to reduce infrastructure footprint at two other locations. We also considered the synergies and other benefits arising from the consolidation of installation management requirements and the economies of scale gained that provide the greatest overall military value to the Department.

It is the Department of the Navy's understanding that the proposed Federal City Project would essentially be the same as the Navy's earlier candidate recommendation scenario to realign NSA onto the West Bank property, and

close the East Bank property, but with several exceptions. The impact of this proposed project would undermine the several streamlining initiatives noted above. Specifically, the proposal for the Federal City Project does not account for the realignment of the Naval Reserve Forces commands to NSA Norfolk, the Naval Reserve Personnel commands to NSA Mid-South, Millington, nor the Eighth Marine Corps District to NAS JRB Ft. Worth. These moves are important to the Department of the Navy. Additionally, the Federal City project does not identify what would be the ultimate cost to the Navy by participating in the project. Although we have received a promise of being able to occupy new facilities under a PPV like arrangement, at less than fair market value, the return on investment was never calculated. Therefore, the anticipated value of participating in the Federal City Project does not compare to continuing with the recommendation as set forth. The City is not precluded from pursuing such arrangements with non-DON activities as part of their reuse plan for the NSA site.

21. In the Joint Cross Service Group, H&SA JCSG page 8 Recommendation, the recommendation is to disestablish the Counterintelligence Field Activity (CIFA) and the Defense Security Service (DSS) and consolidate their components into the newly created DoD Counterintelligence and Security Agency.
 - a. This is an internal organizational change and not a base closure or realignment. Why has it been being submitted for BRAC consideration?

Response: The statement that this recommendation is not a base closure or realignment is incorrect. As outlined in Volume VII of DoD's Final BRAC 2005 Report, the recommendation to consolidate CIFA and DSS closes and realigns 15 DoD leased installations across the United States, and consolidates them to one. It eliminates nearly a million gross square feet of leased space, leverages secure and underused DoD owned space, and frees up another 510,000 square feet to facilitate other BRAC actions. This transformational recommendation recognizes that the complementary missions of CIFA and DSS are intricately intertwined. Experience has demonstrated that military department criminal and counterintelligence investigative organizations increasingly deploy as teams for a specific mission, or as elements in complementary missions. This recommendation produces a 7.6% manpower savings, pays for itself in seven years, and produces \$172.7M Net Present Value savings over 20 years.

b. On what date was the DoD Counterintelligence and Security Agency created?

Response: Timing of the stand-up of the new DoD Counterintelligence and Security Agency will be determined by the Department during the implementation phase.

BRAC 2005 Closure and Realignment Impacts by State

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Alabama									
Abbott U.S. Army Reserve Center Tuskegee	Close	(2)	(1)	0	0	(2)	(1)	0	(3)
Anderson U.S. Army Reserve Center Troy	Close	(15)	0	0	0	(15)	0	0	(15)
Armed Forces Reserve Center Mobile	Close	(27)	0	22	0	(5)	0	0	(5)
BG William P. Screws U.S. Army Reserve Center Montgomery	Close	(15)	(3)	0	0	(15)	(3)	0	(18)
Fort Ganey Army National Guard Reserve Center Mobile	Close	(13)	0	0	0	(13)	0	0	(13)
Fort Hanna Army National Guard Reserve Center Birmingham	Close	(28)	0	0	0	(28)	0	0	(28)
Gary U.S. Army Reserve Center Enterprise	Close	(9)	(1)	0	0	(9)	(1)	0	(10)
Navy Recruiting District Headquarters Montgomery	Close	(31)	(5)	0	0	(31)	(5)	(5)	(41)
Navy Reserve Center Tuscaloosa AL	Close	(7)	0	0	0	(7)	0	0	(7)
The Adjutant General Bldg. AL Army National Guard Montgomery	Close	(85)	0	0	0	(85)	0	0	(85)
Wright U.S. Army Reserve Center	Close	(8)	(1)	0	0	(8)	(1)	0	(9)
Anniston Army Depot	Gain	0	(87)	0	1,121	0	1,034	0	1,034
Dannelly Field Air Guard Station	Gain	0	0	18	42	18	42	0	60
Fort Rucker	Gain	(423)	(80)	2,157	234	1,734	154	0	1,888
Redstone Arsenal	Gain	(1,322)	(288)	336	1,874	(986)	1,586	1,055	1,655
Birmingham Armed Forces Reserve Center	Realign	(146)	(159)	0	0	(146)	(159)	0	(305)
Birmingham International Airport Air Guard Station	Realign	(66)	(117)	0	0	(66)	(117)	0	(183)
Maxwell Air Force Base	Realign	(740)	(511)	0	0	(740)	(511)	0	(1,251)
Alabama Total		(2,937)	(1,253)	2,533	3,271	(404)	2,018	1,050	2,664

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Alaska									
Kulis Air Guard Station	Close	(218)	(241)	0	0	(218)	(241)	0	(459)
Eielson Air Force Base	Realign	(2,821)	(319)	0	0	(2,821)	(319)	200	(2,940)
Elmendorf Air Force Base	Realign	(1,499)	(65)	397	233	(1,102)	168	0	(934)
Fort Richardson	Realign	(86)	(199)	0	0	(86)	(199)	(1)	(286)
Alaska Total		(4,624)	(824)	397	233	(4,227)	(591)	199	(4,619)
Arizona									
Air Force Research Lab, Mesa City	Close	(42)	(46)	0	0	(42)	(46)	0	(88)
Allen Hall Armed Forces Reserve Center, Tucson	Close	(60)	0	0	0	(60)	0	0	(60)
Leased Space - AZ	Close/Realign	0	(1)	0	0	0	(1)	0	(1)
Marine Corps Air Station Yuma	Gain	0	0	0	5	0	5	0	5
Phoenix Sky Harbor I	Gain	0	0	10	29	10	29	0	39
Fort Huachuca	Realign	0	(212)	0	44	0	(168)	1	(167)
Luke Air Force Base	Realign	(101)	(177)	0	0	(101)	(177)	0	(278)
Arizona Total		(203)	(436)	10	78	(193)	(358)	1	(550)
Arkansas									
El Dorado Armed Forces Reserve Center	Close	(24)	0	0	0	(24)	0	0	(24)
Stone U.S. Army Reserve Center, Pine Bluff	Close	(30)	(4)	0	0	(30)	(4)	0	(34)
Little Rock Air Force Base	Gain	(16)	0	3,595	319	3,579	319	0	3,898
Camp Pike (90th)	Realign	(86)	(91)	0	0	(86)	(91)	0	(177)
Fort Smith Regional	Realign	(19)	(59)	0	0	(19)	(59)	0	(78)
Arkansas Total		(175)	(154)	3,595	319	3,420	165	0	3,585

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
California										
Armed Forces Reserve Center Bell	Close	(72)	0	48	0	(24)	0	0	(24)	
Defense Finance and Accounting Service, Oakland	Close	0	(50)	0	0	0	(50)	0	(50)	
Defense Finance and Accounting Service, San Bernardino	Close	0	(120)	0	0	0	(120)	0	(120)	
Defense Finance and Accounting Service, San Diego	Close	(3)	(237)	0	0	(3)	(237)	0	(240)	
Defense Finance and Accounting Service, Seaside	Close	(10)	(51)	0	0	(10)	(51)	0	(61)	
Naval Support Activity Corona	Close	(6)	(886)	0	0	(6)	(886)	0	(892)	
Naval Weapons Station Seal Beach Det Concord	Close	0	(71)	0	0	0	(71)	0	(71)	
Navy-Marine Corps Reserve Center, Encino	Close	(33)	0	0	0	(33)	0	0	(33)	
Navy-Marine Corps Reserve Center, Los Angeles	Close	(48)	0	0	0	(48)	0	0	(48)	
Onizuka Air Force Station	Close	(107)	(171)	0	0	(107)	(171)	0	(278)	
Riverbank Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(85)	(89)	
Leased Space - CA	Close/Realign	(2)	(14)	0	0	(2)	(14)	0	(16)	
AFRC Moffett Field	Gain	0	0	87	166	87	166	0	253	
Channel Islands Air Guard Station	Gain	0	0	4	15	4	15	0	19	
Edwards Air Force Base	Gain	(14)	0	23	42	9	42	0	51	
Fort Hunter Liggett	Gain	0	0	25	18	25	18	0	43	
Fresno Air Terminal	Gain	0	0	57	254	57	254	0	311	
Marine Corps Base Miramar	Gain	(46)	(3)	87	34	41	31	0	72	
Marine Corps Reserve Center Pasadena CA	Gain	0	0	25	0	25	0	0	25	
Naval Air Station Lemoore	Gain	(39)	0	44	35	5	35	0	40	
Naval Air Weapons Station China Lake	Gain	(44)	(14)	198	2,329	154	2,315	0	2,469	
Naval Base Point Loma	Gain	(12)	(341)	312	350	300	9	0	309	
Naval Station San Diego	Gain	(1)	(2)	1,085	86	1,084	84	2	1,170	

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Vandenberg Air Force Base	Gain	0	0	44	101	44	101	0	145
Beale Air Force Base	Realign	(8)	(171)	0	0	(8)	(171)	0	(179)
Camp Parks (91st)	Realign	(25)	(18)	0	0	(25)	(18)	0	(43)
Defense Distribution Depot San Joaquin	Realign	0	(31)	0	0	0	(31)	0	(31)
Human Resources Support Center Southwest	Realign	0	(164)	0	0	0	(164)	0	(164)
Los Alamitos (63rd)	Realign	(92)	(78)	0	0	(92)	(78)	0	(170)
March Air Reserve Base	Realign	(71)	(44)	0	4	(71)	(40)	0	(111)
Marine Corps Base Camp Pendleton	Realign	(145)	(6)	0	7	(145)	1	0	(144)
Marine Corps Logistics Base Barstow	Realign	(140)	(330)	0	0	(140)	(330)	51	(419)
Naval Base Coronado	Realign	(71)	(587)	0	198	(71)	(389)	0	(460)
Naval Base Ventura City	Realign	(244)	(2,149)	5	854	(239)	(1,295)	0	(1,534)
Naval Medical Center San Diego	Realign	(1,596)	(33)	0	0	(1,596)	(33)	(1)	(1,630)
Naval Weapons Station Fallbrook	Realign	0	(118)	0	0	0	(118)	0	(118)
California Total		(2,829)	(5,693)	2,044	4,493	(785)	(1,200)	(33)	(2,018)
Colorado									
Leased Space - CO	Close/Realign	0	(11)	0	0	0	(11)	0	(11)
Buckley Air Force Base	Gain	0	0	13	81	13	81	0	94
Fort Carson	Gain	0	0	4,178	199	4,178	199	0	4,377
Peterson Air Force Base	Gain	0	(27)	482	19	482	(8)	36	510
Schriever Air Force Base	Gain	0	0	44	51	44	51	0	95
Air Reserve Personnel Center	Realign	(159)	(1,447)	57	1,500	(102)	53	(59)	(108)
United States Air Force Academy	Realign	(30)	(9)	0	0	(30)	(9)	(1)	(40)
Colorado Total		(189)	(1,494)	4,774	1,850	4,585	356	(24)	4,917

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Connecticut										
SGT Libby U.S. Army Reserve Center, New Haven	Close	(14)	(7)	0	0	(14)	(7)	0	(21)	
Submarine Base New London	Close	(7,096)	(952)	0	0	(7,096)	(952)	(412)	(8,460)	
Turner U.S. Army Reserve Center, Fairfield	Close	(13)	(4)	0	0	(13)	(4)	0	(17)	
U.S. Army Reserve Center Area Maintenance Support Facility Middletown	Close	(13)	(5)	0	0	(13)	(5)	0	(18)	
Bradley International Airport Air Guard Station	Realign	(23)	(88)	26	15	3	(73)	0	(70)	
Connecticut Total		(7,159)	(1,056)	26	15	(7,133)	(1,041)	(412)	(8,586)	
Delaware										
Kirkwood U.S. Army Reserve Center, Newark	Close	(7)	(2)	0	0	(7)	(2)	0	(9)	
Dover Air Force Base	Gain	0	0	115	133	115	133	0	248	
New Castle County Airport Air Guard Station	Realign	(47)	(101)	0	0	(47)	(101)	0	(148)	
Delaware Total		(54)	(103)	115	133	61	30	0	91	
District of Columbia										
Leased Space - DC	Close/Realign	(103)	(68)	0	79	(103)	11	0	(92)	
Bolling Air Force Base	Realign	(96)	(242)	0	0	(96)	(242)	(61)	(399)	
Naval District Washington	Realign	(108)	(845)	28	522	(80)	(323)	40	(363)	
Potomac Annex	Realign	(4)	(5)	0	0	(4)	(5)	(3)	(12)	
Walter Reed Army Medical Center	Realign	(2,679)	(2,388)	28	31	(2,651)	(2,357)	(622)	(5,630)	
District of Columbia Total		(2,990)	(3,548)	56	632	(2,934)	(2,916)	(646)	(6,496)	

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Florida									
Defense Finance and Accounting Service, Orlando	Close	(9)	(200)	0	0	(9)	(200)	0	(209)
Navy Reserve Center ST Petersburg	Close	(12)	0	0	0	(12)	0	0	(12)
Eglin Air Force Base	Gain	(28)	(42)	2,168	120	2,140	78	0	2,218
Homestead Air Reserve Station	Gain	0	(12)	0	83	0	71	0	71
Jacksonville International Airport Air Guard Station	Gain	0	(6)	45	22	45	16	0	61
MacDill Air Force Base	Gain	(292)	0	162	231	(130)	231	0	101
Naval Air Station Jacksonville	Gain	(72)	(245)	1,974	310	1,902	65	58	2,025
Naval Station Mayport	Gain	(6)	0	403	13	397	13	0	410
Hurlburt Field	Realign	(48)	(6)	0	0	(48)	(6)	0	(54)
Naval Air Station Pensacola	Realign	(857)	(1,304)	555	124	(302)	(1,180)	(97)	(1,579)
Naval Support Activity Panama City	Realign	(12)	(12)	0	0	(12)	(12)	0	(24)
Patrick Air Force Base	Realign	(136)	(59)	0	0	(136)	(59)	0	(195)
Tyndall Air Force Base	Realign	(48)	(19)	11	0	(37)	(19)	0	(56)
Florida Total		(1,520)	(1,905)	5,318	903	3,798	(1,002)	(39)	2,757

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 Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Georgia									
Fort Gillem	Close	(517)	(570)	6	0	(511)	(570)	0	(1,081)
Fort McPherson	Close	(2,260)	(1,881)	0	0	(2,260)	(1,881)	0	(4,141)
Inspector/Instructor Rome GA	Close	(9)	0	0	0	(9)	0	0	(9)
Naval Air Station Atlanta	Close	(1,274)	(156)	0	0	(1,274)	(156)	(68)	(1,498)
Naval Supply Corps School Athens	Close	(393)	(108)	4	0	(389)	(108)	(16)	(513)
Peachtree Leases Atlanta	Close	(65)	(97)	0	0	(65)	(97)	0	(162)
U.S. Army Reserve Center Columbus	Close	(9)	0	0	0	(9)	0	0	(9)
Dobbins Air Reserve Base	Gain	0	0	73	45	73	45	0	118
Fort Benning	Gain	(842)	(69)	10,063	687	9,221	618	0	9,839
Marine Corps Logistics Base Albany	Gain	(2)	(42)	1	193	(1)	151	0	150
Moody Air Force Base	Gain	(604)	(145)	1,274	50	670	(95)	0	575
Robins Air Force Base	Gain	(484)	(225)	453	224	(31)	(1)	781	749
Savannah International Airport Air Guard Station	Gain	0	0	17	21	17	21	0	38
Submarine Base Kings Bay	Gain	0	0	3,245	102	3,245	102	20	3,367
Georgia Total		(6,459)	(3,293)	15,136	1,322	8,677	(1,971)	717	7,423
Guam									
Andersen Air Force Base	Realign	(64)	(31)	0	0	(64)	(31)	0	(95)
Guam Total		(64)	(31)	0	0	(64)	(31)	0	(95)
Hawaii									
Army National Guard Reserve Center Honokaa	Close	(118)	0	0	0	(118)	0	0	(118)
Naval Station Pearl Harbor	Gain	(29)	(213)	0	324	(29)	111	0	82
Hickam Air Force Base	Realign	(311)	(117)	159	7	(152)	(110)	0	(262)
Hawaii Total		(458)	(330)	159	331	(299)	1	0	(298)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Idaho									
Navy Reserve Center Pocatello	Close	(7)	0	0	0	(7)	0	0	(7)
Boise Air Terminal Air Guard Station	Realign	(22)	(62)	0	1	(22)	(61)	0	(83)
Mountain Home Air Force Base	Realign	(1,235)	(54)	697	23	(538)	(31)	0	(569)
Idaho Total		(1,264)	(116)	697	24	(567)	(92)	0	(659)
Illinois									
Armed Forces Reserve Center Carbondale	Close	(32)	0	0	0	(32)	0	0	(32)
Navy Reserve Center Forest Park	Close	(15)	0	0	0	(15)	0	0	(15)
Greater Peoria Regio	Gain	0	0	13	21	13	21	0	34
Scott Air Force Base	Gain	(252)	0	131	832	(121)	832	86	797
Capital Airport Air Guard Station	Realign	(52)	(133)	22	0	(30)	(133)	0	(163)
Fort Sheridan	Realign	(17)	(17)	0	0	(17)	(17)	0	(34)
Naval Station Great Lakes	Realign	(2,005)	(124)	16	101	(1,989)	(23)	(10)	(2,022)
Rock Island Arsenal	Realign	(3)	(1,537)	157	120	154	(1,417)	0	(1,263)
Illinois Total		(2,376)	(1,811)	339	1,074	(2,037)	(737)	76	(2,698)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Indiana									
Navy Marine Corps Reserve Center Grissom Air Reserve Base, Bunker Hill	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Recruiting District Headquarters Indianapolis	Close	(27)	(5)	0	0	(27)	(5)	(6)	(38)
Navy Reserve Center Evansville	Close	(7)	0	0	0	(7)	0	0	(7)
Newport Chemical Depot	Close	(210)	(81)	0	0	(210)	(81)	(280)	(571)
U.S. Army Reserve Center Lafayette	Close	(21)	0	0	0	(21)	0	0	(21)
U.S. Army Reserve Center Seston	Close	(12)	0	0	0	(12)	0	0	(12)
Leased Space - IN	Close/Realign	(25)	(111)	0	0	(25)	(111)	0	(136)
Defense Finance and Accounting Service, Indianapolis	Gain	0	(100)	114	3,478	114	3,378	3	3,495
Fort Wayne International Airport Air Guard Station	Gain	(5)	0	62	256	57	256	0	313
Hulman Regional Airport Air Guard Station	Realign	(12)	(124)	0	0	(12)	(124)	0	(136)
Naval Support Activity Crane	Realign	0	(672)	0	0	0	(672)	(11)	(683)
Indiana Total		(326)	(1,093)	176	3,734	(150)	2,641	(294)	2,197
Iowa									
Navy Reserve Center Cedar Rapids	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Sioux City	Close	(7)	0	0	0	(7)	0	0	(7)
Navy-Marine Corps Reserve Center Dubuque	Close	(19)	(5)	0	0	(19)	(5)	0	(24)
Des Moines International Airport Air Guard Station	Gain	(31)	(172)	54	196	23	24	0	47
Sioux Gateway Airport Air Guard	Gain	0	0	33	170	33	170	0	203
Armed Forces Reserve Center Camp Dodge	Realign	(217)	(1)	0	0	(217)	(1)	0	(218)
Iowa Total		(281)	(178)	87	366	(194)	188	0	(6)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Kansas									
Kansas Army Ammunition Plant	Close	0	(8)	0	0	0	(8)	(159)	(167)
Forbes Field Air Guard Station	Gain	0	0	53	194	53	194	0	247
Fort Leavenworth	Gain	(16)	0	211	8	195	8	0	203
Fort Riley	Gain	0	0	2,415	440	2,415	440	0	2,855
McConnell Air Force Base	Gain	(27)	(183)	704	28	677	(155)	0	522
U.S. Army Reserve Center Wichita	Realign	(22)	(56)	0	0	(22)	(56)	0	(78)
Kansas	Total	(65)	(247)	3,383	670	3,318	423	(159)	3,582
Kentucky									
Army National Guard Reserve Center Paducah	Close	(31)	0	0	0	(31)	0	0	(31)
Defense Finance and Accounting Service, Lexington	Close	(5)	(40)	0	0	(5)	(40)	0	(45)
Navy Reserve Center Lexington	Close	(9)	0	0	0	(9)	0	0	(9)
U.S. Army Reserve Center Louisville	Close	(30)	(13)	0	0	(30)	(13)	0	(43)
U.S. Army Reserve Center Maysville	Close	(16)	(2)	0	0	(16)	(2)	0	(18)
Louisville International Airport Air Guard Station	Gain	0	0	0	6	0	6	0	6
Fort Campbell	Realign	(433)	0	73	9	(360)	9	0	(351)
Fort Knox	Realign	(10,159)	(772)	5,292	2,511	(4,867)	1,739	184	(2,944)
Navy Recruiting Command Louisville	Realign	(6)	(217)	0	0	(6)	(217)	0	(223)
Kentucky	Total	(10,689)	(1,044)	5,365	2,526	(5,324)	1,482	184	(3,658)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Louisiana									
Baton Rouge Army National Guard Reserve Center	Close	(128)	0	11	0	(117)	0	0	(117)
Naval Support Activity New Orleans	Close	(1,997)	(652)	0	0	(1,997)	(652)	(62)	(2,711)
Navy-Marine Corps Reserve Center Baton Rouge	Close	(18)	0	0	0	(18)	0	0	(18)
Roberts U.S. Army Reserve Center, Baton Rouge	Close	(30)	0	0	0	(30)	0	0	(30)
Leased Space - Slidell	Close/Realign	(1)	(102)	0	0	(1)	(102)	(48)	(151)
Barksdale Air Force Base	Gain	0	0	5	60	5	60	0	65
Naval Air Station New Orleans	Gain	0	0	1,407	446	1,407	446	3	1,856
Naval Air Station New Orleans Air Reserve Station	Realign	(4)	(308)	45	76	41	(232)	0	(191)
Louisiana Total		(2,178)	(1,062)	1,468	582	(710)	(480)	(107)	(1,297)
Maine									
Defense Finance and Accounting Service, Limestone	Close	0	(241)	0	0	0	(241)	0	(241)
Naval Reserve Center, Bangor	Close	(7)	0	0	0	(7)	0	0	(7)
Naval Shipyard Portsmouth	Close	(201)	(4,032)	0	0	(201)	(4,032)	(277)	(4,510)
Bangor International Airport Air Guard Station	Gain	0	0	45	195	45	195	0	240
Naval Air Station Brunswick	Realign	(2,317)	(61)	0	0	(2,317)	(61)	(42)	(2,420)
Maine Total		(2,525)	(4,334)	45	195	(2,480)	(4,139)	(319)	(6,938)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Maryland									
Defense Finance and Accounting Service, Patuxent River	Close	0	(53)	0	0	0	(53)	0	(53)
Navy Reserve Center Adelphi	Close	(17)	0	0	0	(17)	0	0	(17)
PFC Flair U.S. Army Reserve Center, Frederick	Close	(20)	(2)	0	0	(20)	(2)	0	(22)
Leased Space - MD	Close/Realign	(19)	(156)	0	0	(19)	(156)	0	(175)
Aberdeen Proving Ground	Gain	(3,862)	(290)	451	5,661	(3,411)	5,371	216	2,176
Andrews Air Force Base	Gain	(416)	(189)	607	489	191	300	(91)	400
Fort Detrick	Gain	0	0	76	43	76	43	(15)	104
Fort Meade	Gain	(2)	0	684	2,915	682	2,915	1,764	5,361
National Naval Medical Center Bethesda	Gain	0	0	982	936	982	936	(29)	1,889
Naval Air Station Patuxent River	Gain	(10)	(142)	7	226	(3)	84	6	87
Naval Surface Weapons Station Carderock	Gain	0	0	0	6	0	6	0	6
Army Research Laboratory, Adelphi	Realign	0	(43)	0	0	0	(43)	0	(43)
Bethesda/Chevy Chase	Realign	(5)	(2)	0	0	(5)	(2)	0	(7)
Fort Lewis	Realign	0	(164)	0	0	0	(164)	0	(164)
Martin State Airport Air Guard Station	Realign	(17)	(106)	0	0	(17)	(106)	0	(123)
Naval Air Facility Washington	Realign	(9)	(9)	0	0	(9)	(9)	0	(18)
Naval Station Annapolis	Realign	0	(13)	0	0	0	(13)	0	(13)
Naval Surface Warfare Center Indian Head	Realign	0	(137)	0	42	0	(95)	0	(95)
Maryland Total		(4,377)	(1,306)	2,807	10,318	(1,570)	9,012	1,851	9,293

This list does not include locations where there were no changes in military or civilian jobs. Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Massachusetts									
Malony U.S. Army Reserve Center	Close	(100)	(55)	0	0	(100)	(55)	0	(155)
Otis Air Guard Base	Close	(62)	(443)	0	0	(62)	(443)	0	(505)
Westover U.S. Army Reserve Center, Cicopee	Close	(13)	0	0	0	(13)	0	0	(13)
Barnes Municipal Airport Air Guard Station	Gain	0	(5)	23	89	23	84	0	107
Hanscom Air Force Base	Gain	(47)	(223)	546	828	499	605	0	1,104
Westover Air Force Base	Gain	0	0	69	11	69	11	0	80
Natick Soldier Systems Center	Realign	0	(19)	0	0	0	(19)	0	(19)
Naval Shipyard Puget Sound-Boston Detachment	Realign	0	(108)	0	0	0	(108)	0	(108)
Massachusetts Total		(222)	(853)	638	928	416	75	0	491
Michigan									
Navy Reserve Center Marquette	Close	(7)	0	0	0	(7)	0	0	(7)
Parisan U.S. Army Reserve Center, Lansing	Close	(25)	0	0	0	(25)	0	0	(25)
Selfridge Army Activity	Close	(126)	(174)	0	0	(126)	(174)	0	(300)
W. K. Kellogg Airport Air Guard Station	Close	(68)	(206)	0	0	(68)	(206)	0	(274)
Detroit Arsenal	Gain	(4)	(104)	4	751	0	647	0	647
Selfridge Air National Guard Base	Gain	(3)	(76)	72	167	69	91	(76)	84
Michigan Total		(233)	(560)	76	918	(157)	358	(76)	125
Minnesota									
Navy Reserve Center Duluth	Close	(8)	0	0	0	(8)	0	0	(8)
Fort Snelling	Realign	(130)	(124)	0	0	(130)	(124)	0	(254)
Minnesota Total		(138)	(124)	0	0	(138)	(124)	0	(262)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Mississippi										
Mississippi Army Ammunition Plant	Close	0	(4)	0	0	0	(4)	(50)	(54)	
Naval Station Pascagoula	Close	(844)	(112)	0	0	(844)	(112)	(7)	(963)	
U.S. Army Reserve Center Vicksburg	Close	(26)	(2)	0	0	(26)	(2)	0	(28)	
Columbus Air Force Base	Gain	0	0	104	3	104	3	0	107	
Jackson International Airport Air Guard Station	Gain	0	0	0	1	0	1	0	1	
Human Resources Support Center Southeast	Realign	0	(138)	0	0	0	(138)	(10)	(148)	
Keesler Air Force Base	Realign	(181)	(31)	0	0	(181)	(31)	(190)	(402)	
Key Field Air Guard Station	Realign	(33)	(142)	0	0	(33)	(142)	0	(175)	
Naval Air Station Meridian	Realign	(15)	0	0	0	(15)	0	(1)	(16)	
Mississippi Total		(1,099)	(429)	104	4	(995)	(425)	(258)	(1,678)	
Missouri										
Army National Guard Reserve Center Jefferson Barracks	Close	(67)	0	0	0	(67)	0	0	(67)	
Defense Finance and Accounting Service, Kansas City	Close	(37)	(576)	0	0	(37)	(576)	0	(613)	
Defense Finance and Accounting Service, St. Louis	Close	(2)	(291)	0	0	(2)	(291)	0	(293)	
Marine Corps Support Center Kansas City	Close	(191)	(139)	0	0	(191)	(139)	(3)	(333)	
Navy Recruiting District Headquarters Kansas	Close	(21)	(6)	0	0	(21)	(6)	(6)	(33)	
Navy Reserve Center Cape Girardeau	Close	(7)	0	0	0	(7)	0	0	(7)	
Leased Space - MO	Close/Realign	(709)	(1,234)	0	0	(709)	(1,234)	(150)	(2,093)	
Rosecrans Memorial Airport Air Guard Station	Gain	0	0	8	27	8	27	0	35	
Whiteman Air Force Base	Gain	0	0	3	58	3	58	0	61	
Fort Leonard Wood	Realign	(181)	(2)	71	25	(110)	23	0	(87)	
Lambert International Airport- St Louis	Realign	(34)	(215)	0	0	(34)	(215)	0	(249)	
Missouri Total		(1,249)	(2,463)	82	110	(1,167)	(2,353)	(159)	(3,679)	

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Montana										
Galt Hall U.S. Army Reserve Center, Great Falls	Close	(14)	(3)	0	0	(14)	(3)	0	(17)	
Great Falls International Airport Air Guard Station	Realign	(26)	(81)	0	0	(26)	(81)	0	(107)	
Montana	Total	(40)	(84)	0	0	(40)	(84)	0	(124)	
Nebraska										
Army National Guard Reserve Center Columbus	Close	(31)	0	0	0	(31)	0	0	(31)	
Army National Guard Reserve Center Grand Island	Close	(31)	0	0	0	(31)	0	0	(31)	
Army National Guard Reserve Center Kearny	Close	(8)	0	0	0	(8)	0	0	(8)	
Naval Recruiting District Headquarters Omaha	Close	(19)	(7)	0	0	(19)	(7)	(6)	(32)	
Navy Reserve Center Lincoln	Close	(7)	0	0	0	(7)	0	0	(7)	
Offutt Air Force Base	Realign	0	(227)	54	69	54	(158)	0	(104)	
Nebraska	Total	(96)	(234)	54	69	(42)	(165)	(6)	(213)	
Nevada										
Hawthorne Army Depot	Close	(74)	(45)	0	0	(74)	(45)	(80)	(199)	
Nellis Air Force Base	Gain	(265)	(5)	1,414	268	1,149	263	0	1,412	
Naval Air Station Fallon	Realign	(7)	0	0	0	(7)	0	0	(7)	
Reno-Tahoe International Airport Air Guard Station	Realign	(23)	(124)	0	0	(23)	(124)	0	(147)	
Nevada	Total	(369)	(174)	1,414	268	1,045	94	(80)	1,059	
New Hampshire										
Doble U.S. Army Reserve Center Portsmouth	Close	(39)	(5)	0	0	(39)	(5)	0	(44)	
Armed Forces Reserve Center Pease Air Force Base	Gain	0	0	20	28	20	28	0	48	
New Hampshire	Total	(39)	(5)	20	28	(19)	23	0	4	

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
New Jersey									
Fort Monmouth	Close	(620)	(4,652)	0	0	(620)	(4,652)	0	(5,272)
Inspector/Instructor Center West Trenton	Close	(11)	(1)	0	0	(11)	(1)	0	(12)
Kilmer U.S. Army Reserve Center, Edison	Close	(23)	(21)	0	0	(23)	(21)	0	(44)
SFC Nelson V. Brittin U.S. Army Reserve Center	Close	(34)	(1)	0	0	(34)	(1)	0	(35)
Atlantic City International Airport Air Guard Station	Gain	(3)	(53)	62	263	59	210	0	269
Fort Dix	Gain	0	0	209	144	209	144	0	353
McGuire Air Force Base	Gain	0	0	498	37	498	37	0	535
Picatinny Arsenal	Gain	0	0	5	688	5	688	0	693
Naval Air Engineering Station Lakehurst	Realign	(132)	(54)	0	0	(132)	(54)	0	(186)
Naval Weapons Station Earle	Realign	0	(63)	2	0	2	(63)	0	(61)
New Jersey	Total	(823)	(4,845)	776	1,132	(47)	(3,713)	0	(3,760)
New Mexico									
Cannon Air Force Base	Close	(2,385)	(384)	0	0	(2,385)	(384)	(55)	(2,824)
Jenkins Armed Forces Reserve Center Albuquerque	Close	(35)	(1)	0	0	(35)	(1)	0	(36)
Kirtland Air Force Base	Gain	(7)	0	37	176	30	176	0	206
Holloman Air Force Base	Realign	(17)	0	0	0	(17)	0	0	(17)
White Sands Missile Range	Realign	(13)	(165)	0	0	(13)	(165)	0	(178)
New Mexico	Total	(2,457)	(550)	37	176	(2,420)	(374)	(55)	(2,849)

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
New York									
Armed Forces Reserve Center Amityville	Close	(24)	(4)	0	0	(24)	(4)	0	(28)
Army National Guard Reserve Center Niagara Falls	Close	(1)	0	0	0	(1)	0	0	(1)
Carpenter U.S. Army Reserve Center, Poughkeepsie	Close	(8)	(1)	0	0	(8)	(1)	0	(9)
Defense Finance and Accounting Service, Rome	Close	0	(290)	0	0	0	(290)	0	(290)
Navy Recruiting District Headquarters Buffalo	Close	(25)	(6)	0	0	(25)	(6)	(6)	(37)
Navy Reserve Center Glenn Falls	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Horsehead	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Watertown	Close	(9)	0	0	0	(9)	0	0	(9)
Niagara Falls International Airport Air Guard Station	Close	(115)	(527)	0	0	(115)	(527)	0	(642)
United States Military Academy	Gain	0	0	226	38	226	38	0	264
Fort Totten / Pyle	Realign	(75)	(74)	0	0	(75)	(74)	0	(149)
Rome Laboratory	Realign	(13)	(124)	0	0	(13)	(124)	0	(137)
Schenectady County Air Guard Station	Realign	(10)	(9)	0	0	(10)	(9)	0	(19)
New York Total		(294)	(1,035)	226	38	(68)	(997)	(6)	(1,071)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
North Carolina									
Navy Reserve Center Asheville	Close	(7)	0	0	0	(7)	0	0	(7)
Niven U.S. Army Reserve Center, Albermarle	Close	(34)	0	0	5	(34)	5	0	(29)
Charlotte/Douglas International Airport	Gain	0	0	6	0	6	0	0	6
Fort Bragg	Gain	(1,352)	0	5,430	247	4,078	247	0	4,325
Seymore Johnson Air Force Base	Gain	0	0	345	17	345	17	0	362
Army Research Office, Durham	Realign	(1)	(113)	0	0	(1)	(113)	0	(114)
Marine Corps Air Station Cherry Point	Realign	(16)	(664)	64	8	48	(656)	(20)	(628)
Marine Corps Base Camp Lejeune	Realign	(182)	(16)	0	15	(182)	(1)	(9)	(192)
Pope Air Force Base	Realign	(5,969)	(345)	1,148	1,153	(4,821)	808	(132)	(4,145)
North Carolina	Total	(7,561)	(1,138)	6,993	1,445	(568)	307	(161)	(422)
North Dakota									
Grand Forks Air Force Base	Realign	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)
North Dakota	Total	(2,290)	(355)	0	0	(2,290)	(355)	0	(2,645)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Ohio									
Army National Guard Reserve Center Mansfield	Close	(59)	(2)	0	0	(59)	(2)	0	(61)
Army National Guard Reserve Center Westerville	Close	(12)	0	0	0	(12)	0	0	(12)
Defense Finance and Accounting Service, Dayton	Close	0	(230)	0	0	0	(230)	0	(230)
Mansfield Lahm Municipal Airport Air Guard Station	Close	(63)	(171)	0	0	(63)	(171)	0	(234)
Navy-Marine Corps Reserve Center Akron	Close	(26)	0	0	0	(26)	0	0	(26)
Navy-Marine Corps Reserve Center Cleveland	Close	(24)	(1)	0	0	(24)	(1)	0	(25)
Parrott U.S. Army Reserve Center Kenton	Close	(9)	(1)	0	0	(9)	(1)	0	(10)
U.S. Army Reserve Center Whitehall	Close	(25)	0	0	0	(25)	0	0	(25)
Leased Space - OH	Close/Realign	0	(187)	0	0	0	(187)	0	(187)
Armed Forces Reserve Center Akron	Gain	0	0	37	0	37	0	0	37
Defense Supply Center Columbus	Gain	(2)	(960)	65	2,655	63	1,695	0	1,758
Rickenbacker International Airport Air Guard Station	Gain	0	0	0	1	0	1	0	1
Toledo Express Airport Air Guard Station	Gain	0	0	14	112	14	112	0	126
Wright Patterson Air Force Base	Gain	(69)	(729)	658	559	589	(170)	75	494
Youngstown-Warren Regional Airport	Gain	0	0	0	8	0	8	0	8
Defense Finance and Accounting Service, Cleveland	Realign	(15)	(1,013)	0	0	(15)	(1,013)	0	(1,028)
Glenn Research Center	Realign	0	(50)	0	0	0	(50)	0	(50)
Rickenbacker Army National Guard Bldg 943 Columbus	Realign	(4)	0	0	0	(4)	0	0	(4)
Springfield-Beckley Municipal Airport Air Guard Station	Realign	(66)	(225)	0	0	(66)	(225)	0	(291)
Ohio Total		(374)	(3,569)	774	3,335	400	(234)	75	241

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Oklahoma									
Armed Forces Reserve Center Broken Arrow	Close	(26)	0	32	0	6	0	0	6
Armed Forces Reserve Center Muskogee	Close	(14)	(2)	0	0	(14)	(2)	0	(16)
Army National Guard Reserve Center Tishomingo	Close	(30)	0	0	0	(30)	0	0	(30)
Krowse U.S. Army Reserve Center Oklahoma City	Close	(78)	(6)	0	0	(78)	(6)	0	(84)
Navy-Marine Corps Reserve Center Tulsa	Close	(32)	0	0	0	(32)	0	0	(32)
Oklahoma City (95th)	Close	(31)	(22)	0	0	(31)	(22)	0	(53)
Fort Sill	Gain	(892)	(176)	4,336	337	3,444	161	(3)	3,602
Tinker Air Force Base	Gain	(9)	(197)	9	552	0	355	0	355
Tulsa International Airport Air Guard Station	Gain	0	0	22	81	22	81	0	103
Vance Air Force Base	Gain	0	0	93	6	93	6	0	99
Altus Air Force Base	Realign	(16)	0	0	0	(16)	0	0	(16)
Will Rogers World Airport Air Guard Station	Realign	(19)	(145)	103	46	84	(99)	0	(15)
Oklahoma	Total	(1,147)	(548)	4,595	1,022	3,448	474	(3)	3,919
Oregon									
Navy Reserve Center Central Point	Close	(7)	0	0	0	(7)	0	0	(7)
Umatilla Army Depot	Close	(127)	(385)	0	0	(127)	(385)	0	(512)
Portland International Airport Air Guard Station	Realign	(112)	(452)	0	0	(112)	(452)	0	(564)
Oregon	Total	(246)	(837)	0	0	(246)	(837)	0	(1,083)

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Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	
		Mil	Civ	Mil	Civ	Mil	Civ			
Pennsylvania										
Bristol	Close	(9)	(2)	0	0	(9)	(2)	0	(11)	
Engineering Field Activity Northeast	Close	(4)	(188)	0	0	(4)	(188)	0	(192)	
Kelly Support Center	Close	(174)	(136)	0	0	(174)	(136)	0	(310)	
Naval Air Station Willow Grove	Close	(865)	(362)	0	0	(865)	(362)	(5)	(1,232)	
Navy Crane Center Lester	Close	(1)	(54)	0	0	(1)	(54)	0	(55)	
Navy-Marine Corps Reserve Center Reading	Close	(18)	0	0	0	(18)	0	0	(18)	
North Penn U.S. Army Reserve Center, Norristown	Close	(22)	(1)	0	0	(22)	(1)	0	(23)	
Pittsburgh International Airport Air Reserve Station	Close	(44)	(278)	0	0	(44)	(278)	0	(322)	
Serrenti U.S. Army Reserve Center, Scranton	Close	(47)	(8)	0	0	(47)	(8)	0	(55)	
U.S. Army Reserve Center Bloomsburg	Close	(20)	(2)	0	0	(20)	(2)	0	(22)	
U.S. Army Reserve Center Lewisburg	Close	(9)	(2)	0	0	(9)	(2)	0	(11)	
U.S. Army Reserve Center Williamsport	Close	(25)	(4)	0	0	(25)	(4)	0	(29)	
W. Reese U.S. Army Reserve Center/OMS, Chester	Close	(9)	(1)	0	0	(9)	(1)	0	(10)	
Letterkenny Army Depot	Gain	0	0	0	409	0	409	0	409	
Naval Support Activity Philadelphia	Gain	0	(10)	0	301	0	291	0	291	
Navy-Marine Corps Reserve Center Lehigh	Gain	0	0	8	0	8	0	0	8	
Navy-Marine Corps Reserve Center Pittsburgh	Gain	0	0	7	0	7	0	0	7	
Tobyhanna Army Depot	Gain	(1)	(82)	3	355	2	273	0	275	
Defense Distribution Depot Susquehanna	Realign	0	(15)	0	0	0	(15)	0	(15)	
Human Resources Support Center Northeast	Realign	0	(174)	0	0	0	(174)	(9)	(183)	
Marine Corps Reserve Center Johnstown	Realign	(86)	0	0	0	(86)	0	0	(86)	
Naval Support Activity Mechanicsburg	Realign	0	(11)	0	0	0	(11)	0	(11)	
Navy Philadelphia Business Center	Realign	0	(63)	0	0	0	(63)	0	(63)	

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Military figures include student load changes.

State	Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
			Mil	Civ	Mil	Civ	Mil	Civ		
	Pitt U.S. Army Reserve Center, Corapolis	Realign	(119)	(101)	0	0	(119)	(101)	0	(220)
	Pennsylvania	Total	(1,453)	(1,494)	18	1,065	(1,435)	(429)	(14)	(1,878)
	Puerto Rico									
	Army National Guard Reserve Center Humacao	Close	(26)	0	0	0	(26)	0	0	(26)
	Lavergne U.S. Army Reserve Center Bayamon	Close	(25)	(1)	0	0	(25)	(1)	0	(26)
	Aguadilla-Ramey U.S. Army Reserve Center/BMA-126	Realign	(10)	0	0	0	(10)	0	0	(10)
	Camp Euripides Rubio, Puerto Nuevo	Realign	(43)	0	0	0	(43)	0	0	(43)
	Fort Buchanan	Realign	(9)	(47)	0	0	(9)	(47)	0	(56)
	Puerto Rico	Total	(113)	(48)	0	0	(113)	(48)	0	(161)
	Rhode Island									
	Harwood U.S. Army Reserve Center, Providence	Close	(20)	(4)	0	0	(20)	(4)	0	(24)
	USARC Bristol	Close	(24)	0	0	0	(24)	0	0	(24)
	Naval Station Newport	Gain	(122)	(225)	647	309	525	84	(76)	533
	Quonset State Airport Air Guard Station	Gain	0	0	17	29	17	29	0	46
	Rhode Island	Total	(166)	(229)	664	338	498	109	(76)	531
	South Carolina									
	Defense Finance and Accounting Service, Charleston	Close	0	(368)	0	0	0	(368)	0	(368)
	South Naval Facilities Engineering Command	Close	(6)	(492)	0	0	(6)	(492)	(45)	(543)
	Fort Jackson	Gain	0	0	435	180	435	180	0	615
	Marine Corps Air Station Beaufort	Gain	0	0	0	12	0	12	0	12
	McEntire Air Guard Station	Gain	0	0	418	8	418	8	0	426
	Shaw Air Force Base	Gain	(74)	(1)	816	76	742	75	0	817
	Naval Weapons Station Charleston	Realign	(170)	(149)	45	24	(125)	(125)	0	(250)
	South Carolina	Total	(250)	(1,010)	1,714	300	1,464	(710)	(45)	709

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
South Dakota									
Ellsworth Air Force Base	Close	(3,315)	(438)	0	0	(3,315)	(438)	(99)	(3,852)
Joe Foss Field Air Guard Station	Gain	(4)	0	32	27	28	27	0	55
South Dakota	Total	(3,319)	(438)	32	27	(3,287)	(411)	(99)	(3,797)
Tennessee									
U.S. Army Reserve Area Maintenance Support Facility Kingsport	Close	(30)	(2)	0	0	(30)	(2)	0	(32)
Leased Space - TN	Close/Realign	0	(6)	0	0	0	(6)	0	(6)
McGee Tyson APT Air Guard Station	Gain	0	0	58	190	58	190	0	248
Memphis International Airport Air Guard Station	Gain	0	0	2	6	2	6	0	8
Naval Support Activity Mid South	Gain	0	0	372	601	372	601	88	1,061
Nashville International Airport Air Guard Station	Realign	(19)	(172)	0	0	(19)	(172)	0	(191)
Tennessee	Total	(49)	(180)	432	797	383	617	88	1,088

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Texas									
Army National Guard Reserve Center # 2 Dallas	Close	(90)	0	0	0	(90)	0	0	(90)
Army National Guard Reserve Center (Hondo Pass) El Paso	Close	(106)	0	0	0	(106)	0	0	(106)
Army National Guard Reserve Center California Crossing	Close	(47)	0	0	0	(47)	0	0	(47)
Army National Guard Reserve Center Ellington	Close	(14)	(45)	0	0	(14)	(45)	0	(59)
Army National Guard Reserve Center Lufkin	Close	(10)	0	0	0	(10)	0	0	(10)
Army National Guard Reserve Center Marshall	Close	(15)	(1)	0	0	(15)	(1)	0	(16)
Army National Guard Reserve Center New Braunfels	Close	(106)	0	0	0	(106)	0	0	(106)
Brooks City Base	Close	(1,297)	(1,268)	0	0	(1,297)	(1,268)	(358)	(2,923)
Defense Finance and Accounting Service, San Antonio	Close	(32)	(303)	0	0	(32)	(303)	0	(335)
Lone Star Army Ammunition Plant	Close	(2)	(18)	0	0	(2)	(18)	(129)	(149)
Naval Station Ingleside	Close	(1,901)	(260)	0	0	(1,901)	(260)	(57)	(2,218)
Navy Reserve Center Lubbock, TX	Close	(7)	0	0	0	(7)	0	0	(7)
Navy Reserve Center Orange, TX	Close	(11)	0	0	0	(11)	0	0	(11)
Red River Army Depot	Close	(9)	(2,491)	0	0	(9)	(2,491)	0	(2,500)
U.S. Army Reserve Center # 2 Houston	Close	(2)	0	0	0	(2)	0	0	(2)
Leased Space - TX	Close/Realign	(78)	(147)	0	0	(78)	(147)	0	(225)
Carswell ARS, Naval Air Station Fo	Gain	0	(12)	8	116	8	104	0	112
Dyess Air Force Base	Gain	(1,615)	(65)	1,925	129	310	64	0	374
Fort Bliss	Gain	(4,564)	(223)	15,918	370	11,354	147	0	11,501
Fort Sam Houston	Gain	(117)	0	7,765	1,624	7,648	1,624	92	9,364
Laughlin Air Force Base	Gain	0	0	102	80	102	80	0	182
Naval Air Station Joint Reserve Base Ft. Worth	Gain	(54)	(5)	330	41	276	36	2	314
Randolph Air Force Base	Gain	(576)	(174)	164	705	(412)	531	63	182

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Corpus Christi Army Depot	Realign	0	(92)	0	0	0	(92)	0	(92)
Ellington Field Air Guard Station	Realign	0	(3)	0	0	0	(3)	0	(3)
Fort Hood	Realign	(9,135)	(118)	9,062	0	(73)	(118)	0	(191)
Lackland Air Force Base	Realign	(2,489)	(1,223)	235	453	(2,254)	(770)	(116)	(3,140)
Naval Air Station Corpus Christi	Realign	(926)	(89)	0	0	(926)	(89)	(10)	(1,025)
Sheppard Air Force Base	Realign	(2,519)	(158)	51	2	(2,468)	(156)	0	(2,624)
Texas	Total	(25,722)	(6,695)	35,560	3,520	9,838	(3,175)	(513)	6,150
Utah									
Deseret Chemical Depot	Close	(186)	(62)	0	0	(186)	(62)	0	(248)
Fort Douglas	Realign	(15)	(38)	0	0	(15)	(38)	0	(53)
Hill Air Force Base	Realign	(13)	(447)	291	24	278	(423)	0	(145)
Utah	Total	(214)	(547)	291	24	77	(523)	0	(446)
Vermont									
Burlington International Airport Air Guard Station	Gain	0	0	3	53	3	53	0	56
Vermont	Total	0	0	3	53	3	53	0	56

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Virginia									
Fort Monroe	Close	(1,393)	(1,948)	0	0	(1,393)	(1,948)	(223)	(3,564)
Leased Space - VA	Close/Realign	(6,199)	(15,754)	0	0	(6,199)	(15,754)	(972)	(22,925)
Defense Supply Center Richmond	Gain	0	(77)	0	83	0	6	0	6
Fort Belvoir	Gain	(466)	(2,281)	4,537	8,010	4,071	5,729	2,058	11,858
Fort Lee	Gain	(392)	(2)	6,531	1,151	6,139	1,149	56	7,344
Headquarters Battalion, Headquarters Marine Corps, Henderson Hall	Gain	(52)	(22)	453	206	401	184	81	666
Langley Air Force Base	Gain	(53)	(46)	780	68	727	22	.0	749
Marine Corps Base Quantico	Gain	(50)	0	496	1,357	446	1,357	1,210	3,013
Naval Amphibious Base Little Creek	Gain	0	0	10	27	10	27	0	37
Naval Shipyard Norfolk	Gain	0	0	177	1,774	177	1,774	85	2,036
Naval Station Norfolk	Gain	(373)	(1,085)	3,820	356	3,447	(729)	89	2,807
Naval Support Activity Norfolk	Gain	(6)	0	573	205	567	205	16	788
Arlington Service Center	Realign	(224)	(516)	435	406	211	(110)	(383)	(282)
Center for Naval Research	Realign	(25)	(313)	0	0	(25)	(313)	0	(338)
Defense Finance and Accounting Service, Arlington	Realign	(7)	(401)	0	0	(7)	(401)	0	(408)
Fort Eustis	Realign	(3,863)	(852)	962	1,432	(2,901)	580	169	(2,152)
Naval Air Station Oceana	Realign	(110)	(3)	0	53	(110)	50	0	(60)
Naval Medical Center Portsmouth	Realign	(463)	(25)	28	0	(435)	(25)	(1)	(461)
Naval Surface Warfare Center Dahlgren	Realign	0	(503)	0	169	0	(334)	(17)	(351)
Naval Weapons Station Yorktown	Realign	0	(179)	0	0	0	(179)	0	(179)
Richmond International Airport Air Guard Station	Realign	(25)	(101)	0	0	(25)	(101)	0	(126)
U.S. Marine Corps Direct Reporting Program Manager Advanced Amphibious Assault	Realign	0	(32)	0	0	0	(32)	0	(32)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Virginia	Total	(13,701)	(24,140)	18,802	15,297	5,101	(8,843)	2,168	(1,574)
Washington									
1LT Richard H. Walker U.S. Army Reserve Center	Close	(38)	0	0	0	(38)	0	0	(38)
Army National Guard Reserve Center Everett	Close	(57)	0	0	0	(57)	0	0	(57)
Navy-Marine Corps Reserve Center Tacoma	Close	(20)	0	0	0	(20)	0	0	(20)
U.S. Army Reserve Center Fort Lawton	Close	(53)	(54)	0	0	(53)	(54)	0	(107)
Vancouver Barracks	Close	(29)	(16)	0	0	(29)	(16)	0	(45)
Fort Lewis	Gain	(2)	(1)	187	46	185	45	0	230
Human Resources Support Center Northwest	Gain	0	0	0	23	0	23	0	23
Naval Air Station Whidbey Island	Gain	(34)	0	0	173	(34)	173	0	139
Naval Station Bremerton	Gain	0	0	0	1,401	0	1,401	0	1,401
Fairchild Air Force Base	Realign	(26)	(172)	0	0	(26)	(172)	0	(198)
McChord Air Force Base	Realign	(460)	(143)	36	7	(424)	(136)	(7)	(567)
Submarine Base Bangor	Realign	0	(1)	0	0	0	(1)	0	(1)
Washington	Total	(719)	(387)	223	1,650	(496)	1,263	(7)	760
West Virginia									
Bias U.S. Army Reserve Center, Huntington	Close	(1)	0	0	0	(1)	0	0	(1)
Fairmont U.S. Army Reserve Center	Close	(88)	0	0	0	(88)	0	0	(88)
Navy-Marine Corps Reserve Center Moundsville	Close	(16)	0	0	0	(16)	0	0	(16)
Ewra Sheppard Air Guard Station	Gain	0	0	7	3	7	3	0	10
Yeager Airport Air Guard Station	Realign	(27)	(129)	0	0	(27)	(129)	0	(156)
West Virginia	Total	(132)	(129)	7	3	(125)	(126)	0	(251)

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Wisconsin									
Gen Mitchell International Airport ARS	Close	(44)	(302)	24	56	(20)	(246)	0	(266)
Navy Reserve Center La Crosse	Close	(7)	0	0	0	(7)	0	0	(7)
Navy-Marine Corps Reserve Center Madison	Close	(23)	(3)	0	0	(23)	(3)	0	(26)
Olson U.S. Army Reserve Center, Madison	Close	(113)	0	0	0	(113)	0	0	(113)
U.S. Army Reserve Center O'Connell	Close	(11)	(1)	0	0	(11)	(1)	0	(12)
Armed Forces Reserve Center Madison	Gain	0	0	40	8	40	8	0	48
Dane County Airport	Gain	(4)	0	22	37	18	37	0	55
Fort McCoy	Realign	(379)	(82)	97	133	(282)	51	0	(231)
Wisconsin	Total	(581)	(388)	183	234	(398)	(154)	0	(552)
Wyoming									
Army Aviation Support Facility Cheyenne	Close	(23)	0	0	0	(23)	0	0	(23)
Army National Guard Reserve Center Thermopolis	Close	(19)	0	0	0	(19)	0	0	(19)
Cheyenne Airport Air Guard Station	Gain	0	0	21	58	21	58	0	79
Wyoming	Total	(42)	0	21	58	(21)	58	0	37
zz Germany, Korea, and Undistributed									
Undistributed or Overseas Reductions	Realign	(14,889)	(2)	718	670	(14,171)	668	0	(13,503)
zz Germany, Korea, and Undistributed	Total	(14,889)	(2)	718	670	(14,171)	668	0	(13,503)
Grand Total		(133,769)	(84,801)	122,987	66,578	(10,782)	(18,223)	2,818	(26,187)

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