

**DEFENSE BASE CLOSURE
AND REALIGNMENT
COMMISSION**



FINAL DELIBERATIONS

JUNE 22-24, 1995

**ROOM 216
HART SENATE OFFICE BUILDING
WASHINGTON, D.C.**



E x SEC

ARMY TEAM

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ARMY CATEGORIES

CATEGORY	NUMBER	CATEGORY	NUMBER
MANEUVER	11	AMMUNITION STORAGE	8
MAJOR TRAINING AREAS	10	AMMUNITION PRODUCTION	8
PROFESSIONAL EDUCATION	4	INDUSTRIAL FACILITIES	4
TRAINING SCHOOLS	14	PORTS	3
COMMAND, CONTROL & ADMIN	15	MEDICAL CENTERS	3
COMMODITY	9	LEASES	15
DEPOTS	4	MINOR	15
PROVING GROUNDS	4	MISCELLANEOUS	1

Highlighted categories have installations DoD has recommended for closure or realignment or Commission has added for further consideration for closure or realignment.

ARMY MAJOR TRAINING AREAS

MILITARY VALUE	INSTALLATION
1	FORT POLK, LOUISIANA
2	FORT IRWIN, CALIFORNIA
3	FORT DIX, NEW JERSEY (R)
4	FORT A. P. HILL, VIRGINIA
5	FORT McCOY, WISCONSIN
6	FORT GREELY, ALASKA (R)
7	FORT HUNTER LIGGETT, CALIFORNIA (R)
8	FORT PICKETT, VIRGINIA (C)
9	FORT INDIANTOWN GAP, PENNSYLVANIA (C)
10	FORT CHAFFEE, ARKANSAS (C)

(C) = DoD recommendation for closure

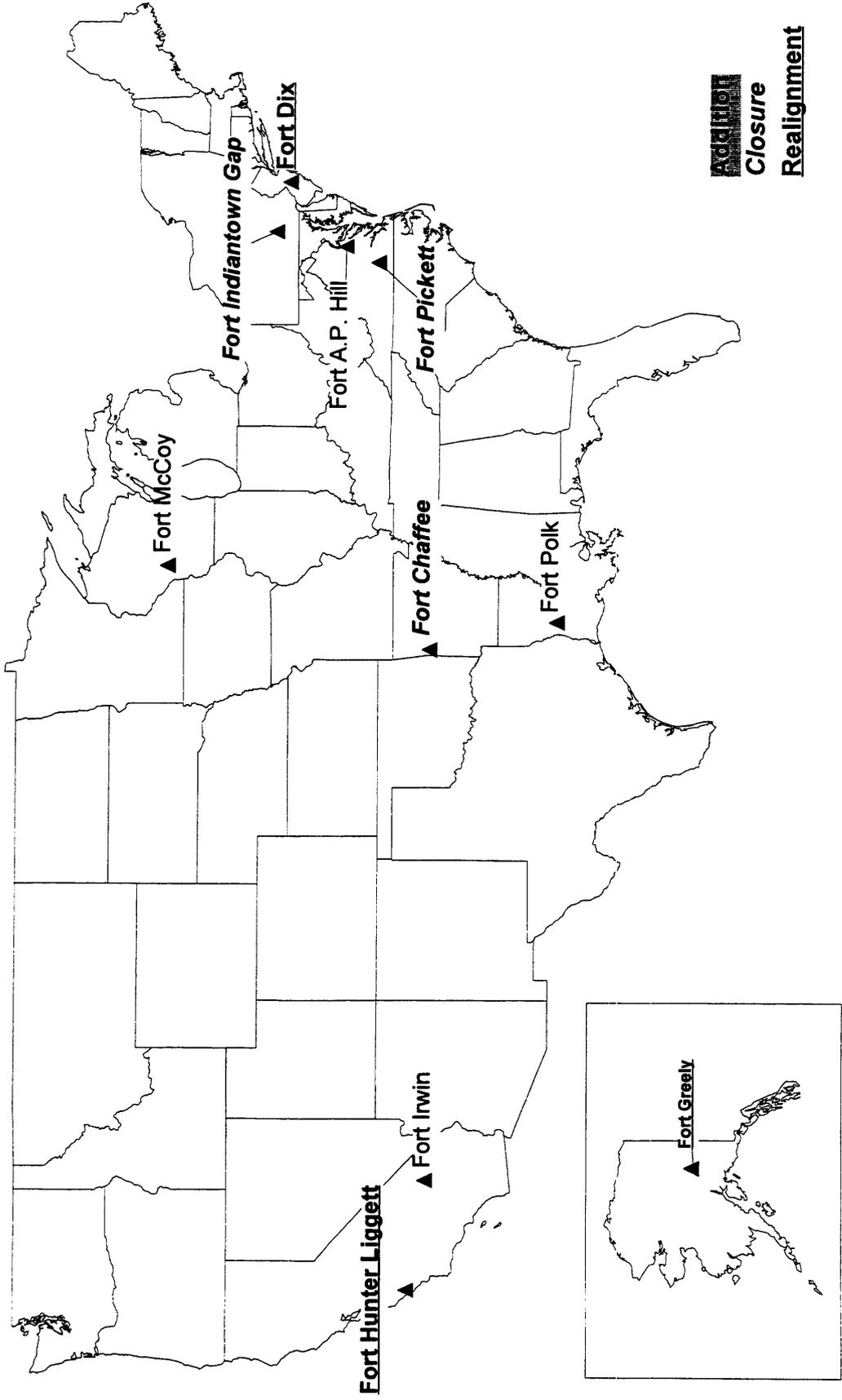
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

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Major Training Areas



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BASE ANALYSIS FORT DIX, NEW JERSEY

DOD RECOMMENDATION: Realign Fort Dix by replacing the Active Component garrison with a U. S. Army Reserve garrison. Retain minimum essential ranges, facilities, and training areas required for Reserve Component (RC) training as an enclave.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	3 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	11.6
ANNUAL SAVINGS (\$ M)	12.2
RETURN ON INVESTMENT	1999 (1 Year)
NET PRESENT VALUE (\$ M)	145.4
BASE OPERATING BUDGET (\$ M)	82.2
PERSONNEL ELIMINATED (MIL / CIV)	15 / 0
PERSONNEL REALIGNED (MIL / CIV)	135 / 77
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 1.2 %
ENVIRONMENTAL	No known impediments

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**ISSUES REVIEWED
FORT DIX, NEW JERSEY**

<p>RESERVE GARRISON</p>	
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ISSUES
FORT DIX, NEW JERSEY

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
RESERVE GARRISON	<ul style="list-style-type: none">• INITIAL POSITION - 250 CIVILIANS TO RUN INSTALLATION• NOW AGREES WITH A 700-750 PERSON WORKFORCE	<ul style="list-style-type: none">• BELIEVES 741 IS OPTIMUM LEVEL	<ul style="list-style-type: none">• ISSUE RESOLVED

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SCENARIO SUMMARY FORT DIX, NEW JERSEY

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Realign Fort Dix by replacing the Active Component garrison with a U. S. Army Reserve garrison. Retain minimum essential ranges, facilities, and training areas required for Reserve Component (RC) training as an enclave.</p>			
<p>One-Time Costs (\$M): 11.6 Annual Savings (\$M): 12.2 Return on Investment: 1999 (1 Year) Net Present Value (\$M): 145.4</p>		<p>One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INSTALLATION INFRASTRUCTURE • SAVES MONEY • FOCUS ON RESERVE COMPONENT TRAINING IS ENHANCED 	<ul style="list-style-type: none"> • REDUCES ACTIVE ARMY PRESENCE IN NORTHEAST UNITED STATES 		

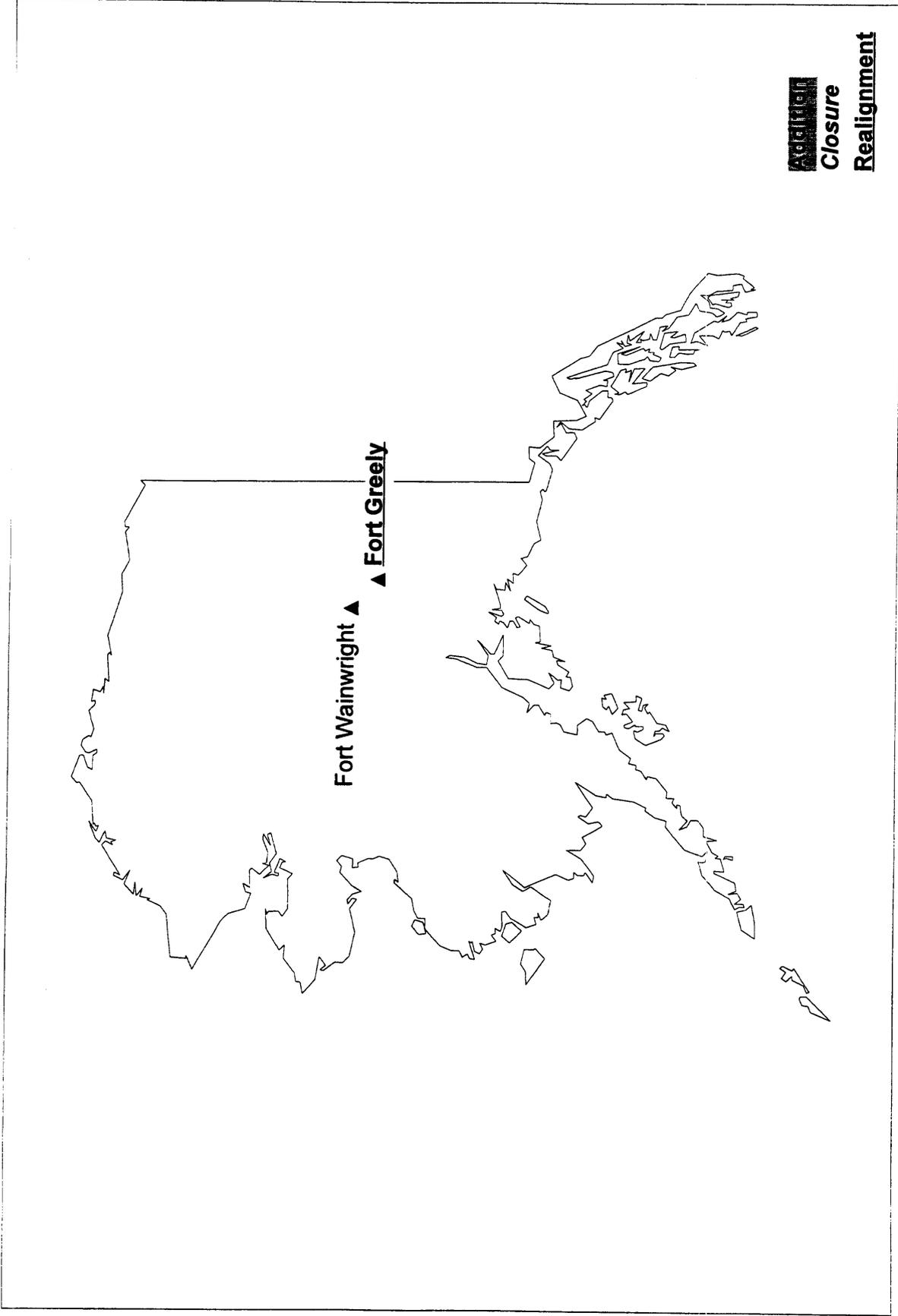
BASE ANALYSIS FORT GREELY, ALASKA

DOD RECOMMENDATION: Realign Fort Greely by relocating the Cold Region Test Activity (CRTA) and Northern Warfare Training Center (NWTC) to Fort Wainwright, Alaska.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	6 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	23.1
ANNUAL SAVINGS (\$ M)	17.9
RETURN ON INVESTMENT	1999 (1 Year)
NET PRESENT VALUE (\$ M)	210.3
BASE OPERATING BUDGET (\$ M)	19.1
PERSONNEL ELIMINATED (MIL / CIV)	135 / 114
PERSONNEL REALIGNED (MIL / CIV)	245 / 73
ECONOMIC IMPACT (BRAC 95 / CUM)	- 33.7 % / - 33.7 %
ENVIRONMENTAL	No known impediments

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Alaskan Realignment



**ISSUES REVIEWED
FORT GREELY, ALASKA**

<p>MILITARY VALUE</p> <p>ADDITIONAL COSTS</p> <p>ECONOMIC IMPACT</p> <p>SCHOOL IMPACT</p> <p>NORTHERN WARFARE TRAINING CENTER MISSION</p> <p>COLD REGIONS TEST ACTIVITY MISSION</p>	<p>SIZE OF SMALL GARRISON ACTIVITY</p> <p>RETENTION OF 25-TON CRANE & MAINTENANCE BUILDING IN CANTONMENT AREA</p> <p>SECURITY & RANGE MAINTENANCE</p>
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ISSUES FORT GREELY, ALASKA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE	<ul style="list-style-type: none"> • 6 OF 10 	<ul style="list-style-type: none"> • BELIEVE FORT GREELY IS OF HIGHER VALUE THAN OTHER ALASKA ARMY INSTALLATIONS 	<ul style="list-style-type: none"> • VALIDATED 6 OF 10 RANKING AMONG MAJOR TRAINING AREAS
ADDITIONAL COSTS	<ul style="list-style-type: none"> • COSTS OF SAFARI TRIPS & FACILITY MAINTENANCE WILL BE EXCEEDED BY SAVINGS 	<ul style="list-style-type: none"> • RETURN ON INVESTMENT WILL BE NEGATED BY THESE COSTS 	<ul style="list-style-type: none"> • ADEQUATE FUNDS INCLUDED IN ANALYSES
ECONOMIC IMPACT	<ul style="list-style-type: none"> • ESTIMATES 34% JOB LOSS 	<ul style="list-style-type: none"> • PROJECT 70%-80% JOB LOSS & ECONOMIC DEVASTATION 	<ul style="list-style-type: none"> • SEVERE ECONOMIC IMPACT
SCHOOL IMPACT	<ul style="list-style-type: none"> • FORT GREELY ELEMENTARY SCHOOL WILL STAY OPEN 	<ul style="list-style-type: none"> • LOSS OF 49% OF STUDENT BODY WILL CLOSE SCHOOLS 	<ul style="list-style-type: none"> • EDUCATION PROGRAMS CURTAILED, BUT NOT ENDED
NORTHERN WARFARE TRAINING CENTER MISSION	<ul style="list-style-type: none"> • CENTER REMAINS AT BLACK RAPIDS BUT HEADQUARTERS MOVES 	<ul style="list-style-type: none"> • SUPPORT ELEMENTS MUST REMAIN CLOSER 	<ul style="list-style-type: none"> • MISSION CONTINUES AT FORT GREELY
COLD REGIONS TEST ACTIVITY MISSION	<ul style="list-style-type: none"> • BOLIO LAKE FACILITY REMAINS AVAILABLE 	<ul style="list-style-type: none"> • TESTS CAN ONLY BE DONE AT BOLIO LAKE 	<ul style="list-style-type: none"> • MISSION CONTINUES AT FORT GREELY • SAFARI FROM FORT WAINWRIGHT REQUIRED

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SCENARIO SUMMARY FORT GREELY, ALASKA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Realign Fort Greely by relocating the Cold Regions Test Activity (CRTA) and Northern Warfare Training Center (NWTC) to Fort Wainwright, Alaska.			
One-Time Costs (\$M): 23.1 Annual Savings (\$M): 17.9 Return on Investment: 1999 (1 Year) Net Present Value (\$M): 210.3		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • CONSOLIDATES ARMY'S INTERIOR ALASKAN ACTIVITIES AT ONE LOCATION • LARGE SAVINGS ACCRUE • QUALITY OF LIFE IMPROVED FOR SOLDIERS & FAMILIES 	<ul style="list-style-type: none"> • ECONOMIC IMPACT ON DELTA JUNCTION 		

**ISSUES
FORT GREELY, ALASKA**

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SIZE OF SMALL GARRISON ACTIVITY	<ul style="list-style-type: none"> • 18 MILITARY & 55 CIVILIAN WORKERS REQUIRED 	<ul style="list-style-type: none"> • COMMUNITY WANTS BASE TO KEEP OPERATING WITH 363 MILITARY & 242 CIVILIANS 	<ul style="list-style-type: none"> • ADEQUATE
RETENTION OF 25-TON CRANE & MAINTENANCE BUILDING IN CANTONMENT AREA	<ul style="list-style-type: none"> • CRTA MILITARY OFFICIALS WANT TO RETAIN ACCESS TO THE ALLIED TRADES BUILDING AT FORT GREELY & A 25-TON CRANE FOR M1 TANKS 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • RETENTION OF CRANE REQUIRED • ARMY VERBALLY AGREES
SECURITY & RANGE MAINTENANCE	<ul style="list-style-type: none"> • SMALL GARRISON FORCE IS SUFFICIENT 	<ul style="list-style-type: none"> • BELIEVES LOW NUMBER OF CARETAKER PERSONNEL WILL RESULT IN SECURITY PROBLEMS, RANGE VIOLATIONS, & TRAINING ACCIDENTS 	<ul style="list-style-type: none"> • ARMY MUST PLAN ACCORDINGLY TO PREVENT PROBLEMS

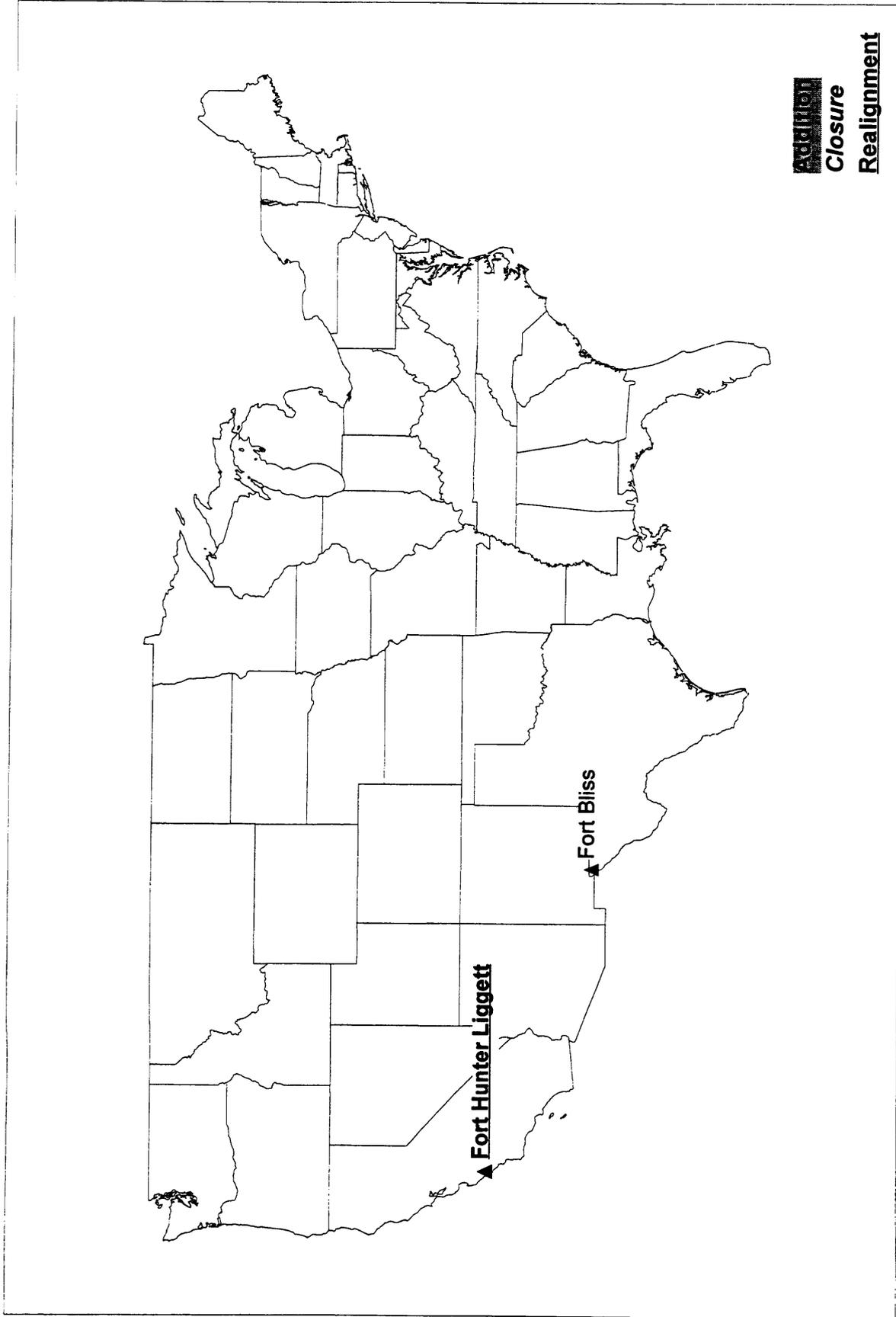
BASE ANALYSIS FORT HUNTER LIGGETT, CALIFORNIA

DOD RECOMMENDATION: Realign Fort Hunter Liggett by relocating the U. S. Army Test and Experimentation Center missions and functions to Fort Bliss, Texas. Eliminate the Active Component mission. Retain minimum essential facilities and training area as an enclave to support the Reserve Components (RC).

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	7 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	6.7
ANNUAL SAVINGS (\$ M)	5.7
RETURN ON INVESTMENT	1999 (1 Year)
NET PRESENT VALUE (\$ M)	67.6
BASE OPERATING BUDGET (\$ M)	10.6
PERSONNEL ELIMINATED (MIL / CIV)	21 / 6
PERSONNEL REALIGNED (MIL / CIV)	452 / 73
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.3 % / - 3.2 %
ENVIRONMENTAL	No known impediments

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Relocation of TEC



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**ISSUES REVIEWED
FORT HUNTER LIGGETT, CALIFORNIA**

<p>CALIFORNIA NATIONAL GUARD INTEREST</p> <p>NON-EYE-SAFE LASER TESTING</p> <p>DIGITIZATION AT FORT BLISS</p> <p>FREQUENCY CONFLICT AT WHITE SANDS</p> <p>TRAINING AREA VS. TEST FACILITY</p> <p>ECONOMIC IMPACT</p>	<p>SUPPORT AT FORT BLISS/HOUSING</p> <p>TEST ENVIRONMENT</p> <p>FORCE STRUCTURE REDUCTIONS</p>
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ISSUES

FORT HUNTER LIGGETT, CALIFORNIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
CALIFORNIA NATIONAL GUARD INTEREST	<ul style="list-style-type: none"> • RETAIN MINIMUM ESSENTIAL FACILITIES & TRAINING AREA FOR RC ENCLAVE 	<ul style="list-style-type: none"> • NATIONAL GUARD DOES NOT WANT CANTONMENT AREA-- BUT USARC DOES. • LOCALS WANT STATUS QUO FOR ENTIRE POST. 	<ul style="list-style-type: none"> • NATIONAL GUARD WILL HAVE ACCESS TO TRAINING FACILITIES AND TRAINING AREA
NON-EYE-SAFE LASER TESTING	<ul style="list-style-type: none"> • CAN BE DONE WITHIN 180 DEGREE LIMITS AT FORT BLISS • ADEQUATE FOR MOST TESTS 	<ul style="list-style-type: none"> • HUNTER LIGGETT HAS A NATURAL BOWL FOR 360 DEGREE TESTING & IS THE ONLY TEST SITE POSSIBLE 	<ul style="list-style-type: none"> • ONLY 1 TEST EVER HAD NEED FOR 360 DEGREE LIMITS
DIGITIZATION AT FORT BLISS	<ul style="list-style-type: none"> • AREAS OF FORT BLISS TERRAIN CAN BE DIGITIZED 	<ul style="list-style-type: none"> • MOST OF HUNTER LIGGETT IS DIGITIZED & IS ESSENTIAL TO TESTS 	<ul style="list-style-type: none"> • DIGITIZATION REQUIRED • COST OF \$1-2 M
FREQUENCY CONFLICT AT WHITE SANDS	<ul style="list-style-type: none"> • CAN BE DECONFLICTED BY CHANGING FREQUENCY 	<ul style="list-style-type: none"> • REQUIRES PURCHASE OF NEW TEST EQUIPMENT FOR TEC COSTING \$5-8 M 	<ul style="list-style-type: none"> • SCHEDULING CAN RESOLVE CONFLICT
TRAINING AREA VS. TEST FACILITY	<ul style="list-style-type: none"> • FORT HUNTER LIGGETT HAS BEEN A MAJOR TRAINING AREA FOR 55 YEARS 	<ul style="list-style-type: none"> • FORT HUNTER LIGGETT SHOULD BE EVALUATED AS A TEST FACILITY, NOT A TRAINING AREA 	<ul style="list-style-type: none"> • INSTALLATION CORRECTLY CATEGORIZED

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ISSUES
FORT HUNTER LIGGETT, CALIFORNIA
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
ECONOMIC IMPACT	<ul style="list-style-type: none"> • 0.3% DECREASE IN EMPLOYMENT • - 3.2% CUMULATIVE 	<ul style="list-style-type: none"> • LOCAL & STATE OFFICIALS CLAIM HIGH CUMULATIVE IMPACT 	<ul style="list-style-type: none"> • -0.3% IMPACT

SCENARIO SUMMARY

FORT HUNTER LIGGETT, CALIFORNIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Realign Fort Hunter Liggett by relocating the U. S. Army Test and Experimentation Center missions and functions to Fort Bliss, Texas. Eliminate the Active Component mission. Retain minimum essential facilities and training area as an enclave to support the Reserve Components (RC).</p>			
<p>One-Time Costs (\$M): 6.7 Annual Savings (\$M): 5.7 Return on Investment: 1999 (1 Year) Net Present Value (\$M): 67.6</p>		<p>One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • ELIMINATES UNNECESSARY ACTIVE GARRISON PERSONNEL • SAVES MONEY • LOCATES TEC NEARER TO OTHER TEST RANGES • PRESERVES TRAINING AREA FOR RC 	<ul style="list-style-type: none"> • TERRAIN NOT AS VARIED 		

ISSUES
FORT HUNTER LIGGETT, CALIFORNIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SUPPORT AT FORT BLISS/HOUSING	<ul style="list-style-type: none"> • WILL BE SATISFACTORY 	<ul style="list-style-type: none"> • WON'T WORK • HOUSING SHORTAGE 	<ul style="list-style-type: none"> • BLISS CAN SUPPORT • HOUSING SUPPLY AMPLE
TEST ENVIRONMENT	<ul style="list-style-type: none"> • FORT BLISS/WHITE SANDS MISSILE RANGE IS GOOD LOCATION 	<ul style="list-style-type: none"> • HUNTER LIGGETT IS IDEAL DUE TO VARIED TERRAIN, ISOLATION • MAJOR HIGHWAY BISECTS BLISS TEST AREA 	<ul style="list-style-type: none"> • BOTH ARE GOOD LOCATIONS • U.S. HIGHWAY 54 GOES THRU PART OF BLISS & BETWEEN BLISS & WSMR--NOT TEST AREA
FORCE STRUCTURE REDUCTIONS	<ul style="list-style-type: none"> • APPROVED NON-BRAC REDUCTIONS IN TEC WILL LOWER NUMBER TO MOVE 	<ul style="list-style-type: none"> • SOME MAY CONFUSE ORGANIZATIONAL CHANGE WITH MOVEMENT PLAN 	<ul style="list-style-type: none"> • NEW TEC END STRENGTH WILL BE 206--181 MIL/25 CIV

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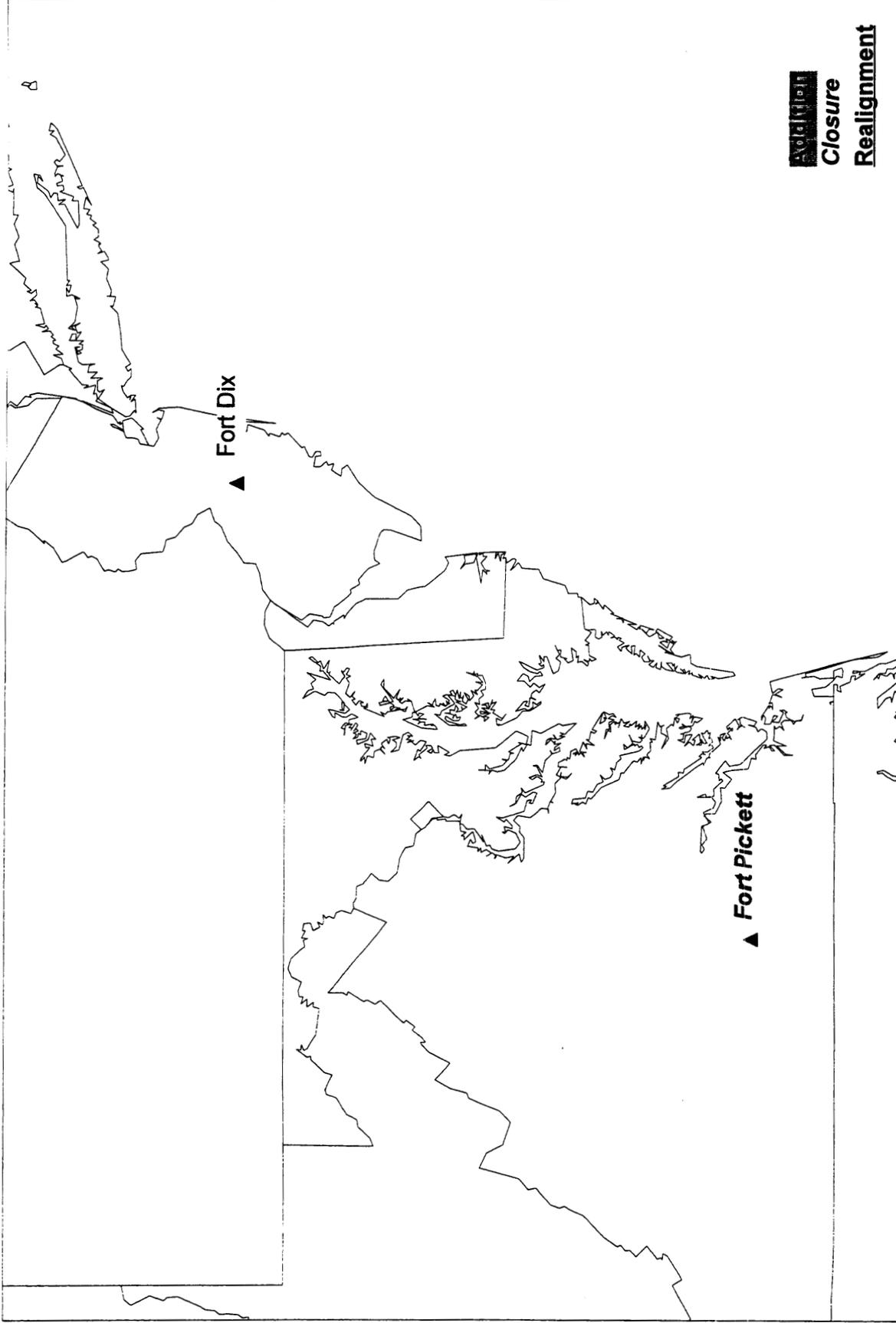
BASE ANALYSIS FORT PICKETT, VIRGINIA

DOD RECOMMENDATION: Close Fort Pickett, except minimum essential training areas and facilities as an enclave for Reserve Components. Relocate the Petroleum Training Facility to Fort Dix, New Jersey.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	8 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	25.3
ANNUAL SAVINGS (\$ M)	21.8
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$ M)	256.0
BASE OPERATING BUDGET (\$ M)	19.3
PERSONNEL ELIMINATED (MIL / CIV)	20 / 270
PERSONNEL REALIGNED (MIL / CIV)	1 / 9
ECONOMIC IMPACT (BRAC 95 / CUM)	- 1.0 % / - 1.0 %
ENVIRONMENTAL	No known impediments

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Relocation of Petroleum Training Module



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**ISSUES REVIEWED
FORT PICKETT, VIRGINIA**

<p>FLAWED ANALYSIS</p> <p>NAVY SEAL AND MARINE CORPS TRAINING</p> <p>ANNUAL TRAINING</p> <p>TANK RANGES</p>	<p>LOCATION OF PETROLEUM TRAINING MODULE</p> <p>ECONOMIC IMPACT</p> <p>WATER RESERVOIR</p> <p>QUESTIONABLE SAVINGS</p> <p>BLACKSTONE ARMY AIRFIELD</p>
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ISSUES FORT PICKETT, VIRGINIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FLAWED ANALYSIS	<ul style="list-style-type: none"> • DEPT OF THE ARMY DID NOT SEND DATA CALLS TO OTHER SERVICES 	<ul style="list-style-type: none"> • ARMY SHOULD WEIGH VALUE OF FORT PICKETT TO OTHER SERVICES 	<ul style="list-style-type: none"> • JOINT USE IS RELEVANT BUT NOT OVERRIDING
NAVY SEAL AND MARINE CORPS TRAINING	<ul style="list-style-type: none"> • SEALs COULD STILL USE SOME AREAS FOR TRAINING OR GO ELSEWHERE 	<ul style="list-style-type: none"> • NAVAL SPECIAL WARFARE-ATLANTIC PREDEPLOYMENT TRAINING IS HARD TO DO ELSEWHERE 	<ul style="list-style-type: none"> • NAVY ACKNOWLEDGED FORT PICKETT NOT ESSENTIAL
ANNUAL TRAINING	<ul style="list-style-type: none"> • RC ANNUAL TRAINING CAN EASILY BE CONDUCTED AT FORTS BRAGG, A.P. HILL, OR CAMP DAWSON 	<ul style="list-style-type: none"> • INCONSISTENT WITH NEED FOR MORE LAND BY FT. BRAGG 	<ul style="list-style-type: none"> • CAPACITY EXISTS ELSEWHERE • SCHEDULING MAY BE A CHALLENGE
TANK RANGES	<ul style="list-style-type: none"> • TANK RANGES EXIST AT OTHER EASTERN U. S. INSTALLATIONS 	<ul style="list-style-type: none"> • LOCAL ADVOCATES CLAIM FT. PICKETT HAS THE ONLY TABLE VII & VIII TANK RANGES BETWEEN NC AND NY 	<ul style="list-style-type: none"> • 13 TABLE VIII TANK RANGES EXIST AT FORTS BRAGG, DIX, DRUM, INDIANTOWN GAP; CAMP LEJEUNE, & QUANTICO

SCENARIO SUMMARY FORT PICKETT, VIRGINIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Pickett, except minimum essential training areas and facilities as an enclave for Reserve Components. Relocate the Petroleum Training Facility to Fort Dix, New Jersey.			
One-Time Costs (\$M): 25.3 Annual Savings (\$M): 21.8 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 256.0		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCTION OF EXCESS INFRASTRUCTURE • SAVINGS 	<ul style="list-style-type: none"> • REDUCED AVAILABILITY OF EASTERN TRAINING AREAS 		

ISSUES FORT PICKETT, VIRGINIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
LOCATION OF PETROLEUM TRAINING MODULE	<ul style="list-style-type: none"> • RELOCATE THE MODULE TO FORT DIX, NEW JERSEY 	<ul style="list-style-type: none"> • FORT PICKETT IS IDEAL FOR THE MODULE DUE TO THE AMPLE WATER SUPPLY & PROXIMITY TO FORT LEE 	<ul style="list-style-type: none"> • FORT DIX IS CLOSER TO RESERVE COMPONENT PETROLEUM PIPELINE UNITS
ECONOMIC IMPACT	<ul style="list-style-type: none"> • RECOMMENDED CLOSING WILL CAUSE 1.0% UNEMPLOYMENT 	<ul style="list-style-type: none"> • SECONDARY IMPACT ON LOCAL BUSINESS & INDUCED EFFECTS WILL CAUSE A 7.5% JOB LOSS 	<ul style="list-style-type: none"> • ANALYSIS SHOULD HAVE INCLUDED LUNENBERG COUNTY; NET RESULT IS -3.5 % JOB LOSS
WATER RESERVOIR	<ul style="list-style-type: none"> • WILLING TO TRANSFER WATER TREATMENT PLANT & WATER TO A REGIONAL AUTHORITY 	<ul style="list-style-type: none"> • VOTERS DEFEATED REGIONAL WATER AUTHORITY PLAN 2:1 	<ul style="list-style-type: none"> • INCUMBENT ON ARMY TO CONTINUE OPERATION
QUESTIONABLE SAVINGS	<ul style="list-style-type: none"> • SAVINGS ARE \$21.8 M/YR 	<ul style="list-style-type: none"> • SAVINGS OVERSTATED 	<ul style="list-style-type: none"> • SAVINGS CORRECTLY ESTIMATED
BLACKSTONE ARMY AIRFIELD	<ul style="list-style-type: none"> • C-130 CAPABLE 	<ul style="list-style-type: none"> • C-17/C-141 CAPABLE 	<ul style="list-style-type: none"> • C-130/C-17 CAPABLE • C-141 CAN OPERATE ONLY WITH WAIVERS AT REDUCED WEIGHT

BASE ANALYSIS FORT INDIANTOWN GAP, PENNSYLVANIA

DOD RECOMMENDATION: Close Fort Indiantown Gap, except minimum essential facilities as a Reserve Component enclave.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	9 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	8.5
ANNUAL SAVINGS (\$ M)	18.4
RETURN ON INVESTMENT	1997 (Immediate)
NET PRESENT VALUE (\$ M)	249.2
BASE OPERATING BUDGET (\$ M)	16.5
PERSONNEL ELIMINATED (MIL / CIV)	48 / 300
PERSONNEL REALIGNED (MIL / CIV)	102 / 13
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.2 % / + 0.2 %
ENVIRONMENTAL	No known impediments

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**ISSUES REVIEWED
FORT INDIANTOWN GAP, PENNSYLVANIA**

<p>FLAWED ANALYSIS</p> <p>ENCLAVE IMPRACTICAL</p> <p>MILITARY VALUE</p> <p>LOCATION & USAGE</p> <p>READINESS IMPACT</p>	<p>COST EFFECTIVE TRAINING</p> <p>FUNDING FOR ENCLAVE</p> <p>COMMON SENSE TEST</p> <p>OUT-OF-STATE ANNUAL TRAINING</p>
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ISSUES
FORT INDIANTOWN GAP, PENNSYLVANIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FLAWED ANALYSIS	<ul style="list-style-type: none"> • TABS COBRA ANALYSES ARE VALID 	<ul style="list-style-type: none"> • COBRA ANALYSES ARE FLAWED 	AAA & GAO VALIDATED ARMY'S COBRA
ENCLAVE IMPRACTICAL	<ul style="list-style-type: none"> • RESERVE ENCLAVE IS FEASIBLE • IDENTIFY REQUIREMENTS TO DA 	<ul style="list-style-type: none"> • ENCLAVE UNWORKABLE FACILITIES SPREAD OUT • WANTS FED FUNDS 	<ul style="list-style-type: none"> • ENCLAVE SIZE WOULD BE LARGE, BUT DOD POSITION IS REASONABLE
MILITARY VALUE	<ul style="list-style-type: none"> • 9 OF 10 	<ul style="list-style-type: none"> • VERY HIGH MILITARY VALUE TO STATE RC FORCES • BETTER RANGES THAN FORT DIX OR FORT A. P. HILL 	<ul style="list-style-type: none"> • VALIDATED 9 OF 10 • FORTS DIX & A. P. HILL HAVE MORE & BETTER RANGES, IMPACT AREAS, & MANEUVER SPACE
LOCATION & USAGE	<ul style="list-style-type: none"> • HAS NOT QUESTIONED CONVENIENT ACCESS TO STATE GUARD OR USAGE RATES • COSTS OF BASE OPS IS ISSUE 	<ul style="list-style-type: none"> • 2ND MOST USED MAJOR TRAINING AREA BY RC • MOST COST EFFECTIVE PER TRAINING MANDAY 	<ul style="list-style-type: none"> • OLD INFRASTRUCTURE TOO COSTLY; OTHER GOOD TRAINING AREAS IN REGION MEET NEEDS FOR SMALLER FORCE STRUCTURE
READINESS IMPACT	<ul style="list-style-type: none"> • NO DEGRADATION • ANNUAL TRAINING CAN BE DONE AT DIX, DRUM, OR A. P. HILL 	<ul style="list-style-type: none"> • CLOSURE WILL CAUSE TURBULENCE , AFFECT TRAINING & READINESS 	<ul style="list-style-type: none"> • READINESS CAN BE MAINTAINED

SCENARIO SUMMARY

FORT INDIANTOWN GAP, PENNSYLVANIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Indiantown Gap, except minimum essential facilities as a Reserve Component enclave.			
One-Time Costs (\$M): 8.5 Annual Savings (\$M): 18.4 Return on Investment: 1997 (Immediate) Net Present Value (\$M): 249.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCTION OF EXCESS INFRASTRUCTURE • SAVINGS TO THE ARMY 	<ul style="list-style-type: none"> • REDUCED AVAILABILITY OF EASTERN TRAINING AREAS 		

ISSUES

FORT INDIANTOWN GAP, PENNSYLVANIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
COST EFFECTIVE TRAINING	<ul style="list-style-type: none"> • COST OF MAINTAINING EXCESS INFRASTRUCTURE, NOT TRAINING, IS THE ISSUE 	<ul style="list-style-type: none"> • THE GAP IS THE 2ND MOST USED TRAINING AREA BY THE RESERVE COMPONENTS & LEAST COSTLY PER MANDAY OF TRAINING 	<ul style="list-style-type: none"> • MUCH OF FACILITY INFRASTRUCTURE EXCESS TO NEEDS OF ARMY
FUNDING FOR ENCLAVE	<ul style="list-style-type: none"> • RESERVE COMPONENTS WILL SUBMIT REQUESTS & COMPETE FOR FUNDING PER THE NORMAL BUDGET PROCESS 	<ul style="list-style-type: none"> • CLOSURE OF THE GAP IS A TRANSFER OF FUNCTIONS FROM THE ACTIVE ARMY TO THE RESERVE COMPONENT & THE FUNDS SHOULD ALSO BE TRANSFERRED 	<ul style="list-style-type: none"> • DOLLARS TO OPERATE ENCLAVE WILL BE SHIFTED TO NATIONAL GUARD & WERE NOT COUNTED IN SAVINGS; REQUEST SUBMITTED & IS BEING PROCESSED
COMMON SENSE TEST	<ul style="list-style-type: none"> • CLOSING FORT INDIANTOWN GAP IS FISCALLY PRUDENT & REAPS A RETURN ON INVESTMENT IN 1 YEAR 	<ul style="list-style-type: none"> • CLOSURE "DOES NOT PASS THE COMMON SENSE TEST" 	<ul style="list-style-type: none"> • CLOSING FORT INDIANTOWN GAP IS CONSISTENT WITH ALL ANALYSES
OUT-OF-STATE ANNUAL TRAINING	<ul style="list-style-type: none"> • RESERVE COMPONENT FORCES STATIONED IN PENNSYLVANIA CAN TRAIN ELSEWHERE 	<ul style="list-style-type: none"> • TURBULENCE & SEVERE IMPACT ON TRAINING & READINESS WILL BE CAUSED 	<ul style="list-style-type: none"> • MAJORITY OF RC FORCES CAN CONDUCT ANNUAL TRAINING AT FORTS DIX, DRUM, OR A.P. HILL

BASE ANALYSIS FORT CHAFFEE, ARKANSAS

DOD RECOMMENDATION: Close Fort Chaffee, except minimum essential buildings, and ranges for Reserve Component (RC) training as an enclave.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	10 of 10
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	9.6
ANNUAL SAVINGS (\$ M)	13.4
RETURN ON INVESTMENT	1999 (1 Year)
NET PRESENT VALUE (\$ M)	166.1
BASE OPERATING BUDGET (\$ M)	10.0
PERSONNEL ELIMINATED (MIL / CIV)	2 / 191
PERSONNEL REALIGNED (MIL / CIV)	90 / 7
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.4 % / - 0.5 %
ENVIRONMENTAL	No known impediments

**ISSUES REVIEWED
FORT CHAFFEE, ARKANSAS**

MILITARY VALUE

**NATIONAL GUARD
ENCLAVE REQUIREMENTS**

READINESS IMPACT

TRANSPORTATION COSTS

RAZORBACK RANGE

INCREASED TRAVEL TIME

TENANT RELOCATION COSTS

RESERVE COMPONENT RETENTION

ISSUES FORT CHAFFEE, ARKANSAS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE	<ul style="list-style-type: none"> • 10 OF 10 	<ul style="list-style-type: none"> • CHANGE FROM 5TH TO 10TH IN 2 YEARS NOT UNDERSTOOD 	<ul style="list-style-type: none"> • ATTRIBUTES & WEIGHTS NEW IN '95 • VALIDATED 10 OF 10 RANKING
NATIONAL GUARD ENCLAVE REQUIREMENTS	<ul style="list-style-type: none"> • ARMY INTENDS TO LICENSE REQUIRED LAND & FACILITIES TO THE NATIONAL GUARD 	<ul style="list-style-type: none"> • ARKANSAS ARMY & AIR NATIONAL GUARD WANT MOST OF FORT CHAFFEE AS AN ENCLAVE & FUNDS TO OPERATE 	<ul style="list-style-type: none"> • IMPLEMENTATION PLANNING IS ONGOING • NATIONAL GUARD MUST PAY ASSOCIATED COSTS • TRAINING AREAS SHOULD BE PROVIDED
READINESS IMPACT	<ul style="list-style-type: none"> • QUALITY OF TRAINING AND READINESS WILL NOT BE DEGRADED 	<ul style="list-style-type: none"> • QUALITY OF TRAINING & READINESS WILL SUFFER SEVERELY 	<ul style="list-style-type: none"> • READINESS CAN BE SUSTAINED IF TRAINING AREAS REMAIN OPEN
TRANSPORTATION COSTS	<ul style="list-style-type: none"> • SMALL INCREASE FOR ANNUAL TRAINING, MORE THAN OFFSET BY SAVINGS 	<ul style="list-style-type: none"> • ANNUAL COSTS TO TRAIN OUT-OF-STATE WILL BE \$3.75 MILLION 	<ul style="list-style-type: none"> • TRANSPORTATION COSTS WILL BE INCURRED, BUT CANNOT BE QUANTIFIED UNTIL LOCATIONS ARE SCHEDULED EACH YEAR
RAZORBACK RANGE	<ul style="list-style-type: none"> • AIR NATIONAL GUARD WANTS TO RETAIN • ARMY WILL ADDRESS WITH TRAINING LAND DECISION 	<ul style="list-style-type: none"> • 188TH TACTICAL FIGHTER GROUP WANTS TO KEEP OPEN 	<ul style="list-style-type: none"> • OPERATIONS COULD CONTINUE IF RANGE INCLUDED IN ENCLAVE

SCENARIO SUMMARY FORT CHAFFEE, ARKANSAS

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Chaffee, except minimum essential buildings, and ranges for Reserve Component (RC) training as an enclave.			
One-Time Costs (\$M): 9.6 Annual Savings (\$M): 13.4 Return on Investment: 1999 (1 Year) Net Present Value (\$M): 166.1		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • SIGNIFICANT SAVINGS TO DOD • REDUCTION OF EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • SOME ARKANSAS NATIONAL GUARD UNITS WILL TRAVEL FURTHER FOR ANNUAL TRAINING 		

ISSUES
FORT CHAFFEE, ARKANSAS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
INCREASED TRAVEL TIME	<ul style="list-style-type: none"> • SOME RESERVISTS WILL HAVE TO TRAVEL FURTHER, BUT MOST WITHIN THE 250-MILE STANDARD 	<ul style="list-style-type: none"> • CONCERN THAT MORE TIME TO ANNUAL TRAINING COULD AFFECT EMPLOYER SUPPORT & RETENTION 	<ul style="list-style-type: none"> • TRAVEL DISTANCES FROM LITTLE ROCK: FT CHAFFEE-60 MI; FT POLK-316 MI; FT RILEY-512 MI; FT SILL-387 MI • CSA TESTIFIED THAT STANDARD IS 10 TRAINING DAYS DURING 14 DAY ANNUAL TRAINING
TENANT RELOCATION COSTS	<ul style="list-style-type: none"> • RELOCATION OF TENANTS FUNDED BY ARMY 	<ul style="list-style-type: none"> • DOD SHOULD NOT CLOSE FORT CHAFFEE IN ORDER TO ALLOW TENANTS TO REMAIN 	<ul style="list-style-type: none"> • TENANT MOVING COSTS TO BASE X ARE IN COBRA
RESERVE COMPONENT RETENTION	<ul style="list-style-type: none"> • WILL NOT BE ADVERSELY AFFECTED 	<ul style="list-style-type: none"> • TRAINING & READINESS MAY SUFFER FROM HAVING TO DEPART EARLIER & RETURN LATER FROM TRAINING, RESULTING IN LOW MORALE 	<ul style="list-style-type: none"> • NO HISTORIC EVIDENCE THAT LOCATION OF ANNUAL TRAINING HAS DIRECT EFFECT ON RESERVE COMPONENT RETENTION/RECRUITING

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ARMY TRAINING SCHOOLS

MILITARY VALUE	INSTALLATION
1	FORT BLISS, TEXAS
2	FORT BENNING, GEORGIA
3	FORT JACKSON, SOUTH CAROLINA
4	FORT KNOX, KENTUCKY
5	FORT SILL, OKLAHOMA
6	FORT GORDON, GEORGIA
7	FORT RUCKER, ALABAMA
8	FORT HUACHUCA, ARIZONA
9	FORT SAM HOUSTON, TEXAS
10	FORT LEONARD WOOD, MISSOURI
11	FORT McCLELLAN, ALABAMA (C)
12	FORT LEE, VIRGINIA (R)
13	FORT EUSTIS/STORY, VIRGINIA
14	PRESIDIO OF MONTEREY, CALIFORNIA

(C) = DoD recommendation for closure

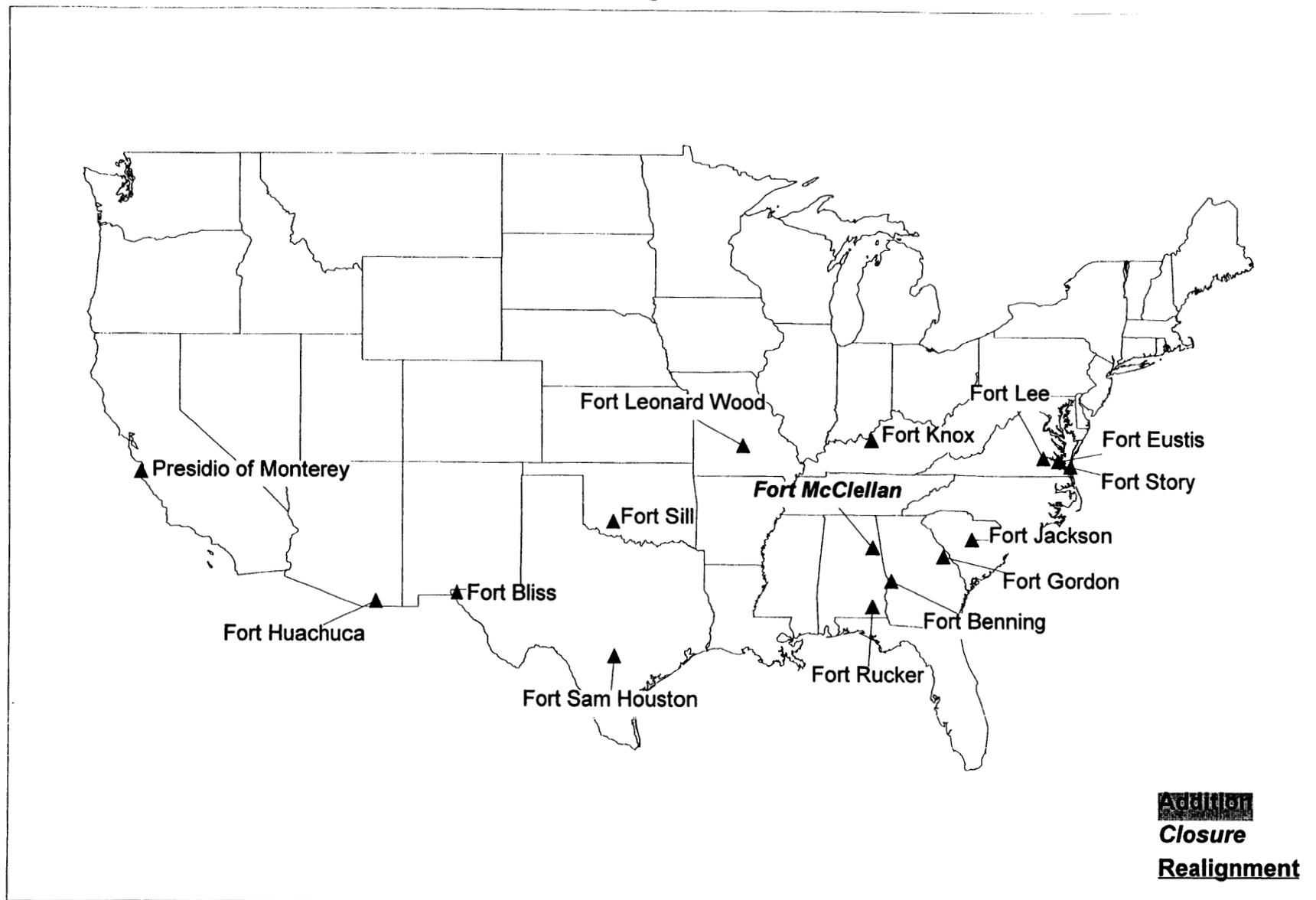
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

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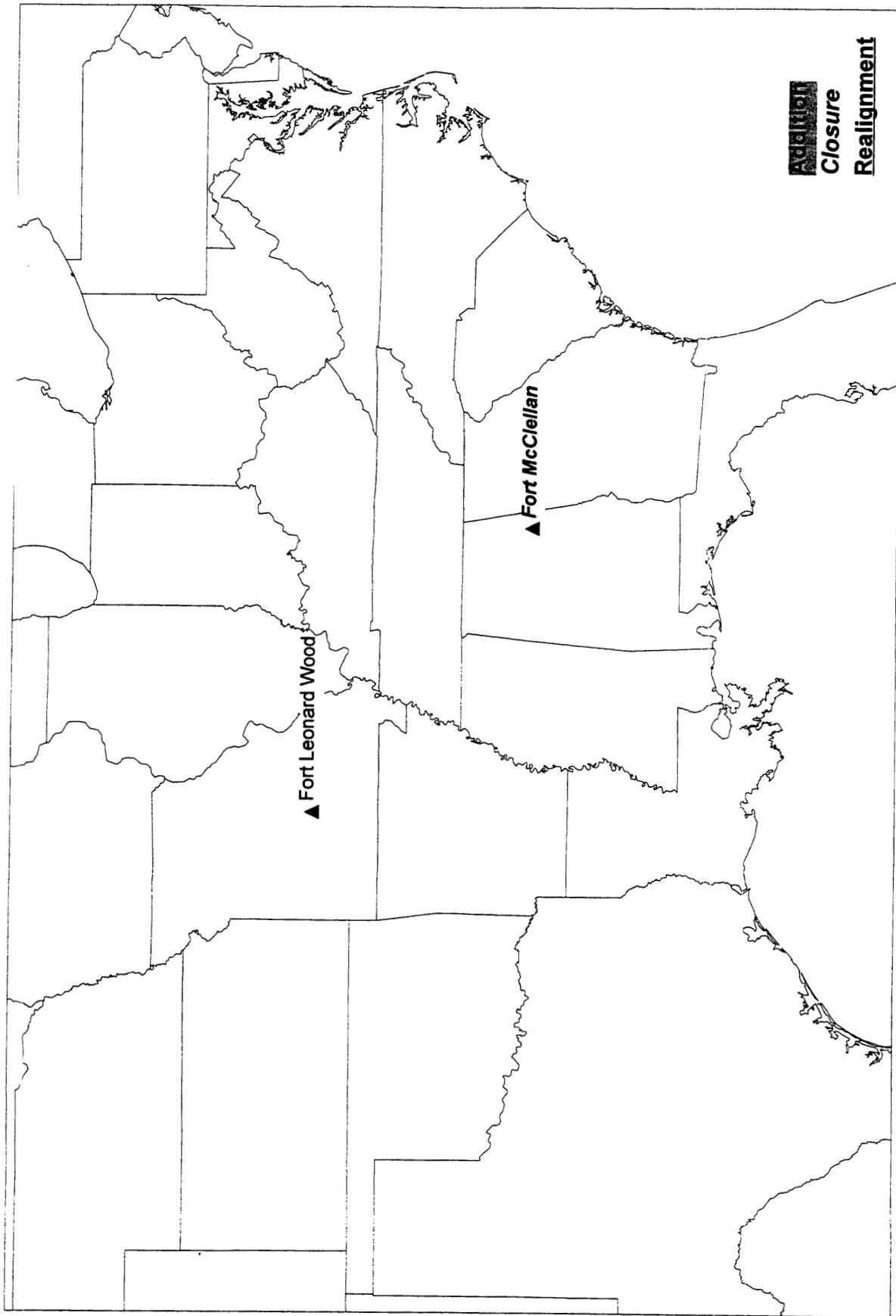
Training Schools



BASE ANALYSIS FORT MCCLELLAN, ALABAMA

DOD RECOMMENDATION: Close Fort McClellan, except minimum essential land and facilities for a Reserve Component enclave and minimum essential facilities, as necessary, to provide auxiliary support to the chemical demilitarization operation at Anniston Army Depot. Relocate the U. S. Army Chemical and Military Police Schools to Fort Leonard Wood, Missouri, upon receipt of the required permits. Relocate the Defense Polygraph Institute (DODPI) to Fort Jackson, South Carolina. License Pelham Range and current Guard facilities to the Alabama Army National Guard.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	9 of 13
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	231.0
ANNUAL SAVINGS (\$ M)	40.6
RETURN ON INVESTMENT	2005 (6 years)
NET PRESENT VALUE (\$ M)	287.4
BASE OPERATING BUDGET (\$ M)	49.5
PERSONNEL ELIMINATED (MIL / CIV)	237 / 457
PERSONNEL REALIGNED (MIL / CIV)	9,926 / 658
ECONOMIC IMPACT (BRAC 95 / CUM)	- 16.7 % / - 14.1 %
ENVIRONMENTAL	No known impediments



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**ISSUES REVIEWED
FORT MCCLELLAN, ALABAMA**

COMPLIANCE WITH 1993 RECOMMENDATION	CLEANUP COST
ENVIRONMENTAL PERMITTING	TURBULENCE
COST OF NEW CDTF	CHEMICAL WEAPONS CONVENTION
CHEMICAL SCHOOL MISSION	CHEMICAL THREAT
SMOKE TRAINING MISSION	ARMY SCHOOLS' COMMAND STRUCTURE
SUPPORT FOR ANNISTON ARMY DEPOT CHEMICAL DEMILITARIZATION SITE	REUSE POTENTIAL
ECONOMIC IMPACT	INTERNATIONAL TRAINING

ISSUES
FORT MCCLELLAN, ALABAMA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
COMPLIANCE WITH 1993 RECOMMENDATION	<ul style="list-style-type: none"> • ALL NECESSARY PERMITS PURSUED AS SOON AS POSSIBLE 	<ul style="list-style-type: none"> • DOD DID NOT PURSUE PERMITS PRIOR TO RECOMMENDATION 	<ul style="list-style-type: none"> • DOD PURSUED PERMITS ON 1 MARCH 95
ENVIRONMENTAL PERMITTING	<ul style="list-style-type: none"> • ALL STATE-REQUIRED PERMITS HAVE BEEN GRANTED • NRC PERMIT CAN'T BE APPLIED FOR UNTIL FACILITY CONSTRUCTED • NRC LICENSES A FACILITY; CAN'T ISSUE BEFORE BUILDING EXISTS 	<ul style="list-style-type: none"> • ISSUED PERMITS MAY BE INVALID • RCRA NECESSARY; MAY DELAY EXECUTION BEYOND 6 YEARS • NRC PERMIT NOT APPLIED FOR 	<ul style="list-style-type: none"> • VALIDITY TO BE RESOLVED • PRESUMPTION LIES WITH STATE • MCCLELLAN HAS NO RCRA PERMIT • NRC LICENSE CANNOT BE OBTAINED PRIOR TO MOVE
COST OF NEW CDTF	<ul style="list-style-type: none"> • \$30M 	<ul style="list-style-type: none"> • \$40-70M 	<ul style="list-style-type: none"> • \$30M REASONABLE • STILL SAVINGS AT COMMUNITY LEVEL
CHEMICAL SCHOOL MISSION	<ul style="list-style-type: none"> • OLD CDTF WON'T BE CLOSED UNTIL NEW ONE OPERATIONAL • TRACK RECORD OF CDTF MAKES PERMITTING EASIER 	<ul style="list-style-type: none"> • CDTF MOVE RISKS FORCED LOSS OF LIVE-AGENT TRAINING 	<ul style="list-style-type: none"> • ONCE PERMITS ISSUED, FORCED REVOCATION DIFFICULT

ISSUES
FORT MCCLELLAN, ALABAMA
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SMOKE TRAINING MISSION	<ul style="list-style-type: none"> • CAN BE CONDUCTED AT FORT LEONARD WOOD • DON'T NEED TO REPLICATE ALL MCCLELLAN TRAINING • PERMIT REVISIONS MAY BE REQUESTED 	<ul style="list-style-type: none"> • PERMIT CUTS TRAINING 75% • PERMIT IGNORES SOME TYPES OF SMOKE ENTIRELY 	<ul style="list-style-type: none"> • PERMITS ISSUED CONFORM TO ARMY REQUEST • REVISIONS AVAILABLE IF NECESSARY AS TRAINING CURRICULUM DEVELOPS
ANNISTON ARMY DEPOT CHEMICAL DEMILITARIZATION	<ul style="list-style-type: none"> • SUFFICIENT ASSETS INCLUDED IN COBRA • COSTS OF CHEM DEMIL SUPPORT NOT RELATED TO FORT MCCLELLAN • WILL SUPPORT IN SAME MANNER AS OTHER CHEM DEMIL SITES 	<ul style="list-style-type: none"> • CHEM DEMIL REQUIRED BY CHEMICAL WEAPONS CONVENTION • ALABAMA PERMIT DEPENDS ON FORT MCCLELLAN • COST FOR ADDITIONAL ASSETS \$5M/YEAR 	<ul style="list-style-type: none"> • COSTS (128 PERSONNEL) INCLUDED IN COBRA BUT ASSETS NOT SPECIFIED • STILL SAVINGS AT COMMUNITY LEVEL • ARMY PLANS TO SUPPLY SIMILAR ASSETS ELSEWHERE WITHOUT FORTS
ECONOMIC IMPACT	<ul style="list-style-type: none"> • -16.7% 	<ul style="list-style-type: none"> • LARGEST IMPACT OF ANY ARMY CLOSURE 	<ul style="list-style-type: none"> • SIGNIFICANT IMPACT

SCENARIO SUMMARY

FORT MCCLELLAN, ALABAMA

DOD RECOMMENDATION	COMMISSION ALTERNATIVE
<p>Close Fort McClellan, except minimum essential land and facilities for a Reserve Component enclave and minimum essential facilities, as necessary, to provide auxiliary support to the chemical demilitarization operation at Anniston Army Depot. Relocate the U.S. Army Chemical and Military Police Schools to Fort Leonard Wood, Missouri, upon receipt of the required permits. Relocate the Defense Polygraph Institute (DODPI) to Fort Jackson, South Carolina. License Pelham Range and current Guard facilities to the Alabama Army National Guard.</p> <p>One-Time Costs (\$M): 231.0 Annual Savings (\$M): 40.6 Return on Investment: 2005 (6 years) Net Present Value (\$M): 287.4</p>	<p>Close Fort McClellan, except minimum essential land and facilities for a Reserve Component enclave and minimum essential facilities, as necessary, to provide auxiliary support to the chemical demilitarization operation at Anniston Army Depot. Relocate the U.S. Army Chemical and Military Police Schools to Fort Leonard Wood, Missouri. Relocate the Defense Polygraph Institute (DODPI) to Fort Jackson, South Carolina. License Pelham Range and current Guard facilities to the Alabama Army National Guard. Retain the capability for live-agent training at Fort McClellan until equivalent capability exists at Fort Leonard Wood.</p> <p>One-Time Costs (\$M): 231.0 Annual Savings (\$M): 40.6 Return on Investment: 2005 (6 years) Net Present Value (\$M): 287.4</p>
<p style="text-align: center;">PRO</p> <ul style="list-style-type: none"> • ANNUAL SAVINGS • TRAINING SYNERGIES WITH ENGINEER SCHOOL • ECONOMIC GAIN AT RECEIVERS 	<p style="text-align: center;">CON</p> <ul style="list-style-type: none"> • UP-FRONT COST • ECONOMIC IMPACT • RISK TO TRAINING MISSIONS
<p style="text-align: center;">PRO</p> <ul style="list-style-type: none"> • ELIMINATES RISK TO LIVE-AGENT TRAINING MISSION • ANNUAL SAVINGS • TRAINING SYNERGIES WITH ENGINEER SCHOOL • ECONOMIC GAIN AT RECEIVERS 	<p style="text-align: center;">CON</p> <ul style="list-style-type: none"> • UP-FRONT COST • ECONOMIC IMPACT • SOME OPERATIONAL DISADVANTAGES IF FORT LEONARD WOOD CDTF DELAYED

ISSUES
FORT MCCLELLAN, ALABAMA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
CLEANUP COST	<ul style="list-style-type: none"> • \$10M REMEDIATION COST NOT PART OF COBRA 	<ul style="list-style-type: none"> • CDTF WILL COST \$50M TO CLEAN UP 	<ul style="list-style-type: none"> • CLEANUP COST NOT A CONSIDERATION
TURBULENCE	<ul style="list-style-type: none"> • ARMY'S JOB TO ENSURE TURBULENCE DOES NOT IMPERIL MISSION 	<ul style="list-style-type: none"> • RISK OF TURBULENCE AT CRITICAL TIME 	<ul style="list-style-type: none"> • ARMY MANAGEMENT CHALLENGE
CHEMICAL WEAPONS CONVENTION	<ul style="list-style-type: none"> • CDTF CAN BE USED WHEREVER LOCATED 	<ul style="list-style-type: none"> • U.S. HAS OFFERED USE OF CDTF TO SUPPORT CONVENTION 	<ul style="list-style-type: none"> • INSPECTORS WILL BE TRAINED IN CDTF • CDTF USE NOT REQUIRED BY CONVENTION
CHEMICAL THREAT	<ul style="list-style-type: none"> • ARMY JOB TO DEFEND AGAINST THREAT • WOULD NOT MOVE IF MISSION IMPERILED 	<ul style="list-style-type: none"> • THREAT PROLIFERATION MAKES THIS AN ESPECIALLY BAD TIME TO MOVE 	<ul style="list-style-type: none"> • CLIMATE FOR MOVE WILL NOT IMPROVE
STRUCTURE OF SCHOOLS	<ul style="list-style-type: none"> • CHEM SCHOOL COMMANDER WILL BE A GENERAL OFFICER 	<ul style="list-style-type: none"> • COLONEL COMMANDER INCOMPATIBLE WITH CHEMICAL SCHOOL ROLE 	<ul style="list-style-type: none"> • COMMAND STRUCTURE DOD/ARMY DECISION
REUSE POTENTIAL	<ul style="list-style-type: none"> • REUSE EXCLUDED FROM CONSIDERATION BY STATUTE 	<ul style="list-style-type: none"> • ARNG ENCLAVE AND CLEANUP SITES LEAVE LITTLE FOR COMMUNITY 	<ul style="list-style-type: none"> • BOTH CORRECT
INTERNATIONAL TRAINING	<ul style="list-style-type: none"> • INTERNATIONAL TRAINING WILL BE DONE WHEREVER CDTF LOCATED 	<ul style="list-style-type: none"> • CDTF IS A DIPLOMATIC ASSET; 33 COUNTRIES TRAIN THERE 	<ul style="list-style-type: none"> • ALTERNATIVE PRESERVES CDTF ACCESS

BASE ANALYSIS FORT LEE, VIRGINIA

DOD RECOMMENDATION: Realign Fort Lee by reducing Kenner Army Community Hospital to a clinic. Eliminate inpatient services.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	12 of 14
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	2.1
ANNUAL SAVINGS (\$ M)	3.7
RETURN ON INVESTMENT	1997 (1 Year)
NET PRESENT VALUE (\$ M)	50.5
BASE OPERATING BUDGET (\$ M)	64.4
PERSONNEL ELIMINATED (MIL / CIV)	99 / 106
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.1 % / + 0.1 %
ENVIRONMENTAL	No known impediments

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**ISSUES REVIEWED
FORT LEE, VIRGINIA**

<p>POST-REALIGNMENT CLINIC STAFFING</p>	<p>IMPACT ON FORT LEE MISSIONS</p> <p>IMPACT ON BENEFICIARIES</p> <p>LOSS OF CATCHMENT AREA DESIGNATION</p> <p>RELATIONSHIP OF FUNCTIONAL VALUE SCORE TO RECOMMENDATION</p>
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**ISSUES
FORT LEE, VIRGINIA**

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>POST-REALIGNMENT CLINIC STAFFING</p>	<ul style="list-style-type: none"> • MEDICAL COMMAND IS BEST SUITED TO IDENTIFY APPROPRIATE MISSIONS AND ADEQUATE STAFFING LEVELS TO ACCOMPLISH THOSE MISSIONS • MEDICAL COMMAND ESTIMATES ARE BASED ON MAINTAINING CURRENT LEVEL OF OUTPATIENT WORKLOAD 	<ul style="list-style-type: none"> • STAFFING LEVELS WOULD BE INADEQUATE TO MAINTAIN CURRENT LEVEL OF OUTPATIENT WORKLOAD -- 50% WOULD GO TO CHAMPUS • COST OF OUTPATIENT WORKLOAD THAT WOULD FALL TO CHAMPUS IS NOT REFLECTED IN COBRA -- \$11.4 MILLION 	<ul style="list-style-type: none"> • COST ESTIMATES APPEAR REASONABLE • CLINIC STAFFING FIGURES ARE BASED ON A TESTED STAFFING MODEL AND APPEAR ADEQUATE TO SUPPORT CURRENT OUTPATIENT WORKLOAD

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SCENARIO SUMMARY FORT LEE, VIRGINIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Realign Fort Lee by reducing Kenner Army Community Hospital to a clinic. Eliminate inpatient services.			
One-Time Costs (\$M): 2.1 Annual Savings (\$M): 3.7 Return on Investment: 1997 (1 Year) Net Present Value (\$M): 50.5		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INPATIENT CAPACITY • EVEN WITH CHAMPUS COST INCREASES, SAVINGS STILL ACCRUE 	<ul style="list-style-type: none"> • NON-ACTIVE DUTY BENEFICIARIES WOULD SEE INCREASED COSTS 		

ISSUES FORT LEE, VIRGINIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
IMPACT ON FORT LEE MISSIONS	<ul style="list-style-type: none"> • CLINIC MISSIONS AND RESOURCES ARE MEDICAL COMMAND RESPONSIBILITY 	<ul style="list-style-type: none"> • MEDICAL SUPPORT CRITICAL TO FORT LEE'S MISSION WOULD BE LOST -- QUARANTINE OF SICK SOLDIERS, RESPONSE TO TRAINING ACCIDENTS, GYNECOLOGY SERVICES 	<ul style="list-style-type: none"> • MEDICAL COMMAND WOULD ENSURE NECESSARY SERVICES WOULD BE AVAILABLE
IMPACT ON BENEFICIARIES	<ul style="list-style-type: none"> • COSTS WOULD INCREASE, BUT IMPACTS WOULD BE MITIGATED BY TRICARE AND OTHER DOD INITIATIVES 	<ul style="list-style-type: none"> • ACCESS TO SERVICES WOULD DIMINISH ACCESS AND INCREASE COSTS FOR BENEFICIARIES IN AND BEYOND THE KENNER CATCHMENT AREA 	<ul style="list-style-type: none"> • TRICARE IMPLEMENTATION AND REMAINING SERVICES AT CLINIC WOULD MITIGATE NEGATIVE IMPACTS FOR MOST BENEFICIARIES
RELATIONSHIP OF FUNCTIONAL VALUE SCORE TO RECOMMENDATION	<ul style="list-style-type: none"> • JCSG FUNCTIONAL VALUE SCORES WERE ONE INPUT TO A MODEL • ALTERNATIVES WERE NOT BASED ON NUMERICAL RANKINGS 	<ul style="list-style-type: none"> • THE JCSG FUNCTIONAL VALUE SCORE FOR KENNER WAS HIGHER THAN MANY OTHER HOSPITALS NOT ON THE DOD LIST 	<ul style="list-style-type: none"> • FUNCTIONAL VALUE SCORES WERE NOT THE BASIS FOR THE JCSG ALTERNATIVE OR THE ARMY RECOMMENDATION

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ISSUES
FORT LEE, VIRGINIA

(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>LOSS OF CATCHMENT AREA DESIGNATION</p>	<ul style="list-style-type: none"> • “RECOMMENDATION SHOWS A NET SAVINGS...” 	<ul style="list-style-type: none"> • WITHOUT CATCHMENT AREA CONTROL OVER CHAMPUS WORKLOAD, UNCONSTRAINED ACCESS TO CHAMPUS WOULD INCREASE COSTS OVER ARMY ESTIMATE 	<ul style="list-style-type: none"> • COMMUNITY POINT IS VALID, BUT EFFECT IS LIKELY TO BE SMALL, AND SUBJECT TO CURRENT AND FUTURE COST CONTROL ELEMENTS



ARMY COMMAND, CONTROL & ADMIN INSTALLATIONS

MILITARY VALUE	INSTALLATION
1	FORT BELVOIR, VIRGINIA
2	FORT MCPHERSON, GEORGIA
3	FORT MYER, VIRGINIA
4	FORT SHAFTER, HAWAII
5	FORT MEADE, MARYLAND (R)
6	FORT MONROE, VIRGINIA
7	FORT RITCHIE, MARYLAND (C)
8	FORT GILLEM, GEORGIA
9	US ARMY GARRISON, SELFRIIDGE, MICHIGAN (C)
10	PRICE SUPPORT CENTER, ILLINOIS (C)
11	FORT BUCHAHAN, PUERTO RICO (R)
12	PRESIDIO OF SAN FRANCISCO, CALIFORNIA
13	KELLY SUPPORT CENTER, PENNSYLVANIA (R)
14	FORT HAMILTON, NEW YORK (R)
15	FORT TOTTEN, NEW YORK (C)

(C) = DoD recommendation for closure

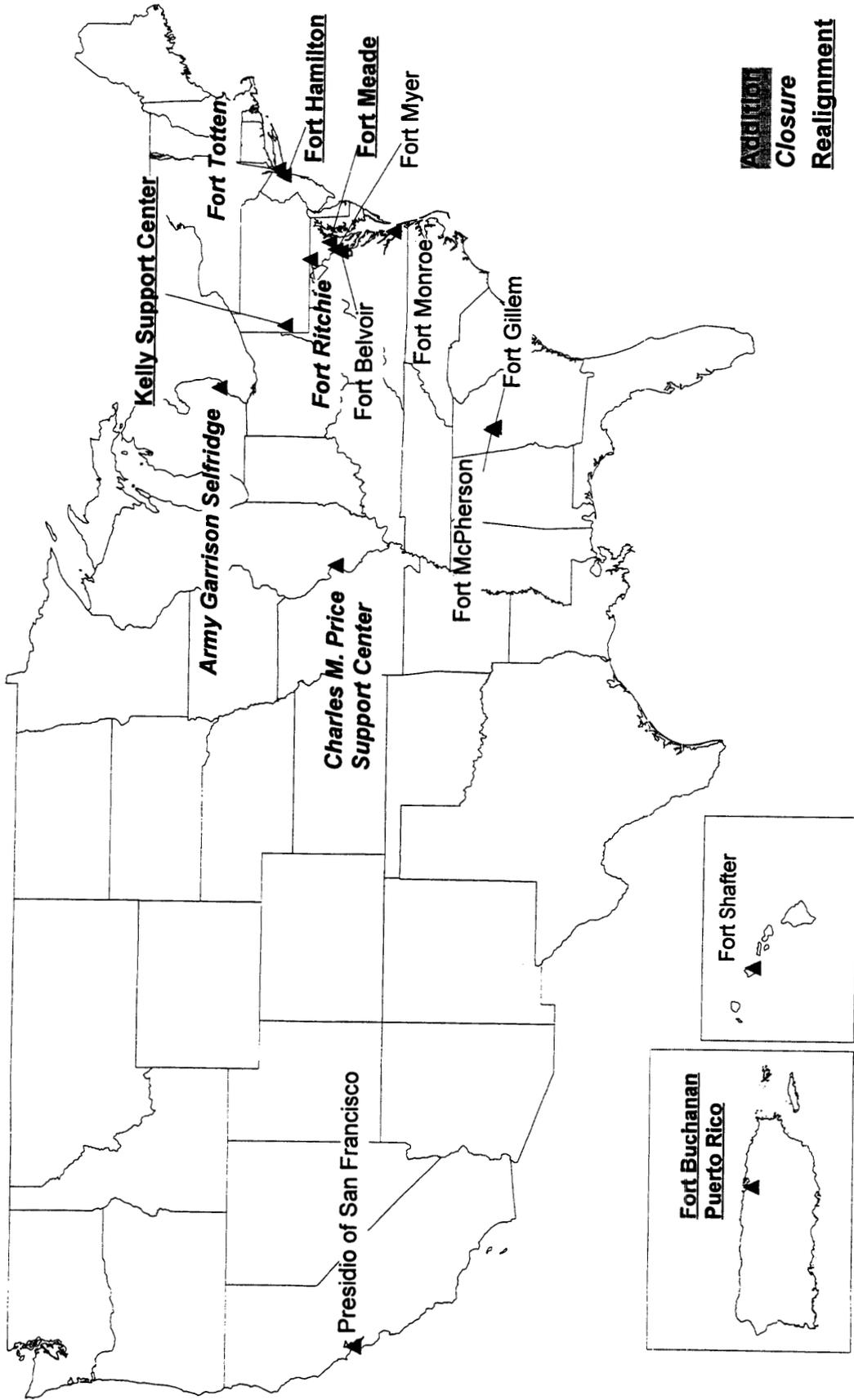
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = Commission add for further consideration

1-2

Command, Control, and Administration Installations



BASE ANALYSIS FORT MEADE, MARYLAND

DOD RECOMMENDATION: Realign Fort Meade by reducing Kimbrough Army Community Hospital to a clinic. Eliminate inpatient services.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	5 of 15
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	1.6
ANNUAL SAVINGS (\$ M)	3.5
RETURN ON INVESTMENT	1997 (1 Year)
NET PRESENT VALUE (\$ M)	49.5
BASE OPERATING BUDGET (\$ M)	103.6
PERSONNEL ELIMINATED (MIL / CIV)	55 / 74
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.1 %
ENVIRONMENTAL	No known impediments

C-3

**ISSUES REVIEWED
FORT MEADE, MARYLAND**

<p>ESTIMATED SAVINGS</p>	<p>IMPACT ON FORT MEADE TENANTS</p> <p>RETIREE ACCESS TO DIRECT CARE SERVICES</p> <p>EXCEPTIONAL FAMILY MEMBER PROGRAM</p>
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C-4

**ISSUES
FORT MEADE, MARYLAND**

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p style="text-align: center;">ESTIMATED SAVINGS</p>	<ul style="list-style-type: none"> • COBRA ANALYSIS BASED ON MEDICAL COMMAND STAFF REDUCTIONS, COST TRANSFERS TO OTHER FACILITIES, AND CHAMPUS INCREASES SHOWS SUBSTANTIAL NET SAVINGS • INCREMENTAL COST OF CARE AT WALTER REED WOULD NOT BE SUBSTANTIALLY DIFFERENT FROM COST AT KIMBROUGH 	<ul style="list-style-type: none"> • CURRENT WORKLOAD WOULD GO TO CHAMPUS AT RATES HIGHER THAN ARMY ESTIMATES • WORKLOAD MOVING TO WALTER REED WOULD COST MORE TO PROVIDE • NET EFFECT WOULD BE COST, NOT SAVINGS 	<ul style="list-style-type: none"> • NET SAVINGS ARE BASED ON REASONABLE ASSUMPTIONS ABOUT WORKLOAD TRANSFERS AND COSTS

C-5

SCENARIO SUMMARY FORT MEADE, MARYLAND

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Realign Fort Meade by reducing Kimbrough Army Community Hospital to a clinic. Eliminate inpatient services.			
One-Time Costs (\$M): 1.6 Annual Savings (\$M): 3.5 Return on Investment: 1997 (1 Year) Net Present Value (\$M): 49.5		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS CAPACITY • NET SAVINGS TO THE GOVERNMENT 	<ul style="list-style-type: none"> • SOME USERS WOULD EXPERIENCE HIGHER COSTS AND DIMINISHED ACCESS TO INPATIENT SERVICES 		

ISSUES FORT MEADE, MARYLAND

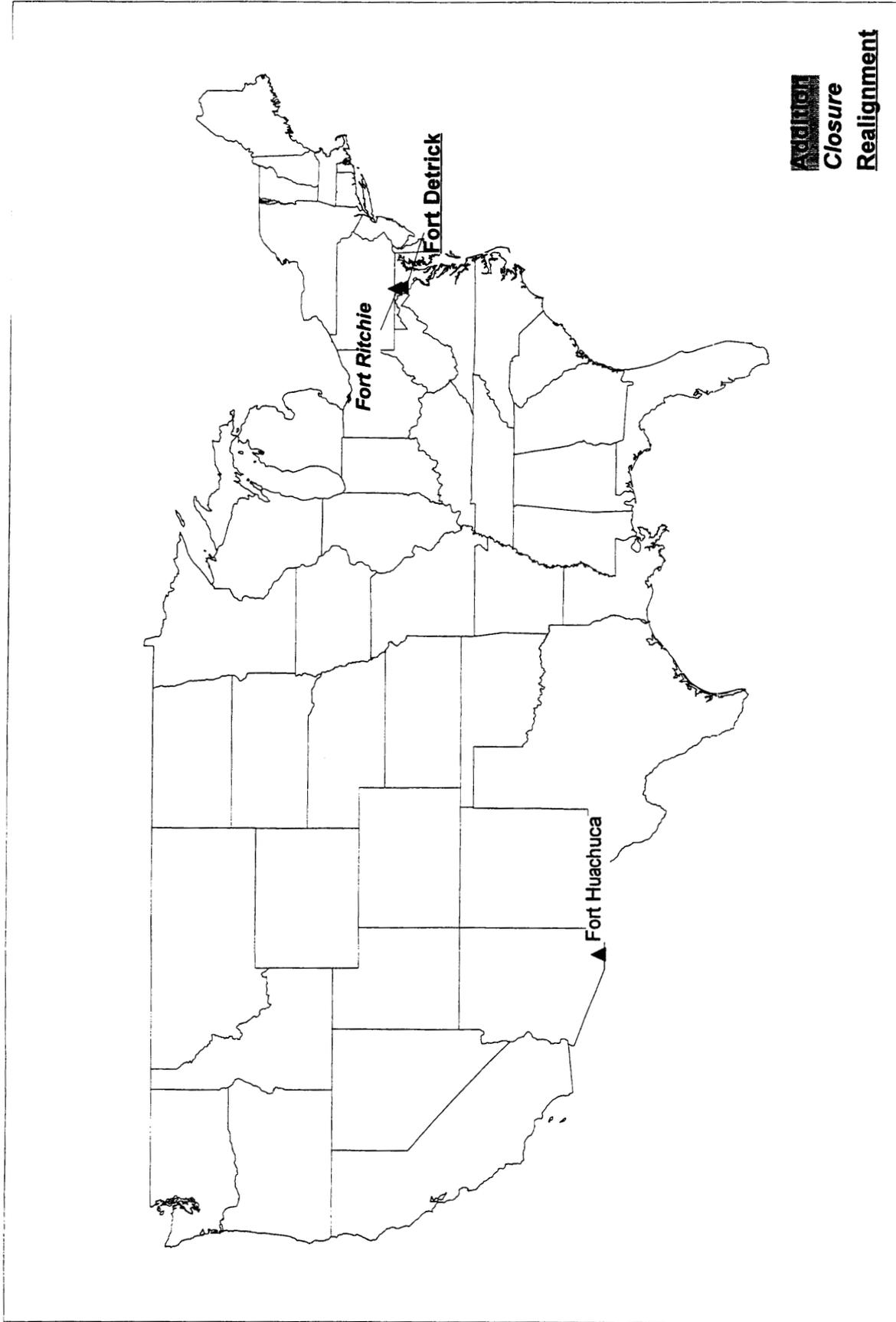
ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
IMPACT ON FORT MEADE TENANTS	<ul style="list-style-type: none"> • MEDICAL CENTERS AT WALTER REED AND BETHESDA, ALONG WITH AN APPROPRIATELY STAFFED CLINIC AT FORT MEADE, WOULD BE ABLE TO MEET THE NEEDS OF THE FORT MEADE COMMUNITY 	<ul style="list-style-type: none"> • IMPACT OF HOSPITAL LOSS ON THE 57 TENANTS ON FORT MEADE ARE UNKNOWN BECAUSE THE ARMY NEVER ASKED THEM FOR INPUT • IMPACTS MAY BE SIGNIFICANT 	<ul style="list-style-type: none"> • ARMY MEDICAL COMMAND WOULD ENSURE NECESSARY SERVICES WOULD BE PROVIDED
RETIREE ACCESS TO DIRECT CARE SERVICES	<ul style="list-style-type: none"> • MILITARY HOSPITALS' PRIMARY MISSION IS SERVICES TO ACTIVE DUTY, THEIR FAMILIES, AND RETIREES, IN THAT ORDER 	<ul style="list-style-type: none"> • RETIREES WOULD NOT BE ABLE TO OBTAIN DIRECT CARE SERVICES • COSTS TO RETIREES WOULD INCREASE • "BROKEN PROMISE" 	<ul style="list-style-type: none"> • RETIREE COMMUNITY WOULD EXPERIENCE HIGHER COSTS, THOUGH IMPACTS WOULD BE MITIGATED BY DOD PROGRAMS
EXCEPTIONAL FAMILY MEMBER PROGRAM	<ul style="list-style-type: none"> • MEDICAL CENTERS AT WALTER REED AND BETHESDA CAN SERVE EFMP ENROLEES 	<ul style="list-style-type: none"> • 778 ENROLLED FAMILIES, MANY OF WHOM UTILIZE HOSPITAL EMERGENCY ROOM AND INPATIENT CAPABILITY 	<ul style="list-style-type: none"> • LOSS OF EMERGENCY ROOM AND INPATIENT CAPACITY WOULD INCONVENIENCE SOME EFMP FAMILIES, BUT WOULD NOT REQUIRE RELOCATION

BASE ANALYSIS FORT RITCHIE, MARYLAND

DOD RECOMMENDATION: Close Fort Ritchie. Relocate the 1111th Signal Battalion and 1108th Signal Brigade to Fort Detrick, MD. Relocate Information Systems Engineering Command elements to Fort Huachuca, AZ.

ALTERNATIVE FOR CONSIDERATION: Close Fort Ritchie. Relocate the 1111th Signal Battalion and 1108th Signal Brigade to Fort Detrick, MD. Relocate Information Systems Engineering Command elements to Fort Huachuca, AZ. Enclave the National Guard facility.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	7 of 15
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	69.9
ANNUAL SAVINGS (\$ M)	26.1
RETURN ON INVESTMENT	2001 (2 years)
NET PRESENT VALUE	275.5
BASE OPERATING BUDGET (\$ M)	35.2
PERSONNEL ELIMINATED (MIL / CIV)	140 / 177
PERSONNEL REALIGNED (MIL / CIV)	851 / 741
ECONOMIC IMPACT (BRAC 95 / CUM)	- 4.8 % / - 4.8%
ENVIRONMENTAL	No known impediments



Aviation
Closure
Realignment

C-9

**ISSUES REVIEWED
FORT RITCHIE, MARYLAND**

SUPPORT TO SITE R

**OPPORTUNITY TO CONSOLIDATE DEFENSE
INFORMATION SYSTEMS AGENCY - WESTERN
HEMISPHERE (DISA-WESTHEM)**

NATIONAL GUARD ARMORY REQUIRES ENCLAVE

FLAWED COST ESTIMATES

RELOCATING TENANTS TO ARIZONA INCREASES COSTS

WATER ISSUE AT FORT HUACHUCA

**SEVERE ECONOMIC IMPACT NORTHERN MARYLAND /
SOUTHERN PENNSYLVANIA**

ISSUES
FORT RITCHIE, MARYLAND

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SITE R SUPPORT	<ul style="list-style-type: none"> • JOINT STAFF ACCEPTS INCREASED RESPONSE TIME 	<ul style="list-style-type: none"> • INCREASED RESPONSE TIME FROM FORT DETRICK IS UNACCEPTABLE 	<ul style="list-style-type: none"> • CHAIRMAN, JOINT CHIEFS OF STAFF, ACCEPTS INCREASED TIME
DISA-WESTHEM	<ul style="list-style-type: none"> • RELOCATE TO BASE X • COST ESTIMATES REASONABLE - ACTUAL COST WILL BE SUBJECT TO SERVICE / DEFENSE AGENCY DISCUSSION AND AGREEMENT 	<ul style="list-style-type: none"> • CAN ACHIEVE OPERATIONAL SYNERGISM BY CONSOLIDATING AT FORT RITCHIE WHERE REGIONAL CONTROL CENTER EXISTS • COST TO RELOCATE UNDERESTIMATED 	<ul style="list-style-type: none"> • DISA-WESTHEM MANAGES ELECTRONIC INFORMATION • CAN BE LOCATED ANYWHERE COMMUNICATIONS NODES ARE AVAILABLE
ARMY NATIONAL GUARD ARMORY	<ul style="list-style-type: none"> • FACILITY WAS MISSED DURING INITIAL INVENTORY • WILL ENCLAVE ARMORY 	<ul style="list-style-type: none"> • NEW ARMORY WAS NOT INCLUDED IN DECISION PROCESS 	<ul style="list-style-type: none"> • ARMORY ON FORT RITCHIE PROPERTY • ARMORY MISSED INVENTORY • ENCLAVE NOT IN DOD RECOMMENDATION

SCENARIO SUMMARY FORT RITCHIE, MARYLAND

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Ritchie. Relocate the 1111th Signal Battalion and 1108th Signal Brigade to Fort Detrick, MD. Relocate Information Systems Engineering Command elements to Fort Huachuca, AZ.		Close Fort Ritchie. Relocate the 1111th Signal Battalion and 1108th Signal Brigade to Fort Detrick, MD. Relocate Information Systems Engineering Command elements to Fort Huachuca, AZ. Enclave the National Guard facility.	
One-Time Costs (\$M): 69.9 Annual Savings (\$M): 26.1 Return on Investment: 2001 (2 Years) Net Present Value (\$M): 275.5		One-Time Costs (\$M): 70.2 Annual Savings (\$M): 26.1 Return on Investment: 2001 (2 Years) Net Present Value (\$M): 275.2	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES DOD INFRASTRUCTURE & COSTS • MEETS REQUIREMENT TO SUPPORT SITE R 	<ul style="list-style-type: none"> • CAUSES RELOCATION OF DISA-WESTHEM WITH ASSOCIATED COSTS • FAILS TO CONSIDER NATIONAL GUARD ARMORY 	<ul style="list-style-type: none"> • REDUCES DOD INFRASTRUCTURE & COSTS • MEETS REQUIREMENT TO SUPPORT SITE R • PROVIDES FOR CONTINUATION OF NATIONAL GUARD ARMORY 	<ul style="list-style-type: none"> • CAUSES RELOCATION OF DISA-WESTHEM WITH ASSOCIATED COSTS

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ISSUES
FORT RITCHIE, MARYLAND

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FLAWED COST ESTIMATES	<ul style="list-style-type: none"> • NEW DATA CALL; NEW CERTIFIED DATA • ARMY AUDIT AGENCY AUDITED PROCESS / CERTIFIED NEW DATA • PROVIDED COMMISSION WITH NEW COBRA 	<ul style="list-style-type: none"> • DATA FATALLY FLAWED • DOD DECISION BASED ON INVALID INFORMATION • NEW DATA STILL FLAWED 	<ul style="list-style-type: none"> • NEW COST ESTIMATES CORRECTED PERSONNEL STRENGTHS, HOUSING DATA, AND PROVIDES FOR ON-SITE SUPPORT TO SITE R • SENSITIVITY ANALYSIS USING COMMUNITY DATA INDICATES ACTION STILL FINANCIALLY ATTRACTIVE
INCREASED OPERATING COSTS FROM RELOCATIONS	<ul style="list-style-type: none"> • RELOCATIONS ARE RELATIVELY SMALL • CONSOLIDATES FUNCTIONS WITH PARENT ORGANIZATIONS • INCREASES OPERATIONAL EFFICIENCY • METHODS OTHER THAN TRAVEL AVAILABLE TO CONDUCT BUSINESS 	<ul style="list-style-type: none"> • PRIMARY CUSTOMERS OF FORT RITCHIE TENANTS ARE EAST COAST BASED • RELOCATING TENANTS TO ARIZONA WILL INCREASE OPERATING COSTS 	<ul style="list-style-type: none"> • SENSITIVITY ANALYSIS REVEALS INCREASED RECURRING COSTS DOES NOT SIGNIFICANTLY AFFECT RECOMMENDATION PAYOFF

ISSUES
FORT RITCHIE, MARYLAND

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
WATER AT FORT HUACHUCA, AZ	<ul style="list-style-type: none"> • CONSIDERED WATER IN ENVIRONMENTAL BASELINE SURVEY • POSITION AFFIRMED BY MAYOR OF SIERRA VISTA • NEED FOR ENVIRONMENTAL IMPACT STUDY CONTINGENT UPON COMMISSION DECISION 	<ul style="list-style-type: none"> • SIERRA VISTA, AZ, IN AN ACQUIFER OVERDRAFT SITUATION • RELOCATION OF FORT RITCHIE ELEMENTS WILL EXACERBATE PROBLEM 	<ul style="list-style-type: none"> • SUPPORT DOD POSITION • POST-DECISION ENVIRONMENTAL IMPACT STATEMENT MAY SURFACE OTHER FACTORS
ECONOMIC IMPACT	<ul style="list-style-type: none"> • MILITARY VALUE ASSESSMENT TAKES PRECEDENCE • ECONOMIC IMPACT CONSIDERED AS PART OF DECISION PROCESS 	<ul style="list-style-type: none"> • CLOSURE WILL HAVE A SEVERE IMPACT ON AN ALREADY DEPRESSED REGION • WASHINGTON COUNTY UNEMPLOYMENT RATE AT 6.4% (JAN 95) • LOST PAYROLL \$75 MILLION 	<ul style="list-style-type: none"> • FORT DETRICK ONLY 45 MINUTES FROM FORT RITCHIE • ABOUT HALF THE JOBS STAY IN THE REGION

C-14

BASE ANALYSIS
SELFRIIDGE ARMY GARRISON, MICHIGAN

DOD RECOMMENDATION: Close US Army Garrison, Selfridge.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	9 of 15
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	5.2
ANNUAL SAVINGS (\$ M)	7.1
RETURN ON INVESTMENT	1997 (Immediate)
NET PRESENT VALUE (\$M)	101.2
BASE OPERATING BUDGET (\$ M)	10.6
PERSONNEL ELIMINATED (MIL / CIV)	17 / 51
PERSONNEL REALIGNED (MIL / CIV)	222 / 95
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

C-15

**ISSUES REVIEWED
SELFRIDGE ARMY GARRISON, MICHIGAN**

<p>COBRA ANALYSIS</p> <p>AVAILABILITY OF HOUSING</p>	<p>MILITARY VALUE</p> <p>CONDITION OF FAMILY HOUSING</p> <p>BUSINESS PRACTICES</p> <p>MILITARY PERSONNEL INCREASES</p>
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C-16

ISSUES
SELFRIIDGE ARMY GARRISON, MICHIGAN

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
COBRA ANALYSIS	<ul style="list-style-type: none"> • \$7.1M ANNUAL SAVINGS • IMMEDIATE RETURN ON INVESTMENT 	<ul style="list-style-type: none"> • SAVINGS OVERSTATED 	<ul style="list-style-type: none"> • \$4.3M ANNUAL SAVINGS • IMMEDIATE RETURN ON INVESTMENT
	<ul style="list-style-type: none"> • \$2.6M ANNUAL SAVINGS FROM CLOSING FAMILY HOUSING 	<ul style="list-style-type: none"> • ARMY DID NOT INCLUDE HOUSING ALLOWANCE COSTS FOR OTHER SERVICES 	<ul style="list-style-type: none"> • \$0.5M ANNUAL SAVINGS FROM CLOSING FAMILY HOUSING • FUNDING FOR FAMILY HOUSING OPERATIONS DECREASED • ARMY DID NOT INCLUDE HOUSING ALLOWANCES FOR ALL FAMILY HOUSING AND BARRACKS RESIDENTS
	<ul style="list-style-type: none"> • \$1.3M IN BASE OPERATIONS SAVINGS 	<ul style="list-style-type: none"> • SAVINGS OVERSTATED • REMAINING UNITS MUST INCREASE FUNDING 	<ul style="list-style-type: none"> • CONTINUING SERVICES DEPENDENT ON OTHER SERVICES FUNDING
AVAILABILITY OF HOUSING	<ul style="list-style-type: none"> • ADEQUATE HOUSING AVAILABLE IN LOCAL MARKET 	<ul style="list-style-type: none"> • ADEQUATE HOUSING NOT AVAILABLE IN LOCAL MARKET 	<ul style="list-style-type: none"> • HOUSING ALLOWANCES ADEQUATE • 2 % VACANCY RATE

SCENARIO SUMMARY SELFRIDGE ARMY GARRISON, MICHIGAN

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close US Army Garrison, Selfridge			
One-Time Costs (\$M): 5.2 Annual Savings (\$M): 7.1 Return on Investment: 1997 (Immediate) Net Present Value (\$M): 101.2			
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • ANNUAL SAVINGS • CONSISTENT WITH STRATEGY TO CLOSE HOUSING AREAS THAT SUPPORT SMALL GARRISON AND HEADQUARTERS ACTIVITIES 	<ul style="list-style-type: none"> • REDUCES QUALITY OF LIFE FOR SOLDIERS AND FAMILIES • ELIMINATES HOUSING THAT MEETS DOD STANDARDS AND HAS LOW DEFERRED MAINTENANCE 		

ISSUES
SELFRIDGE ARMY GARRISON, MICHIGAN

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE	<ul style="list-style-type: none"> • SUPPORTS SMALL ARMY POPULATION • 9 OF 15 	<ul style="list-style-type: none"> • MODEL "PURPLE" BASE 	<ul style="list-style-type: none"> • MILITARY VALUE PROPERLY ASSESSED
CONDITION OF FAMILY HOUSING	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • FAMILY HOUSING IN GOOD CONDITION 	<ul style="list-style-type: none"> • 765 ACTIVE UNITS MEET STANDARDS • 161 UNRENOVATED UNITS CONVERTED TO ADMINISTRATIVE SPACE AND BARRACKS • \$150K IN DEFERRED MAINTENANCE
BUSINESS PRACTICES	<ul style="list-style-type: none"> • PART OF NEW DOD HOUSING STRATEGY 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • RENT BARRACKS TO COAST GUARD AND GEOGRAPHICALLY SEPARATED BACHELORS • PRIVATIZED GAS AND ELECTRICAL SYSTEMS
INCREASES IN PERSONNEL	<ul style="list-style-type: none"> • NO INCREASES SHOWN ON POPULATION PLANING DOCUMENT 	<ul style="list-style-type: none"> • MILITARY PERSONNEL INCREASING 	<ul style="list-style-type: none"> • READINESS GROUP INCREASING BY 57 • RELOCATED TO BASE X IN ARMY COBRA

C-19

BASE ANALYSIS PRICE SUPPORT CENTER, ILLINOIS

DOD RECOMMENDATION: Close Charles Melvin Price Support Center, except a small reserve enclave and storage area.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	10 of 15
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	3.3
ANNUAL SAVINGS (\$ M)	6.3
RETURN ON INVESTMENT	1997 (Immediate)
NET PRESENT VALUE (\$M)	85.5
BASE OPERATING BUDGET (\$ M)	18.9
PERSONNEL ELIMINATED (MIL / CIV)	21 / 54
PERSONNEL REALIGNED (MIL / CIV)	4 / 2
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.5 %
ENVIRONMENTAL	No known impediments

C-20

**ISSUES REVIEWED
PRICE SUPPORT CENTER, ILLINOIS**

<p>COBRA ANALYSIS</p> <p>AVAILABILITY OF HOUSING</p> <p>TENANT RELOCATION</p>	<p>MILITARY VALUE</p> <p>SUPPORT TO AVIATION-TROOP COMMAND</p> <p>CONDITION OF FAMILY HOUSING</p> <p>CONDITION OF BARRACKS</p> <p>DOD ACTIVITIES REQUESTING SPACE</p>
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ISSUES
PRICE SUPPORT CENTER, ILLINOIS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
COBRA ANALYSIS	<ul style="list-style-type: none"> • \$6.3 M ANNUAL SAVINGS • IMMEDIATE RETURN ON INVESTMENT 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • \$5.3 ANNUAL SAVINGS • RETURN ON INVESTMENT IN 1 YEAR-1998
	<ul style="list-style-type: none"> • \$0.5M ANNUAL SAVINGS FROM CLOSING FAMILY HOUSING 	<ul style="list-style-type: none"> • NO SAVINGS FROM CLOSING FAMILY HOUSING 	<ul style="list-style-type: none"> • \$78K ANNUAL SAVINGS FROM CLOSING FAMILY HOUSING
	<ul style="list-style-type: none"> • 21 MILITARY POSITIONS ELIMINATED • \$797K SAVINGS 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • 8 MILITARY POSITIONS ELIMINATED • \$358K ANNUAL SAVINGS
AVAILABILITY OF HOUSING	<ul style="list-style-type: none"> • HOUSING AVAILABLE IN LOCAL MARKET 	<ul style="list-style-type: none"> • ADEQUATE HOUSING NOT AVAILABLE 	<ul style="list-style-type: none"> • 257 PERSONNEL ALREADY IN UNACCEPTABLE HOUSING DUE TO COST AND DISTANCE • HOUSING ALLOWANCES GENERALLY ADEQUATE
TENANT RELOCATION	<ul style="list-style-type: none"> • COSTS TO RELOCATE TENANTS NOT INCLUDED 	<ul style="list-style-type: none"> • COST TO RELOCATE TENANTS SHOULD BE INCLUDED 	<ul style="list-style-type: none"> • ALL TENANTS ARE INCLUDED IN ENCLAVE

SCENARIO SUMMARY PRICE SUPPORT CENTER, ILLINOIS

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Price Support Center, except for a small reserve enclave and storage area.			
One-Time Costs (\$M): 3.3 Annual Savings (\$M): 6.3 Return on Investment: 1997 (Immediate) Net Present Value (\$M): 85.5			
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • ANNUAL SAVINGS • CONSISTENT WITH STRATEGY OF CLOSING HOUSING AREAS THAT SUPPORT SMALL GARRISON AND HEADQUARTERS ACTIVITIES 	<ul style="list-style-type: none"> • REDUCES QUALITY OF LIFE FOR SOLDIERS AND FAMILIES • LOSS OF NEW HOUSING UNITS WITH NO DEFERRED MAINTENANCE 		

ISSUES
PRICE SUPPORT CENTER, ILLINOIS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE	<ul style="list-style-type: none"> • 10 OF 15 	<ul style="list-style-type: none"> • LOGISTICS VALUE UNDERSTATED 	<ul style="list-style-type: none"> • MILITARY VALUE PROPERLY ASSESSED
SUPPORT TO AVIATION-TROOP COMMAND	<ul style="list-style-type: none"> • RELOCATION OF ATCOM WARRANTS REDUCTION AT PRICE 	<ul style="list-style-type: none"> • ATCOM COMPRISES: 17 % OF HOUSING 21 % OF ADMIN SPACE 0.1 % OF ENCLOSED WAREHOUSE SPACE 0 % OF OPEN STORAGE 	<ul style="list-style-type: none"> • RELOCATION OF ATCOM HAS MINIMAL EFFECT ON PRICE
CONDITION OF FAMILY HOUSING	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • HOUSING IN EXCELLENT CONDITION 	<ul style="list-style-type: none"> • NO DEFERRED MAINTENANCE • 100 OF 164 UNITS BUILT IN 1988/90
CONDITION OF BARRACKS	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • BARRACKS RECENTLY RENOVATED 	<ul style="list-style-type: none"> • 52 ROOMS RENOVATED 1994 • STOP WORK ORDER ISSUED ON SECOND 52 ROOM FACILITY

C-24

ISSUES
PRICE SUPPORT CENTER, ILLINOIS
 (Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>DOD ACTIVITIES REQUESTING SPACE</p>	<ul style="list-style-type: none"> INSTALLATION RECOMMENDED FOR CLOSURE 	<ul style="list-style-type: none"> MORE DOD ACTIVITIES REQUESTING SPACE 	<ul style="list-style-type: none"> ARMY DENIED NAVY REQUEST FOR 220K SF AND DRMO REQUEST FOR 40K SF OF WAREHOUSE SPACE TENANTS REIMBURSE ARMY

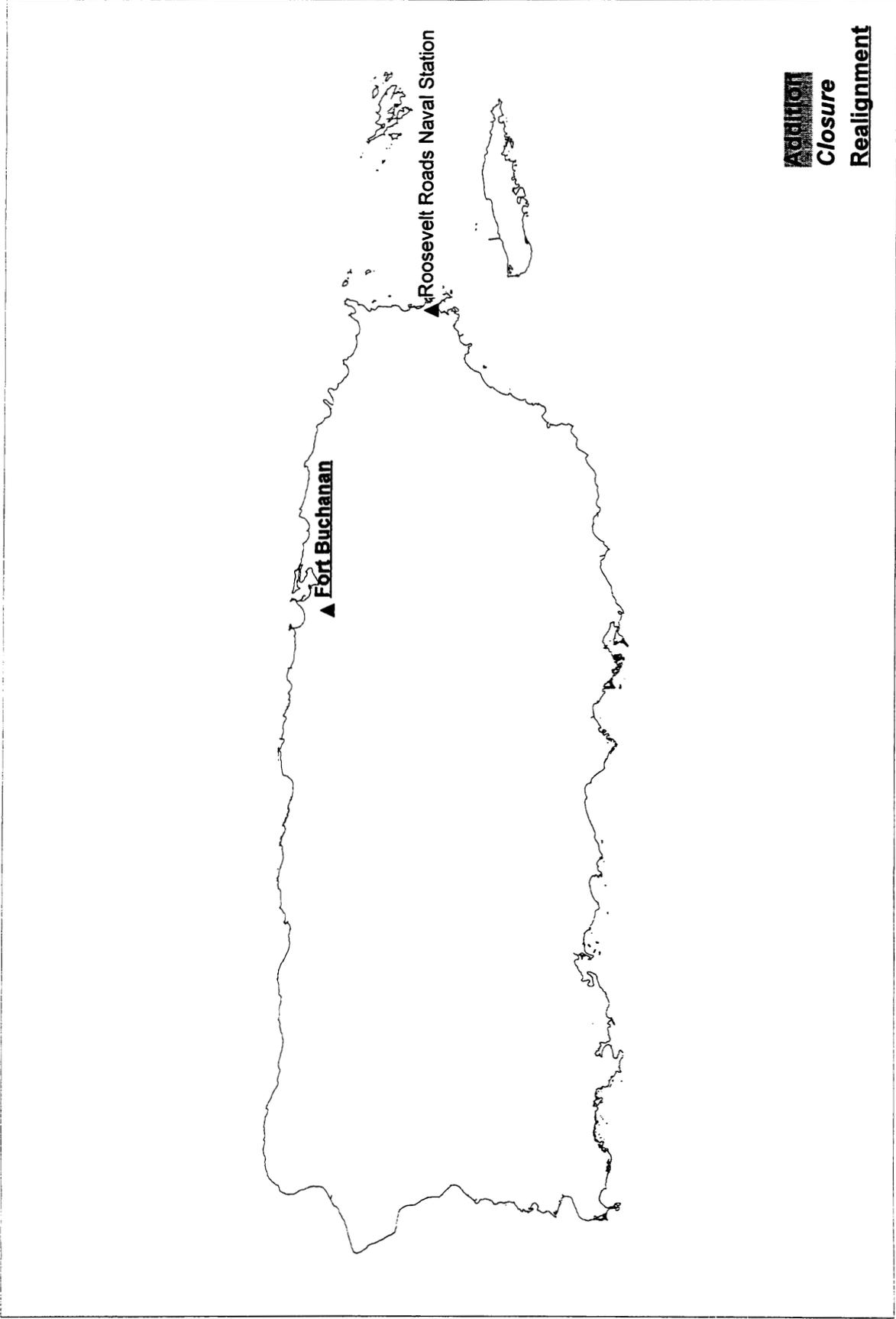
C-25

BASE ANALYSIS FORT BUCHANAN, PUERTO RICO

DOD RECOMMENDATION: Realign Fort Buchanan by reducing garrison management functions and disposing of family housing. Retain an enclave for the reserve components, Army and Air Force Exchange Service (AAFES) and the Antilles Consolidated School.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	11 of 15
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	19.9
ANNUAL SAVINGS (\$ M)	21.4
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$M)	255.3
BASE OPERATING BUDGET (\$ M)	23.7
PERSONNEL ELIMINATED (MIL / CIV)	129 / 241
PERSONNEL REALIGNED (MIL / CIV)	67 / 89
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.1 % / - 0.1 %
ENVIRONMENTAL	No known impediments

C-26



C-27

**ISSUES REVIEWED
FORT BUCHANAN, PUERTO RICO**

<p>GARRISON MISSIONS</p> <p>FAMILY HOUSING CLOSURE</p>	<p>INSTALLATION'S HISTORIC AND STRATEGIC VALUE</p> <p>ECONOMIC IMPACT</p> <p>INSTALLATION STATUS - CLOSURE OR REALIGNMENT</p>
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ISSUES
FORT BUCHANAN, PUERTO RICO

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>GARRISON MISSIONS</p>	<ul style="list-style-type: none"> • BUCHANAN NOT CONSIDERED A POWER PROJECTION PLATFORM • MOBILIZATION CERTIFICATION, DEPLOYMENT SUPPORT, JOINT EXERCISE SUPPORT AND DISASTER RECOVERY SUPPORT CAN BE PERFORMED BY ACTION TEAMS FROM CONUS • FORSCOM IMPLEMENTATION CONCEPT IS TO CLOSE GARRISON, DISPOSE OF FAMILY HOUSING, RELIEVE INSTALLATION OF AREA MISSIONS 	<ul style="list-style-type: none"> • DESIGNATED A LEAD MOBILIZATION STATION AND POWER PROJECTION PLATFORM • ADDITIONAL MISSIONS SUPPORT REGIONAL CONTINGENCIES, DEPLOYMENTS, REGIONAL TRAINING EXERCISES, DISASTER RECOVERY & ANTI-TERRORISM • MISSIONS BEST PERFORMED BY PERMANENTLY STATIONED GARRISON • GARRISON CLOSURE EXCEEDS DOD RECOMMENDATION 	<ul style="list-style-type: none"> • MOBILIZATION CERTIFICATION ROUTINELY UTILIZES A RESIDENT GARRISON • PRECEDENT EXISTS FOR MOBILIZATION CERTIFICATION BY ACTION TEAMS • ADDITIONAL MISSIONS NOT DEPENDENT ON RESIDENT GARRISON • GARRISON CLOSURE & MISSION CHANGES EXCEED DOD RECOMMENDATION

ISSUES
FORT BUCHANAN, PUERTO RICO
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FAMILY HOUSING CLOSURE	<ul style="list-style-type: none"> • DISPOSAL OF HOUSING YIELDS SAVINGS THAT CAN BE USED FOR READINESS ISSUES. • ARMY WILL FUND HOUSING CONSTRUCTION AT ROOSEVELT ROADS NAVAL BASE FOR RELOCATED PERSONNEL • CONSIDERING SABANA SECA NAVAL SECURITY GROUP INSTALLATION AS ALTERNATIVE SITE • ENCLAVED MILITARY PERSONNEL WILL RECEIVE HOUSING ALLOWANCE 	<ul style="list-style-type: none"> • ARMY ESTIMATES UNDERSTATE CLOSURE COSTS, THEREBY OVERSTATING SAVINGS • ROOSEVELT ROADS INADEQUATE ALTERNATIVE FOR ARMY FAMILY HOUSING • SABANA SECA ON EPA SUPERFUND CLEANUP LIST • LOCAL HOUSING MARKET EXPENSIVE AVAILABILITY LIMITED 	<ul style="list-style-type: none"> • HOUSING OLD BUT GENERALLY MAINTAINED • NOT 1990S STANDARDS; LIMITED AMENITIES • INSTALLATION INFRASTRUCTURE IS OLD • SABANA SECA POTENTIALLY VIABLE AS A HOUSING SITE • LIMITED RENTAL MARKET IN VICINITY OF BUCHANAN

SCENARIO SUMMARY

FORT BUCHANAN, PUERTO RICO

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Realign Fort Buchanan by reducing garrison management functions and disposing of family housing. Retain an enclave for the reserve components, Army and Air Force Exchange Service (AAFES) and the Antilles Consolidated School.</p>		<p>Realign Fort Buchanan. Dispose of family housing. Retain garrison facilities as necessary to fulfill mobilization missions and requirements, and enclave support functions. Retain an enclave for the Reserve components, Army and Air Force Exchange Service (AAFES) and the Antilles Consolidated School.</p>	
<p>One-Time Costs (\$M): 19.9 Annual Savings (\$M): 21.4 Return on Investment 2001 (Immediate) Net Present Value (\$M): 255.3</p>		<p>One-Time Costs (\$M): 7.0 Annual Savings (\$M): 8.9 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 108.9</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES PERSONNEL INFRASTRUCTURE • AVOIDS MAJOR HOUSING MAINTENANCE AND UPGRADE OUTLAYS • AVOIDS MAJOR INSTALLATION UTILITY OUTLAYS 	<ul style="list-style-type: none"> • FORCES SELECT PERSONNEL ONTO TIGHT RENTAL MARKET • EFFECTIVELY CLOSES THE INSTALLATION • SIGNALS FURTHER WITHDRAWAL FROM THE CARIBBEAN AND LATIN AMERICA ON HEELS OF LEAVING PANAMA 	<ul style="list-style-type: none"> • REDUCES PERSONNEL INFRASTRUCTURE • RETAINS AN ACTIVE COMPONENT GARRISON • AVOIDS MAJOR HOUSING MAINTENANCE AND UPGRADE OUTLAYS 	<ul style="list-style-type: none"> • SAVES SIGNIFICANTLY LESS THAN DOD RECOMMENDATION • REQUIRES INSTALLATION UTILITY OUTLAYS • FORCES ALL MILITARY PERSONNEL ONTO TIGHT RENTAL MARKET

ISSUES
FORT BUCHANAN, PUERTO RICO

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>HISTORIC AND STRATEGIC VALUE</p>	<ul style="list-style-type: none"> • NO EASY CHOICES LEFT • FORT BUCHANAN IS AN EXCELLENT FACILITY - • MILITARY VALUE OF FORT BUCHANAN IS LOW • INTANGIBLE FACTORS SUCH AS HISTORY OR SYMBOLISM TO HISPANIC COMMUNITY NOT CONSIDERED 	<ul style="list-style-type: none"> • ACTIVE ARMY PRESENCE ON PUERTO RICO UNBROKEN SINCE 1898 • LAST ACTIVE ARMY INSTALLATION IN CARIBBEAN - SOON TO BE LAST IN LATIN AMERICA • FORT BUCHANAN HABITUALLY USED DURING CARIBBEAN AND LATIN AMERICAN CRISES • PROVIDES BILINGUAL RESERVE UNITS CRUCIAL TO LATIN AMERICAN CONTINGENCIES • CLOSURE SENDS WRONG SIGNAL TO HISPANIC COMMUNITY 	<ul style="list-style-type: none"> • ACTION EFFECTIVELY ENDS ACTIVE ARMY PRESENCE ON PUERTO RICO
<p>ECONOMIC IMPACT</p>	<ul style="list-style-type: none"> • MILITARY VALUE ASSESSMENT TAKES PRECEDENCE • ECONOMIC IMPACT CONSIDERED AS PART OF OVERALL ASSESSMENT 	<ul style="list-style-type: none"> • CLOSURE WILL BE SEVERE BLOW TO ALREADY DEPRESSED ECONOMY 	<ul style="list-style-type: none"> • ANALYSIS SURFACED NO INDICATIONS OF IMPROPER APPLICATION OF DOD SELECTION CRITERIA

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ISSUES
FORT BUCHANAN, PUERTO RICO

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>INSTALLATION STATUS - CLOSURE OR REALIGNMENT</p>	<ul style="list-style-type: none"> • RECOMMENDATION DIS-ESTABLISHES GARRISON AND CLOSES HOUSING • SIGNIFICANT ACTIVITIES AND FUNCTIONS RETAINED: <ul style="list-style-type: none"> READINESS GROUP COMMISSARY POST EXCHANGE DOD SCHOOL ARMY RESERVE NATIONAL GUARD • BASED ON DOD CRITERIA BEST-FIT DEFINITION IS REALIGNMENT 	<ul style="list-style-type: none"> • FORSCOM IMPLEMENTATION OF RECOMMENDATION CLOSES FORT BUCHANAN 	<ul style="list-style-type: none"> • FORSCOM DRAFT IMPLEMENTATION PLAN EXCEEDS SCOPE OF DOD RECOMMENDATION • DOD WILL LIKELY HAVE DIFFICULTY ENCLAVING DEFENSE AGENCY ELEMENTS WITHOUT MAINTAINING A GARRISON STRUCTURE

BASE ANALYSIS KELLY SUPPORT CENTER, PENNSYLVANIA

DOD RECOMMENDATION: Realign the Kelly Support Center by consolidating Army Reserve units onto three of its five parcels. Dispose of remaining two parcels. Relocate the Army Reserve's leased maintenance activity in Valley Grove, West Virginia to the Kelly Support Center.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	13 of 15
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	0.3
ANNUAL SAVINGS (\$ M)	0.7
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$M)	8.4
BASE OPERATING BUDGET (\$ M)	4.9
PERSONNEL ELIMINATED (MIL / CIV)	0 / 13
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.1 %
ENVIRONMENTAL	No known impediments

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**ISSUES REVIEWED
KELLY SUPPORT CENTER, PENNSYLVANIA**

<p>NONE</p>	<p>DATA INPUT ERRORS</p> <p>PERSONNEL ELIMINATIONS</p> <p>MILITARY CONSTRUCTION</p> <p>VALLEY GROVE FACILITY</p>
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SCENARIO SUMMARY

KELLY SUPPORT FACILITY, PENNSYLVANIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Realign the Kelly Support Center by consolidating Army reserve units onto three of its five parcels. Dispose of the remaining two parcels. Realign the Army Reserve's leased maintenance activity in Valley Grove, West Virginia to the Kelly Support Center.</p>		<p>Realign the Kelly Support Center by consolidating Army reserve units onto three of its five parcels. Dispose of the remaining two parcels.</p>	
<p>One-Time Costs (\$M): 0.3 Annual Savings (\$M): 0.7 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 8.4</p>		<p>One-Time Costs (\$M): 0.3 Annual Savings (\$M): 0.7 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 8.4</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • ELIMINATES EXCESS PROPERTY 	<ul style="list-style-type: none"> • IGNORES SECDEF LETTER OF JUNE 14, 1995 	<ul style="list-style-type: none"> • ELIMINATES EXCESS PROPERTY • IMPLEMENTS SECDEF LETTER OF JUNE 14, 1995 	

ISSUES
KELLY SUPPORT CENTER, PENNSYLVANIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
DATA INPUT ERRORS	<ul style="list-style-type: none"> • REVISED INPUT, NO CHANGE IN OUTCOME 	<ul style="list-style-type: none"> • SEVERAL DATA INPUT ERRORS 	<ul style="list-style-type: none"> • ERRORS CORRECTED • NO CHANGE IN RECOMMENDATION
PERSONNEL ELIMINATIONS	<ul style="list-style-type: none"> • 13 CIVILIAN POSITIONS 	<ul style="list-style-type: none"> • UNCERTAINTY OVER LOCATION OF AREA SUPPORT MISSION 	<ul style="list-style-type: none"> • REVISED RECOMMENDATION REDUCED ELIMINATIONS • AREA SUPPORT TO REMAIN AT KELLY
MILITARY CONSTRUCTION	<ul style="list-style-type: none"> • \$32.4 M IN ORIGINAL RECOMMENDATION 	<ul style="list-style-type: none"> • NO STATED POSITION 	<ul style="list-style-type: none"> • NO MILITARY CONSTRUCTION IN REVISED RECOMMENDATION
VALLEY GROVE FACILITY	RELOCATED TO KELLY IN ORIGINAL RECOMMENDATION	<ul style="list-style-type: none"> • NEW FACILITY BEING BUILT IN WEST VIRGINIA 	<ul style="list-style-type: none"> • SECDEF STATED RECOMMENDATION NO LONGER VIABLE

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BASE ANALYSIS FORT HAMILTON, NEW YORK

DOD RECOMMENDATION: Realign Fort Hamilton. Dispose of all family housing. Retain minimum essential land and facilities for existing Army units and activities. Relocate all Army Reserve units from Caven Point, New Jersey, to Fort Hamilton.

DOD ALTERNATIVE RECOMMENDATION: Realign Fort Hamilton. Dispose of all family housing. Retain minimum essential land and facilities for existing Army units and activities including all Army Reserve units.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	14 of 15
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.4
ANNUAL SAVINGS (\$ M)	2.2
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$M)	24.4
BASE OPERATING BUDGET (\$ M)	25.7
PERSONNEL ELIMINATED (MIL / CIV)	0 / 14
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.1 %
ENVIRONMENTAL	No known impediments

**ISSUES REVIEWED
FORT HAMILTON, NEW YORK**

<p>FAMILY HOUSING LIFESPAN</p> <p>FUNDING FOR MAINTENANCE & UPGRADE</p> <p>AFFORDABILITY AND AVAILABILITY OF ALTERNATIVES</p>	<p>HISTORIC PRESENCE IN NEW YORK CITY AREA</p> <p>RESIDUAL UNITS TO BE ENCLAVED</p> <p>FAMILY HOUSING PRIVATIZATION</p>
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ISSUES
FORT HAMILTON, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FAMILY HOUSING LIFESPAN	<ul style="list-style-type: none"> • HOUSING APPROACHING END OF 50 YEAR USEFUL LIFESPAN 	<ul style="list-style-type: none"> • FAMILY HOUSING AGE & CONDITION GENERALLY COMPARABLE TO LOCAL MARKET 	<ul style="list-style-type: none"> • FAMILY HOUSING IS NOT 1990'S STANDARDS • LIMITED AMENITIES
FUNDING FOR MAINTENANCE & UPGRADES	<ul style="list-style-type: none"> • SERVICE LACKS MONEY NECESSARY FOR UPGRADES AND MAINTENANCE 	<ul style="list-style-type: none"> • ALLOW PRIVATIZATION INITIATIVE TO MATURE THROUGH LEGISLATIVE PROCESS 	<ul style="list-style-type: none"> • LEAD PAINT PREVALENT • ABATEMENT COSTS UP TO \$12,000 PER UNIT • FY 96 DEFERRED MAINTENANCE TOTALS \$2.3 MILLION
AFFORDABILITY AND AVAILABILITY OF ALTERNATIVES	<ul style="list-style-type: none"> • HOUSING IS AVAILABLE • MOST REMAINING MILITARY ARE SENIOR PERSONNEL WHO CAN BETTER AFFORD MORE COSTLY RENTALS / OWNERSHIP 	<ul style="list-style-type: none"> • LOCAL HOUSING MARKET IS EXPENSIVE AND UNAVAILABLE • NEIGHBORHOODS ARE CULTURALLY COHESIVE • LONG TERM RESIDENCY IS NORMAL • COMPARABLE HOUSING EXCEEDS BAQ & VHA BY \$200 - \$500 PER MONTH FOR JUNIOR ENLISTED MEMBERS 	<ul style="list-style-type: none"> • NO LOCAL HOUSING REFERRAL OFFICE • LOCAL AREA RENTAL MARKET TIGHT • 2 & 3 BEDROOM RENTALS COST \$750 - \$1000 PER MONTH (AND UP) • 108 FAMILIES ARE E5 AND BELOW (37.5% OF ASSIGNED STRENGTH) • SOLDIERS' ANNUAL OUT OF POCKET EXPENSE ESTIMATED AT \$1.5 MIL

C-40

SCENARIO SUMMARY FORT HAMILTON, NEW YORK

DOD RECOMMENDATION		DOD ALTERNATIVE	
<p>Realign Fort Hamilton. Dispose of all family housing. Retain minimum essential land and facilities for existing Army units and activities. Relocate all Army Reserve units from Caven Point, New Jersey, to Fort Hamilton.</p>		<p>Realign Fort Hamilton. Dispose of all family housing. Retain minimum essential land and facilities for existing Army units and activities including all Army Reserve units.</p>	
<p>One-Time Costs (\$M): 0.4 Annual Savings (\$M): 2.2 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 24.4</p>		<p>One-Time Costs (\$M): 0.4 Annual Savings (\$M): 2.2 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 24.4</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • AVOIDS MAJOR HOUSING MAINTENANCE AND UPGRADE OUTLAYS • ALLOWS REDUCTION TO PERSONNEL INFRASTRUCTURE • CLOSING FAMILY HOUSING A GOOD BUSINESS DECISION 	<ul style="list-style-type: none"> • PERSONNEL CHANGES MINOR (14 OF 198 CIV) • CLOSING FAMILY HOUSING QUESTIONABLE FROM QUALITY OF LIFE VIEWPOINT • FORCES MILITARY FAMILIES ONTO TIGHT, EXPENSIVE COMMERCIAL MARKET • SHIFTS COST BURDEN FROM SERVICE TO SOLDIER 	<ul style="list-style-type: none"> • SAME AS ORIGINAL RECOMMENDATION 	<ul style="list-style-type: none"> • SAME AS ORIGINAL RECOMMENDATION

C-41

ISSUES
FORT HAMILTON, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
HISTORIC PRESENCE IN NEW YORK CITY AREA	<ul style="list-style-type: none"> • RECOMMENDATION REALIGNS FORT HAMILTON • IMPORTANT PRESENCE WILL REMAIN 	<ul style="list-style-type: none"> • ARMY'S PRESENCE IN NYC DATES TO REVOLUTIONARY WAR • FORT HAMILTON A VITAL PART OF BROOKLYN COMMUNITY 	<ul style="list-style-type: none"> • DOD AND COMMUNITY POSITIONS ARE CONSISTENT
RESIDUAL UNITS TO BE ENCLAVED	<ul style="list-style-type: none"> • NYC RECRUITING BATTALION • MILITARY ENLISTMENT PROCESSING STATION • 8TH MED BRIGADE - ARMY RESERVE • POST EXCHANGE & COMMISSARY 	<ul style="list-style-type: none"> • NEW YORK PROUDLY SUPPORTS THE MILITARY • SUPPORT CURRENTLY AVAILABLE TO ACTIVE, RESERVES AND RETIREES WILL COST SIGNIFICANTLY MORE 	<ul style="list-style-type: none"> • RECOMMEDATION AFFECTS HOUSING & GARRISON • LITTLE CHANGE TO INSTALLATION PERSONNEL STRENGTHS OR FUNCTIONS
FAMILY HOUSING PRIVATIZATION	<ul style="list-style-type: none"> • ONLY PART OF SOLUTION TO FAMILY HOUSING PROBLEMS • THREE-PRONG OFFENSIVE: SHIFT TO BUSINESS OPERATIONS, ADDITIONAL MONEY, AND DIVESTITURE • NOT TIMELY ENOUGH TO AFFECT FORT HAMILTON RECOMMENDATION 	<ul style="list-style-type: none"> • ALLOW INITIATIVE TO MATURE THROUGH LEGISLATIVE PROCESS 	<ul style="list-style-type: none"> • WILL NOT SOLVE SHORT TERM ISSUES WITH FAMILY HOUSING AT FORT HAMILTON

C-42

BASE ANALYSIS FORT TOTTEN, NEW YORK

DOD RECOMMENDATION: Close Fort Totten, except an enclave for the U. S. Army Reserve. Dispose of family housing.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	15 of 15
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	1.0
ANNUAL SAVINGS (\$ M)	0.7
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$M)	8.0
BASE OPERATING BUDGET (\$ M)	4.1
PERSONNEL ELIMINATED (MIL / CIV)	0 / 3
PERSONNEL REALIGNED (MIL / CIV)	11 / 11
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.1%
ENVIRONMENTAL	No known impediments

C-43

**ISSUES REVIEWED
FORT TOTTEN, NEW YORK**

<p>FAMILY HOUSING LIFESPAN</p> <p>FUNDING FOR MAINTENANCE & UPGRADE</p> <p>AFFORDABILITY AND AVAILABILITY OF ALTERNATIVES</p>	<p>HISTORIC PRESENCE IN NEW YORK CITY AREA</p> <p>RESIDUAL UNITS TO BE ENCLAVED</p>
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28-2

ISSUES
FORT TOTTEN, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
FAMILY HOUSING LIFESPAN	<ul style="list-style-type: none"> • 60 OF 188 SETS HISTORIC • 128 SETS BUILT 1959/60 • ALL WITHIN DECADE OF USEFUL LIFESPAN END 	<ul style="list-style-type: none"> • FAMILY HOUSING COMPARABLE / SUPERIOR TO LOCAL HOUSING 	<ul style="list-style-type: none"> • LIVING CONDITIONS NOT TO 1990s STANDARD • LIMITED AMENITIES
FUNDING FOR MAINTENANCE AND UPGRADES	<ul style="list-style-type: none"> • SERVICE LACKS MONEY NECESSARY FOR UPGRADES AND MAINTENANCE • NOT A TROOP UNIT POST 	<ul style="list-style-type: none"> • FAMILY HOUSING SERVICEABLE AND AFFORDABLE • NOT IN SERVICE BEST INTEREST TO RELINQUISH SOME OF AREA'S BEST BARGAINS 	<ul style="list-style-type: none"> • 24 UNITS INACTIVE DUE TO UNFUNDED REQUIREMENTS • LEAD PAINT ABATEMENT REQUIREMENTS CAN BE AS MUCH AS \$12K PER UNIT • FY 96 MAINTENANCE PROGRAM - \$4.1 MILLION UNFUNDED PROJECTS
AFFORDABILITY AND AVAILABILITY OF ALTERNATIVES	<ul style="list-style-type: none"> • ASSUME AFFORDABLE HOUSING IS AVAILABLE • REMAINING SOLDIERS ARE MORE SENIOR PERSONNEL - BETTER ABLE TO ABSORB OUT OF POCKET EXPENSE 	<ul style="list-style-type: none"> • AREA AROUND TOTTEN IS UPSCALE - RENTALS EXPENSIVE 	<ul style="list-style-type: none"> • ESTIMATE ALL RANK OUT OF POCKET EXPENSE WILL TOTAL \$0.5 MIL OVER ENTITLEMENTS • FORT HAMILTON HAS SUFFICIENT NUMBER OF VACANT QUARTERS TO OFFER ACCEPTABLE OPTION • SOME LOSS OF CONVENIENCE

C-45

SCENARIO SUMMARY FORT TOTTEN, NEW YORK

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Totten, except an enclave for the U. S. Army Reserve. Dispose of family housing.			
One-Time Costs (\$M): 1.0 Annual Savings (\$M): 0.7 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 8.0		One Time Costs (\$M): Steady State Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • AVOIDS MAJOR HOUSING MAINTENANCE AND UPGRADE OUTLAYS AT FORT TOTTEN • ALLOWS REDUCTION TO PERSONNEL AND INFRASTRUCTURE 	<ul style="list-style-type: none"> • PERSONNEL CHANGES (25 OF 721) AND SAVINGS ARE MINOR • FORCES MILITARY FAMILIES ONTO TIGHT, EXPENSIVE COMMERCIAL MARKET • SHIFTS COST BURDEN FROM SERVICE TO SOLDIER 		

C-46

ISSUES
FORT TOTTEN, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
HISTORIC PRESENCE IN NEW YORK CITY AREA	<ul style="list-style-type: none"> • NO EASY CHOICES; ALL REMAINING BASES HAVE MUCH TO OFFER • SERVICE MUST REDUCE EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • ARMY PRESENCE DATES TO CIVIL WAR • TOTTEN FEATURES TWO NYC LANDMARK FACILITIES 1870s OFFICER CLUB CIVIL WAR RAMPARTS 	<ul style="list-style-type: none"> • INSTALLATION CLOSURE AND HISTORIC PRESERVATION ARE NOT INCOMPATIBLE • QUEENS, NY, ZONED POST FOR RESTRICTED DEVELOPMENT
RESIDUAL UNITS TO BE ENCLAVED	<ul style="list-style-type: none"> • 77TH ARMY RESERVE COMMAND ENCLAVED • ERNIE PYLE RESERVE CENTER RETAINED 	<ul style="list-style-type: none"> • CLOSURE AFFECTS 77TH ARCOM AND RESERVE CENTER • RESERVE CENTER RECENTLY UPGRADED 	<ul style="list-style-type: none"> • RESERVE COMMAND AND CENTER REMAINS

C-47



ARMY COMMODITY INSTALLATIONS

MILITARY VALUE	INSTALLATION
1	REDSTONE ARSENAL, ALABAMA
2	DETROIT ARSENAL, MICHIGAN (R)
3	ROCK ISLAND ARSENAL, ILLINOIS
4	FORT MONMOUTH, NEW JERSEY
5	ADELPHI LABORATORY CENTER, MARYLAND
6	FORT DETRICK, MARYLAND (R)
7	PICATINNY ARSENAL, NEW JERSEY
8	COLD REGIONS RESEARCH & ENGINEERING LABORATORY, NEW HAMPSHIRE
9	NATICK RESEARCH , DEVELOPMENT & ENGINEERING CENTER, MASSACHUSETTS

(C) = DoD recommendation for closure

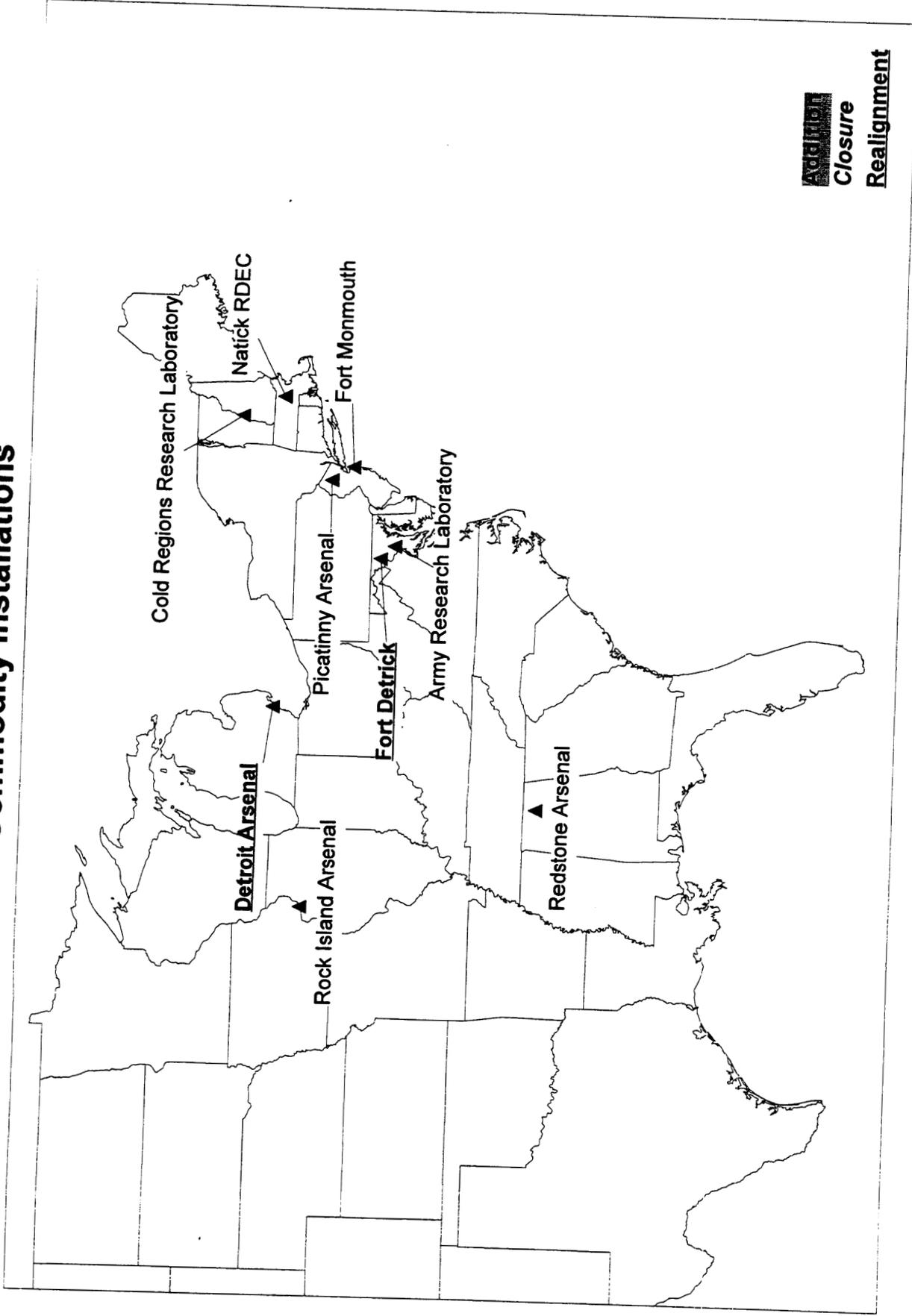
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

D-1

Commodity Installations



D-2

BASE ANALYSIS DETROIT ARSENAL, MICHIGAN

DOD RECOMMENDATION: Realign Detroit Arsenal by closing and disposing of the Detroit Army Tank Plant.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	2 of 9
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	1.4
ANNUAL SAVINGS (\$ M)	3.1
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$ M)	38.1
BASE OPERATING BUDGET (\$ M)	5.9
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / 0.0%
ENVIRONMENTAL	No known impediments

**ISSUES REVIEWED
DETROIT ARSENAL, MICHIGAN**

<p>GUN MOUNT PRODUCTION</p>	<p>IMPACT ON CONTRACTOR PERSONNEL</p> <p>COSTS TO MOVE OPERATIONS TO LIMA OR ROCK ISLAND</p> <p>DEFENSE CONTRACT MANAGEMENT AREA OFFICE (DCMAO) PERSONNEL AT DETROIT TANK PLANT</p>
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ISSUES
DETROIT ARSENAL, MICHIGAN

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>GUN MOUNT PRODUCTION</p>	<ul style="list-style-type: none"> • ARMY STUDY PUTS COSTS AT \$39,483 PER MOUNT AT ROCK ISLAND AND \$53,000 AT DETROIT • PUTTING 100% OF WORK AT ROCK ISLAND RESULTS IN UNIT COST OF \$38,727 • RECOMMENDATION DOES NOT IMPACT ON OMB CIRCULAR A-76 	<ul style="list-style-type: none"> • GUN MOUNT PRODUCTION AT DETROIT IS CHEAPER AND OF BETTER QUALITY • MOVEMENT OF PRODUCTION TO ROCK ISLAND CONFLICTS WITH OMB CIRCULAR A-76 	<ul style="list-style-type: none"> • ARMY INPUT INDICATES THAT ROCK ISLAND IS SIGNIFICANTLY CHEAPER • BOTH PRODUCTION LINES MEET QUALITY REQUIREMENTS • RECOMMENDATION IS NOT IN CONFLICT WITH OMB CIRCULAR A-76

D-5

SCENARIO SUMMARY DETROIT ARSENAL, MICHIGAN

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Realign Detroit Arsenal by closing and disposing of the Detroit Army Tank Plant.			
One-Time Costs (\$M): 1.4 Annual Savings (\$M): 3.1 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 38.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS • SUPPORTS ARMY STATIONING STRATEGY • COMBINES ALL GUN MOUNT PRODUCTION AT ONE FACILITY 	<ul style="list-style-type: none"> • ARMY'S TANK INDUSTRIAL BASE IS CUT TO ONE PLANT • ELIMINATES 150 CONTRACT JOBS 		

**ISSUES
DETROIT ARSENAL, MICHIGAN**

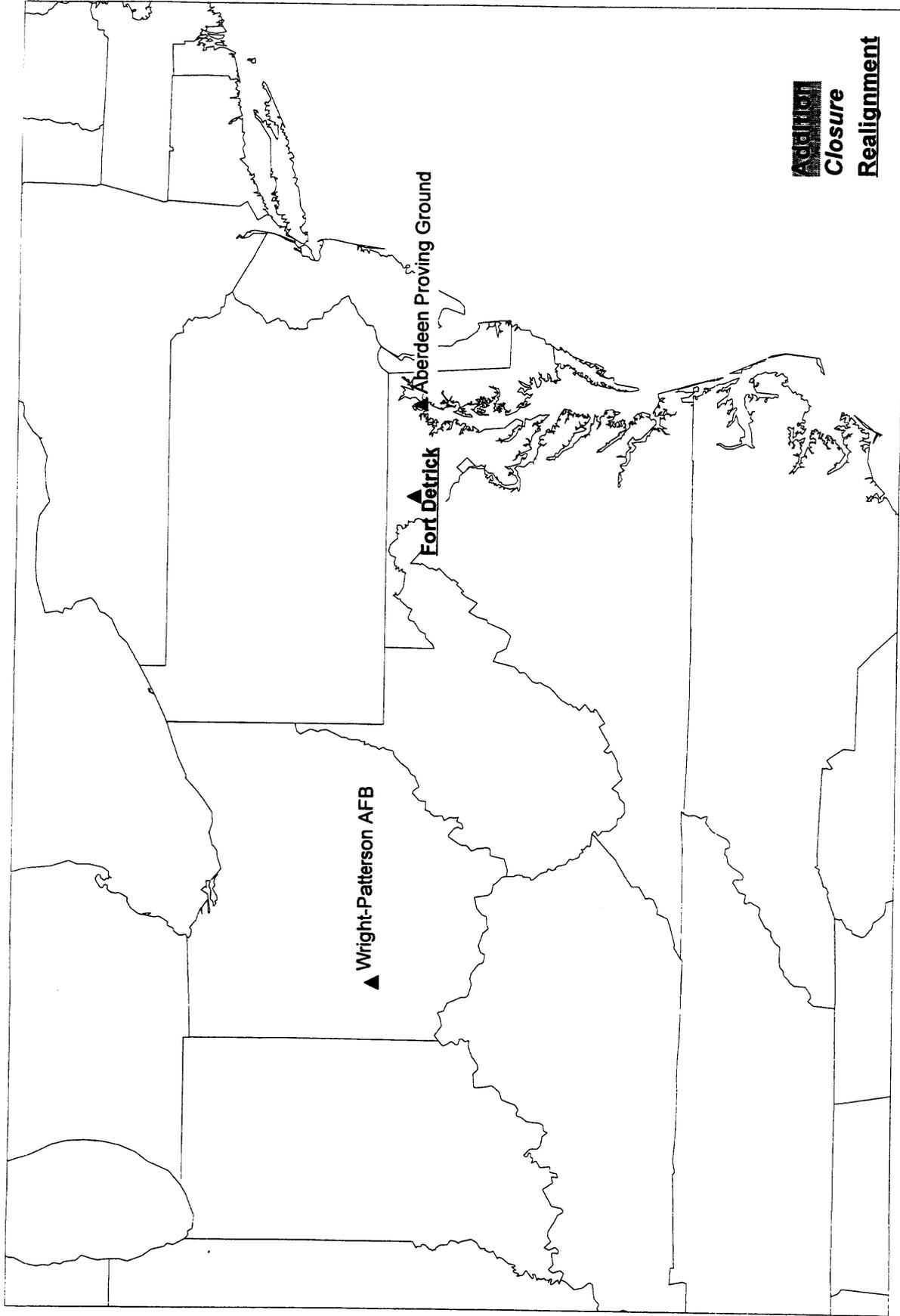
ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
IMPACT ON CONTRACTOR PERSONNEL	<ul style="list-style-type: none"> • CONTRACT EXPIRES PRIOR TO BASE CLOSURE 	<ul style="list-style-type: none"> • ARMY SHOULD TREAT 150 CONTRACTOR PERSONNEL AS LOSSES DUE TO BASE CLOSURE 	<ul style="list-style-type: none"> • JOB LOSS IS LESS THAN 1% OF DETROIT MSA
COSTS TO MOVE OPERATIONS TO LIMA OR ROCK ISLAND	<ul style="list-style-type: none"> • NO COSTS IN COBRA. • ARMY CONFIRMS THAT INCREASED PRODUCTION AT LIMA AND ROCK ISLAND DO NOT REQUIRE ADDITIONAL EQUIPMENT OR FACILITIES 	<ul style="list-style-type: none"> • LIMA AND ROCK ISLAND WILL NEED EQUIPMENT FROM DETROIT AND FACILITY CONSTRUCTION TO ACCEPT ADDITIONAL WORK 	<ul style="list-style-type: none"> • THERE IS NOTHING TO CONTRADICT ARMY'S POSITION THAT LIMA AND ROCK ISLAND CAN ACCEPT MISSION WITH THEIR CURRENT INFRASTRUCTURE
DCMAO PERSONNEL	<ul style="list-style-type: none"> • NO MILITARY PERSONNEL IN SCENARIO 	<ul style="list-style-type: none"> • APPROXIMATELY 40 DOD PERSONNEL AT FACILITY 	<ul style="list-style-type: none"> • COSTS ARE INSIGNIFICANT AS THERE IS AVAILABLE SPACE AT DETROIT ARSENAL

BASE ANALYSIS FORT DETRICK, MARYLAND

DOD RECOMMENDATION: Change the recommendation of the 1991 Commission regarding Tri-Service Project Reliance. Upon disestablishment of the U.S. Army Biomedical Research and Development Laboratory (USABRDL) at Fort Detrick, MD, do not collocate environmental and occupational toxicology research with the Armstrong Laboratory at Wright-Patterson Air Force Base, OH. Instead relocate the health advisories environmental fate research and military criteria research functions of the Environmental Quality Research Branch to the Army Environmental Hygiene Agency (AEHA), Aberdeen Proving Ground, MD, and maintain the remaining functions of conducting non-mammalian toxicity assessment models and on-site biomonitoring research of the Research Methods Branch at Fort Detrick as part of Headquarters, U.S. Army Medical Research and Materiel Command.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	6 of 9
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.3
ANNUAL SAVINGS (\$ M)	0.03
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$ M)	4.1
BASE OPERATING BUDGET (\$ M)	39.4
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 9
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / - 0.6 %
ENVIRONMENTAL	No known impediments

D-8



**Adaptation
Closure
Realignment**

D-9

SCENARIO SUMMARY FORT DETRICK, MARYLAND

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Change the recommendation of the 1991 Commission regarding Tri-Service Project Reliance. Upon disestablishment of the U.S. Army Biomedical Research and Development Laboratory at Fort Detrick, do not collocate environmental and occupational toxicology research with the Armstrong Laboratory at Wright-Patterson Air Force Base, OH. Instead relocate the health advisories environmental fate research and military criteria research functions of the Environmental Quality Research Branch to the Army Environmental Hygiene Agency, Aberdeen Proving Ground, MD. Maintain the remaining functions of conducting nonmammalian toxicity assessment models and onsite biomonitoring research of the Research Methods Branch at Fort Detrick.</p>			
<p>One-Time Costs (\$M): 0.3 Annual Savings (\$M): 0.03 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 4.1</p>		<p>One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • ELIMINATES NEED TO RECREATE A UNIQUE FACILITY 	<ul style="list-style-type: none"> • NONE IDENTIFIED 		



E



ARMY AMMUNITION STORAGE INSTALLATIONS

MILITARY VALUE	INSTALLATION
1	HAWTHORNE ARMY AMMUNITION PLANT, NEVADA
2	TOOELE ARMY DEPOT, UTAH
3	BLUE GRASS ARMY DEPOT, KENTUCKY
4	SENECA ARMY DEPOT ACTIVITY, NEW YORK (C)
5	SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS (C)
6	PUEBLO ARMY DEPOT ACTIVITY, COLORADO
7	SIERRA ARMY DEPOT, CALIFORNIA (R)
8	UMATILLA ARMY DEPOT ACTIVITY, OREGON

(C) = DoD recommendation for closure

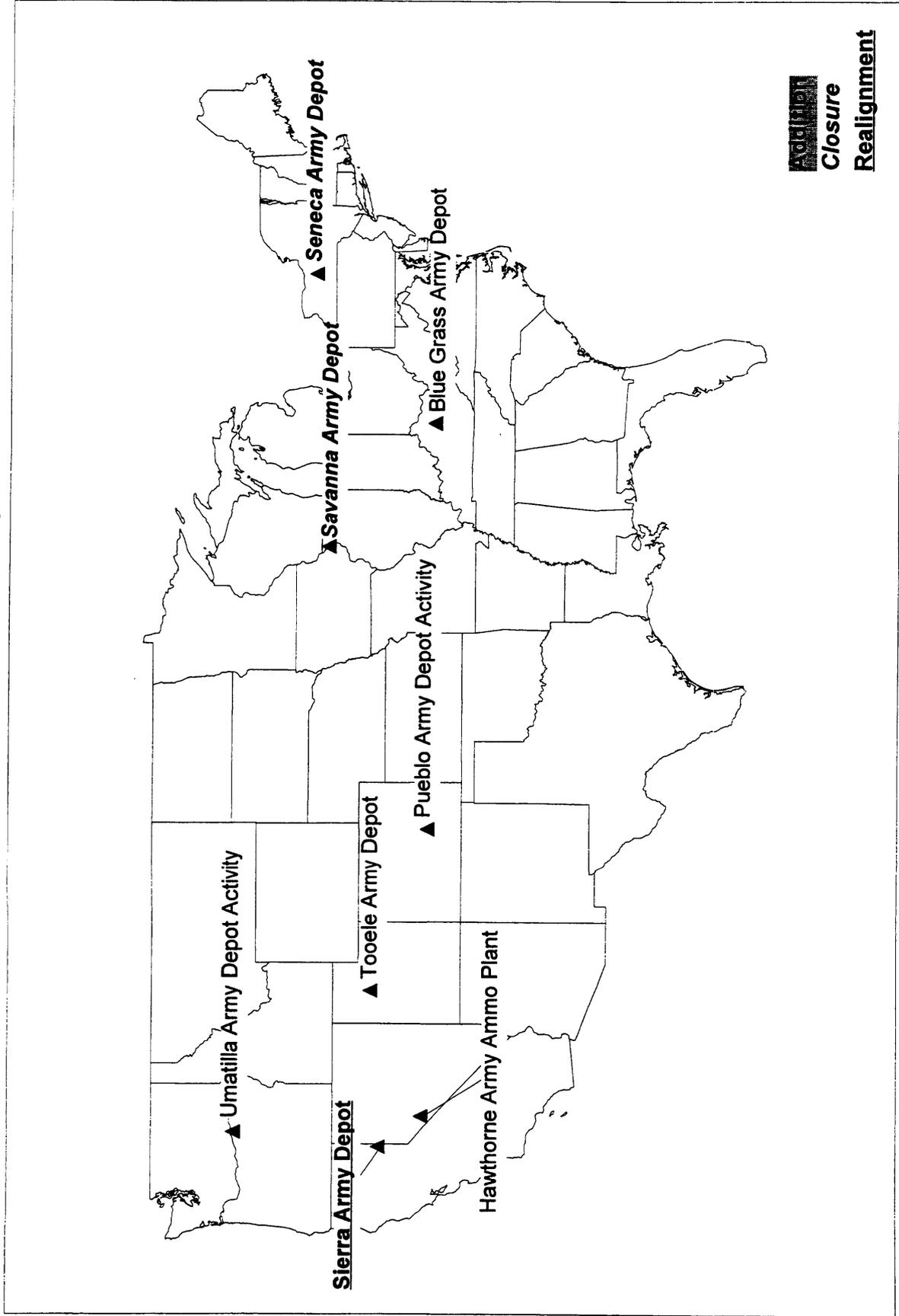
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

E-1

Ammunition Storage



F-2

BASE ANALYSIS SIERRA ARMY DEPOT, CALIFORNIA

DOD RECOMMENDATION: Realign Sierra Army Depot by eliminating the conventional ammunition mission and reducing it to a depot activity. Retain enclave for the Operational Project Stock mission and the static storage of ores.

DOD ALTERNATIVE: Realign Sierra Army Depot by reducing the conventional ammunition mission to the level necessary to support the conventional ammunition demilitarization mission. Retain a conventional ammunition demilitarization capability and an enclave for the Operational Project Stocks mission and the static storage of ores.

CRITERIA	DOD RECOMMENDATION	DOD ALTERNATIVE
MILITARY VALUE	7 of 8	7 of 8
FORCE STRUCTURE	No impact	No impact
ONE-TIME COSTS (\$ M)	12.7	9.9
ANNUAL SAVINGS (\$ M)	25.9	18.5
RETURN ON INVESTMENT	2001 (Immediate)	2001 (Immediate)
NET PRESENT VALUE (\$ M)	299.9	219.3
BASE OPERATING BUDGET (\$ M)	34.0	34.0
PERSONNEL ELIMINATED (MIL / CIV)	36 / 305	36 / 198
PERSONNEL REALIGNED (MIL / CIV)	17 / 34	17 / 34
ECONOMIC IMPACT (BRAC 95 / CUM)	- 6.9 % / - 6.9 %	- 5.3 % / - 5.3 %
ENVIRONMENTAL	No known impediments	No known impediments

**ISSUES REVIEWED
SIERRA ARMY DEPOT, CALIFORNIA**

<p>DEMILITARIZATION CAPACITY</p> <p>ROCKET MOTOR DEMIL</p> <p>UNIQUENESS</p> <p>LOCATION</p> <p>ECONOMIC IMPACT</p> <p>SAVINGS</p> <p>COSTS OF AMMO MOVE</p>	<p>SAFE HAVEN</p> <p>PROCESS</p> <p>TIERING PLAN SCORING</p> <p>TIERING PLAN DATA CERTIFICATION</p> <p>EFFICIENCY</p> <p>MEASURES OF MERIT</p> <p>DATA ACCURACY</p> <p>USADACS</p> <p>GROWTH CAPABILITY</p> <p>EFFECT ON OTHER ACTIVITIES</p> <p>FLEXIBILITY</p> <p>REUSE</p>
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E-4

ISSUES
SIERRA ARMY DEPOT, CALIFORNIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
DEMILITARIZATION CAPACITY	<ul style="list-style-type: none"> • DEMILITARIZATION CAPACITY LOW IN IMPORTANCE • ARMY WILL MOVE TO OTHER DEMIL METHODS IN 21ST CENTURY • LOSS OF SIERRA WILL MOTIVATE RESEARCH INTO ALTERNATIVES 	<ul style="list-style-type: none"> • MILITARY VALUE OVERLOOKED SIERRA'S DEMIL MISSION (22% OF NATIONAL CAPACITY) • CONFLICTS BETWEEN WHOLESALE AMMUNITION STOCKPILE PROGRAM STUDY AND TIERING PLAN NOT RESOLVED • ARMY DEMIL GOALS CANNOT BE MET WITHOUT SIERRA 	<ul style="list-style-type: none"> • EFFECT ON NEAR- TO MID-TERM DEMIL CAPACITY NOT CONSIDERED • NEW DEMIL METHODS EXPERIMENTAL • RECOMMENDATION CONFLICTS WITH ARMY OPERATIONAL BLUEPRINT • INSTALLATION ANALYSIS INCLUDED NO METRIC FOR DEMIL CAPACITY • DOD ALTERNATIVE PRESERVES UNSPECIFIED AMOUNT OF DEMIL
ROCKET MOTOR DEMIL	<ul style="list-style-type: none"> • HILL AIR FORCE BASE CAN DEMIL ROCKET MOTORS 	<ul style="list-style-type: none"> • ONLY BASE THAT CAN DEMIL ROCKET MOTORS FOR START TREATY 	<ul style="list-style-type: none"> • HILL AFB HAS ROCKET MOTOR CAPACITY
UNIQUENESS	<ul style="list-style-type: none"> • ALL OUTDOOR STORAGE GIVEN EQUAL WEIGHT 	<ul style="list-style-type: none"> • DESERT STORAGE DRY, LOW DETERIORATION 	<ul style="list-style-type: none"> • ALL OUTDOOR STORAGE NOT EQUAL • ALTERNATIVE PRESERVES SOME INDOOR AND OUTDOOR STORAGE

ISSUES
SIERRA ARMY DEPOT, CALIFORNIA
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
LOCATION	<ul style="list-style-type: none"> • MORE ECONOMICAL TO LOAD, SHIP FROM FARTHER AWAY • SIERRA GIVEN CREDIT FOR LEAST DISTANCE AND LOWEST COST TO SEAPORTS 	<ul style="list-style-type: none"> • CLOSEST AMMO STORAGE TO WEST COAST PORTS 	<ul style="list-style-type: none"> • DOD CONCLUSION DEPENDENT ON MANPOWER LEVELS
ECONOMIC IMPACT	<ul style="list-style-type: none"> • - 6.9% 	<ul style="list-style-type: none"> • 839 JOBS LOST = -8.8%. • UNEMPLOYMENT WOULD REACH 20.7% IN COUNTY 	<ul style="list-style-type: none"> • ECONOMIC IMPACT SIGNIFICANT • REDUCED TO 5.3% IN COMMISSION ALTERNATIVE
SAVINGS	<ul style="list-style-type: none"> • REALIGNMENT CUTS 305 CIVILIANS; SAVINGS \$25.9M/YEAR 	<ul style="list-style-type: none"> • CUT OF 305 ALSO ELIMINATES ALL BASE OVERHEAD • CORRECT NUMBER 125 	<ul style="list-style-type: none"> • WITH DOD SCENARIO AT COMMUNITY LEVEL, IMMEDIATE PAYBACK, SAVINGS \$13.6M/YEAR
COSTS OF AMMO MOVE	<ul style="list-style-type: none"> • MOST AMMO MOVED IN ISSUE/RECEIPT PROCESS • FUNDING ALREADY IN PROGRAM 	<ul style="list-style-type: none"> • \$38-91M 	<ul style="list-style-type: none"> • \$45-95M PER IOC • ALTERNATIVE RECOMMENDATION AVOIDS EXTRA AMMO MOVE COSTS

SCENARIO SUMMARY

SIERRA ARMY DEPOT, CALIFORNIA

DOD RECOMMENDATION		DOD ALTERNATIVE	
<p>Realign Sierra Army Depot by eliminating the conventional ammunition mission and reducing it to a depot activity. Retain an enclave for the Operational Project Stocks mission and the static storage of ores. Retain additional ammunition storage to support tiering conversion shortfall.</p>		<p>Realign Sierra Army Depot by reducing the conventional ammunition mission to the level necessary to support the conventional ammunition demilitarization mission. Retain a conventional ammunition demilitarization capability and an enclave for the Operational Project Stocks mission and the static storage of ores.</p>	
<p>One-Time Costs (\$M): 12.7 Annual Savings (\$M): 25.9 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 299.9</p>		<p>One-Time Costs (\$M): 9.9 Annual Savings (\$M): 18.5 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 219.3</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • SAVINGS • REDUCTION IN INFRASTRUCTURE 	<ul style="list-style-type: none"> • LOSS OF OVER 40% OF OPEN DETONATION CAPACITY, 22% OF ALL DEMIL • NO IDENTIFIED REPLACEMENT • ECONOMIC IMPACT • MISSIONS IDENTIFIED AS NECESSARY WILL BE DEFERRED 	<ul style="list-style-type: none"> • PRESERVES AMMO STORAGE CAPACITY NEEDED IN SHORT TERM • PRESERVES DEMIL CAPACITY • ALLOWS OTHER NEEDED DEMIL MISSIONS TO PROCEED 	<ul style="list-style-type: none"> • SMALLER SAVINGS • AMMO DRAWDOWN AFTER 1998 WILL EVENTUALLY CREATE EXCESS STORAGE CAPACITY WITH NO BASE DISPOSAL METHOD

ISSUES
SIERRA ARMY DEPOT, CALIFORNIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SAFE HAVEN	<ul style="list-style-type: none"> • SAFE-HAVEN STATUS DID NOT RECEIVE CREDIT 	<ul style="list-style-type: none"> • SIERRA IS SAFE HAVEN FOR NAVY CONCORD 	<ul style="list-style-type: none"> • SAFE HAVEN STATUS NOT A DRIVER
PROCESS	<ul style="list-style-type: none"> • TIERING PLAN ASSISTED IN SELECTING STUDY CANDIDATES • ARMY WAS FREE TO ADD OR SUBTRACT BASES IF ANALYSIS WARRANTED 	<ul style="list-style-type: none"> • INCLUSION OF TIERING PLAN IN STATIONING STRATEGY OVERRODE OBJECTIVE INSTALLATION ASSESSMENTS 	<ul style="list-style-type: none"> • BASES IN DIFFERENT TIERS COULD NOT BE FAIRLY EVALUATED AGAINST EACH OTHER
TIERING PLAN SCORING	<ul style="list-style-type: none"> • SCORING WAS A SNAPSHOT IN TIME • RULES SAME FOR ALL INSTALLATIONS • WINNER-TAKE-ALL SCORING MADE EXTRA DEMIL IRRELEVANT • NO CREDIT GIVEN FOR CAPACITY W/O MISSION 	<ul style="list-style-type: none"> • NO CREDIT FOR AMMO SURVEILLANCE FACILITY • SHORTED 88% OF DEMIL CAPACITY • NO CREDIT FOR MISSILE MAINT/TEST FACILITIES 	<ul style="list-style-type: none"> • CONSEQUENCE OF ODD TIERING PLAN TIMELINES • DEMIL METRIC WAS TONS/YEAR, NOT POUNDS/DAY • LOW WEIGHTING MADE CORRECTION IRRELEVANT • DOD SCORING CONSISTENT
TIERING PLAN DATA CERTIFICATION	<ul style="list-style-type: none"> • CERTIFIED DATA NOT REQUIRED IN TIERING PLAN BECAUSE PLAN NOT DONE FOR BRAC PURPOSES • PLAN ENDORSED BY ARMY VICE-CHIEF OF STAFF 	<ul style="list-style-type: none"> • USE OF UNCERTIFIED DATA VIOLATES PUBLIC LAW 101-510 	<ul style="list-style-type: none"> • GAO SAYS TIERING PLAN ENDORSEMENT DID NOT AUTOMATICALLY CERTIFY DATA • PLAN SHOULD HAVE BEEN RE-RUN WITH CERTIFIED DATA WHEN USED IN BRAC PROCESS

ISSUES
SIERRA ARMY DEPOT, CALIFORNIA

(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
EFFICIENCY	<ul style="list-style-type: none"> • COST FUNCTION OF STAFFING & WORKLOAD, NOT BASE ATTRIBUTES 	<ul style="list-style-type: none"> • SIERRA HAS LOWEST COST IN IOC TO SHIP, RECEIVE, STORE AMMO 	<ul style="list-style-type: none"> • NOT AN INSTALLATION-DEPENDENT METRIC
MEASURES OF MERIT	<ul style="list-style-type: none"> • USE OF DISTANCE AS LOCATION METRIC WAS NOT A DRIVER 	<ul style="list-style-type: none"> • POWER PROJECTION MEASURED SUPERFICIALLY 	<ul style="list-style-type: none"> • BOTH CORRECT • NOT MOST SIGNIFICANT OF TIERING PLAN FLAWS
DATA ACCURACY	<ul style="list-style-type: none"> • DATA CERTIFIED BY IOC 	<ul style="list-style-type: none"> • DATA SIERRA SENT DIDN'T MATCH ARMY'S 	<ul style="list-style-type: none"> • CERTIFICATION DOES NOT EQUAL ACCURACY
USADACS	<ul style="list-style-type: none"> • USADACS TO MOVE TO MCALESTER AAP 	<ul style="list-style-type: none"> • COULD ADOPT USADACS MISSION WITH LITTLE CONSTRUCTION 	<ul style="list-style-type: none"> • USADACS BETTER SUITED TO MCALESTER
GROWTH CAPABILITY	<ul style="list-style-type: none"> • GROWTH CAPABILITY NOT RELEVANT AS SIERRA IS A TIER III DEPOT, SLATED TO BE CLOSED 	<ul style="list-style-type: none"> • INDOOR STORAGE AT OTHER DEPOTS FULL • MORE AVAILABLE WHEN SPECIAL WEAPONS MISSION LEAVES • CAN STORE SECURELY OUTDOORS NOW 	<ul style="list-style-type: none"> • SIERRA RECEIVED CREDIT FOR CURRENT SPECIAL WEAPONS AREAS
EFFECT ON OTHER ACTIVITIES	<ul style="list-style-type: none"> • OPERATIONAL PROJECT STOCKS MISSION WILL REMAIN 	<ul style="list-style-type: none"> • AMMO MISSION LOSS WILL DRIVE UP COST OF OPERATIONAL PROJECT STOCKS MISSION 	<ul style="list-style-type: none"> • COMMUNITY CORRECT BUT ISSUE NOT A DRIVER
FLEXIBILITY	<ul style="list-style-type: none"> • ALTERNATIVE ALLOWS MORE FLEXIBILITY 	<ul style="list-style-type: none"> • CLOSURE ELIMINATES FLEXIBILITY REQUIRED IN TIERING PLAN 	<ul style="list-style-type: none"> • IDENTIFIED INCONSISTENCY IN TIERING PLAN

E-9

ISSUES
SIERRA ARMY DEPOT, CALIFORNIA
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
REUSE	<ul style="list-style-type: none">• REUSE NOT CONSIDERED UNDER STATUTE	<ul style="list-style-type: none">• AMMO AREA HAS NO REUSE POTENTIAL	<ul style="list-style-type: none">• NO FINDING

E-10

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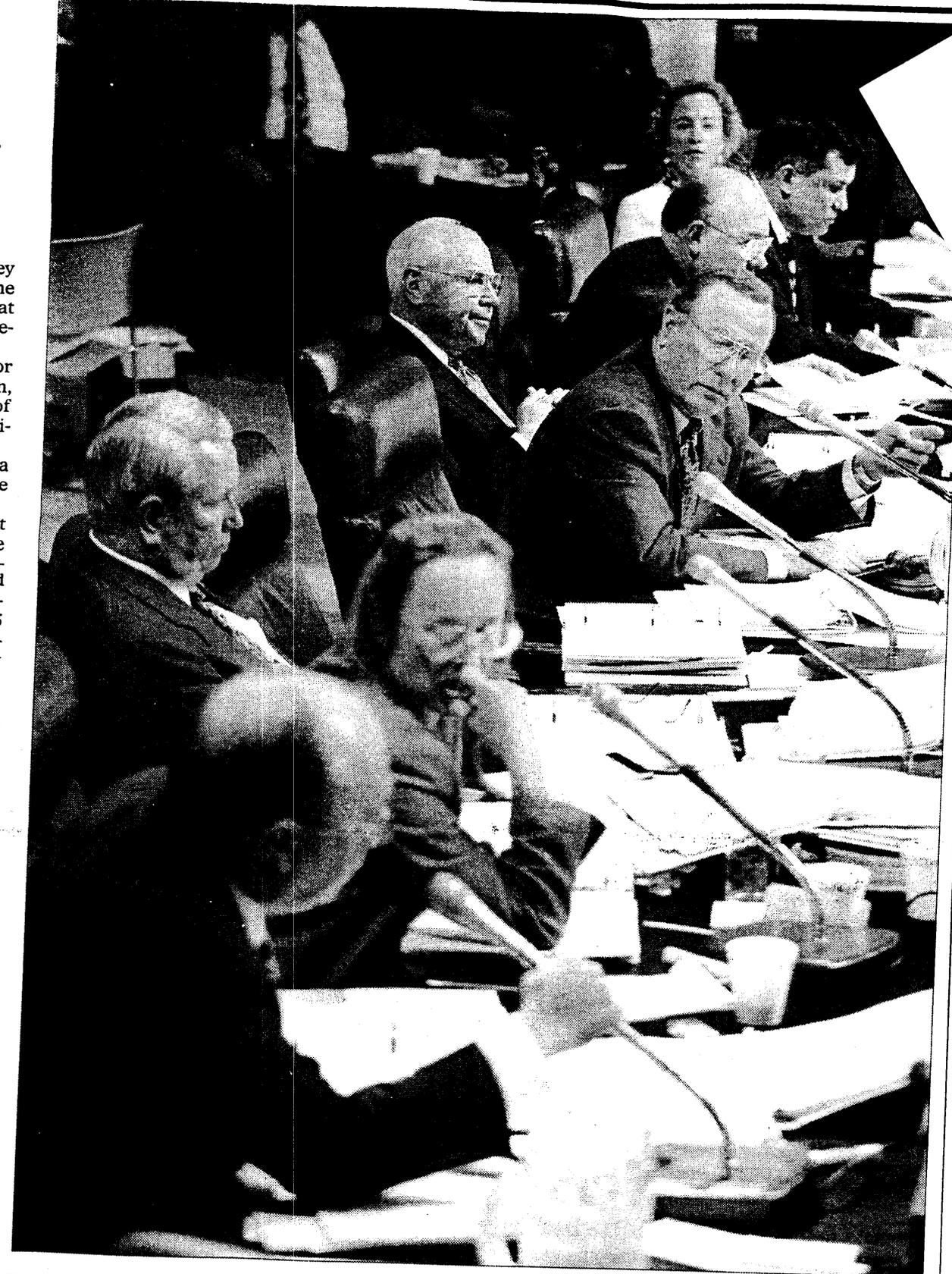
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The Defense Base Closure and Realignment Commission begins the final round of changes to the Pentagon's list of proposed closings yesterday. The panel's recommendations are under attack by California lawmakers.

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led the effort,
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reform had been a
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sets spending rules
House.

In the future, law-
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have to pay for their
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phantom contingents
that has been used
these types of items
Mr. Foley said.

The U.S. Code is a
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reach each congress-
or on a \$34 compact
added.

Medicare Select

House and Senate
agreed yesterday to
50 states for at least
the Medicare Select
which offers seniors
fits at a discount for
restrictions on which
they use.

Medicare Select pol-
can be sold in only 15
the program is due to
Friday. Congress is ex-
give final passage to
tension before then.

But is not yet deter-
whether Medicare Sel-
good deal for elderly
and the government.

Studies conducted f-
ton administration sug-
many customers of the
Select program run up
medical bills, possibly
hospitals make up for
by increasing the volu-
vices they provide.

About 450,000 senior-
rolled in Medicare Sel-
the 15 states where Co-
permitted the policies
since 1992. They pay p-
up to one-third lower th-
scribers to regular sup-
coverage known as Med-

House decides to slash spending on Congress

Votes to cut \$155 million, 2,700 jobs



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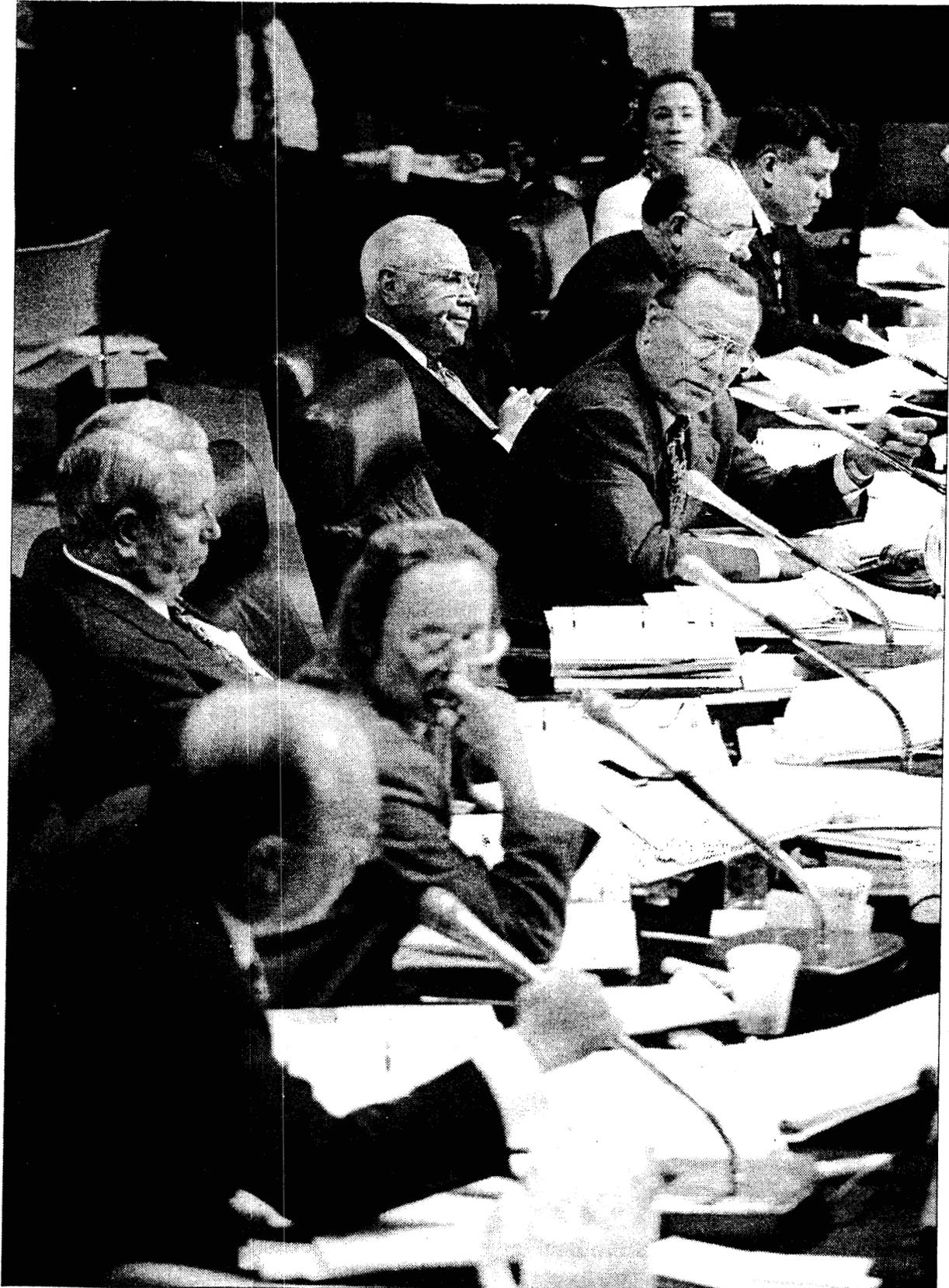
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The Defense Base Closure and Realignment Commission begins the final round of changes to the Pentagon's list of proposed closings yesterday. The panel's recommendations are under attack by California lawmakers.

the bill could open the revival of "cor — sham organizat by management a block independent organizing worker CIO also has oppo The committee : a voice vote an amfered by Rep. Tom sin Republican, an McIntosh, Indiana clarifying that the only to nonunion fi President Clinto his plan to veto the Congress.

No more free

The House of Re yesterday quietly d the longtime practi \$2,500 leather-bound U.S. legal code to n

The freshman la led the effort, Rep. Florida Republican surprised but "thrill reform had been ad annual appropriatic sets spending rules House.

In the future, law want the deluxe law have to pay for their office budgets "rath phantom contingenc that has been used t these types of items Mr. Foley said.

The U.S. Code is a the computer netwo reach each congress or on a \$34 compact added.

Medicare Sele

House and Senate agreed yesterday to 50 states for at least the Medicare Select which offers seniors fits at a discount for restrictions on which they use.

Medicare Select p can be sold in only 1: the program is due t Friday. Congress is e give final passage to tension before then.

But is not yet deter whether Medicare Se good deal for elderly and the government.

Studies conducted ton administration su many customers of the Select program run u medical bills, possibl; hospitals make up for by increasing the volu vices they provide.

About 450,000 senio rolled in Medicare Se the 15 states where C permitted the policies since 1992. They pay p up to one-third lower t sscribers to regular su coverage known as M

House decides to slash spending on Congress

Votes to cut \$155 million, 2,700 jobs



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BASE ANALYSIS SENECA ARMY DEPOT, NEW YORK

DOD RECOMMENDATION: Close Seneca Army Depot, except an enclave to store hazardous material and ores.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	4 of 8
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	29.9
ANNUAL SAVINGS (\$ M)	19.3
RETURN ON INVESTMENT	2001 (Immediate)
NET PRESENT VALUE (\$ M)	202.3
BASE OPERATING BUDGET (\$ M)	7.3
PERSONNEL ELIMINATED (MIL / CIV)	4 / 269
PERSONNEL REALIGNED (MIL / CIV)	0 / 4
ECONOMIC IMPACT (BRAC 95 / CUM)	- 2.7 % / - 2.7 %
ENVIRONMENTAL	No known impediments

E-11

**ISSUES REVIEWED
SENECA ARMY DEPOT, NEW YORK**

<p>PROCESS</p> <p>MILITARY VALUE</p> <p>AMMO STORAGE CAPACITY</p> <p>MEASURES OF MERIT</p> <p>DATA</p>	<p>RATES</p>
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ISSUES
SENECA ARMY DEPOT, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
PROCESS	<ul style="list-style-type: none"> • TIER PLAN ASSISTED IN SELECTING STUDY CANDIDATES • ARMY WAS FREE TO ADD OR SUBTRACT BASES IF ANALYSIS WARRANTED 	<ul style="list-style-type: none"> • INCLUSION OF TIERING PLAN IN STATIONING STRATEGY OVERRODE MILITARY VALUE ANALYSIS 	<ul style="list-style-type: none"> • SENECA LOST ONE POSITION (3RD TO 4TH) • BASES IN DIFFERENT TIERS COULD NOT BE FAIRLY EVALUATED AGAINST EACH OTHER • TIERING PLAN NOT INTENDED FOR BRAC
MILITARY VALUE	<ul style="list-style-type: none"> • TIER III 	<ul style="list-style-type: none"> • TIER I 	<ul style="list-style-type: none"> • NO WAY TO RESOLVE WITHOUT REWRITING TIERING PLAN • BASES IN DIFFERENT TIERS COULD NOT BE FAIRLY COMPARED
AMMO STORAGE CAPACITY	<ul style="list-style-type: none"> • TIERING PLAN SHOWS ABILITY TO DEMILITARIZE SUFFICIENT TO CLOSE • DOD INCLUDES SUFFICIENT AMMO MOVE COSTS TO EXECUTE 	<ul style="list-style-type: none"> • OTHER STORAGE FULL • NOWHERE FOR SENECA'S AMMUNITION TO GO 	<ul style="list-style-type: none"> • SUFFICIENT IF : ⇒ CAPABILITY AT SIERRA RETAINED ⇒ DEMIL OF OUTDOOR AMMO DEFERRED • AMMO MOVE COST OPTIMISTIC
MEASURES OF MERIT	<ul style="list-style-type: none"> • MEASURES WERE SAME FOR ALL INSTALLATIONS 	<ul style="list-style-type: none"> • TIERING USED POOR MEASURES FOR LOCATION, STORAGE, POWER PROJECTION 	<ul style="list-style-type: none"> • SENECA PARTICULARLY HURT BY CHOICE OF STORAGE MEASURE

ISSUES
SENECA ARMY DEPOT, NEW YORK
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
DATA	<ul style="list-style-type: none"> • CREDIT FOR CAPABILITY NOT AWARDED WITHOUT MISSION 	<ul style="list-style-type: none"> • NO CREDIT FOR MISSILE MAINTENANCE CAPABILITY • NO CREDIT FOR SMALL-ARMS WAREHOUSES, AIRFIELD 	<ul style="list-style-type: none"> • DOD SCORING CONSISTENT ON MISSILE MAINTENANCE • CONCUR WITH COMMUNITY ON AIRFIELD • SMALL-ARMS WAREHOUSES ADDRESSED IN MEASURES OF MERIT SECTION

E-1A

SCENARIO SUMMARY SENECA ARMY DEPOT, NEW YORK

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Seneca Army Depot, except an enclave to store hazardous material and ores.			
One-Time Costs (\$M): 29.9 Annual Savings (\$M): 19.3 Return on Investment: 2001 (Immediate) Net Present Value (\$M): 202.3		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • SAVINGS • REDUCES INFRASTRUCTURE • ALLOWS ARMY TO IMPLEMENT AMMUNITION TIERING PLAN 	<ul style="list-style-type: none"> • AMMO STORAGE DEMAND INCREASING THROUGH 1998 • REQUIRES INCREASE IN OUTDOOR STORAGE 		

ISSUES
SENECA ARMY DEPOT, NEW YORK

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
RATES	<ul style="list-style-type: none">• RATE NOT DRIVER	<ul style="list-style-type: none">• HOURLY RATE APPEARS HIGH DUE TO WORKLOAD	<ul style="list-style-type: none">• SAME TRUE FOR ALL

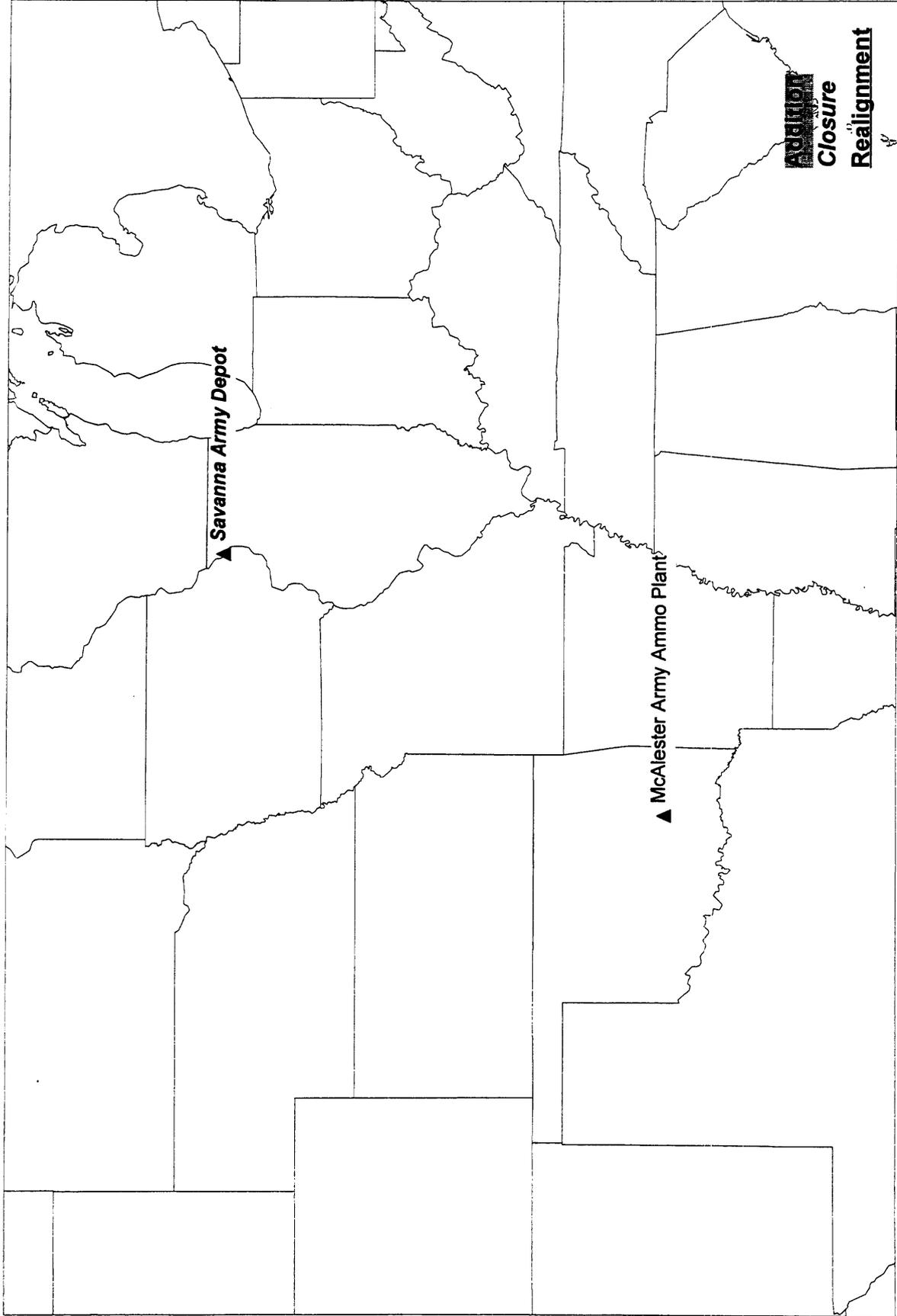
BASE ANALYSIS

SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS

DOD RECOMMENDATION: Close Savanna Army Depot Activity. Relocate the United States Army Defense Ammunition Center and School (USADACS) to McAlester Army Ammunition Plant, Oklahoma.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	5 of 8
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	66.6
ANNUAL SAVINGS (\$ M)	12.1
RETURN ON INVESTMENT	2006 (5 years)
NET PRESENT VALUE (\$ M)	80.7
BASE OPERATING BUDGET (\$ M)	9.0
PERSONNEL ELIMINATED (MIL / CIV)	4 / 172
PERSONNEL REALIGNED (MIL / CIV)	5 / 264
ECONOMIC IMPACT (BRAC 95 / CUM)	- 8.3 % / - 8.3 %
ENVIRONMENTAL	No known impediments

E-17



F-18

**ISSUES REVIEWED
SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS**

<p>UNIQUENESS OF USADACS FACILITIES</p> <p>ECONOMIC IMPACT</p> <p>AMMO STORAGE CAPACITY</p> <p>COSTS OF MOVE</p>	<p>DESTINATION OF USADACS</p> <p>DEMILITARIZATION</p> <p>REUSE</p>
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E-19

ISSUES

SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
UNIQUENESS OF USADACS FACILITIES	<ul style="list-style-type: none"> • CAMPUS, ENGINEERING, TEST FACILITIES CAN BE RECREATED 	<ul style="list-style-type: none"> • FACILITIES IDENTIFIED AT MCALESTER AAP INADEQUATE 	<ul style="list-style-type: none"> • MCALESTER FACILITIES WILL BE ADEQUATE WHEN CONSTRUCTION COMPLETE
ECONOMIC IMPACT	<ul style="list-style-type: none"> • - 8.2% 	<ul style="list-style-type: none"> • IF DOD CORRECT, RESULTING UNEMPLOYMENT 10.6% • WILL HAVE EXTRA IMPACT ON RURAL AREA 	<ul style="list-style-type: none"> • - 9.1% IMPACT
AMMO STORAGE CAPACITY	<ul style="list-style-type: none"> • TIERING PLAN SHOWS ABILITY TO DEMILITARIZE SUFFICIENT TO CLOSE 	<ul style="list-style-type: none"> • ALL AMMO STORAGE WILL BE FULL IN FY95, SO NONE CAN BE CLOSED 	<ul style="list-style-type: none"> • SUFFICIENT IF CAPACITY OF SIERRA RETAINED AND DEMIL OF OUTSIDE AMMO DEFERRED • TIERING PLAN NOT INTENDED FOR BRAC
COSTS OF MOVE	<ul style="list-style-type: none"> • MOST AMMO MOVED IN NORMAL ISSUE/RECEIPT PROCESS • \$28.2M FOR AMMO MOVES • EXPECT HOMEOWNERS ASSISTANCE PROGRAM WILL NOT APPLY • USADACS FACILITIES COST \$21M 	<ul style="list-style-type: none"> • COST OF MOVING AMMO UNDERESTIMATED • USADACS MOVE \$57M • FACILITIES \$50M MORE • \$14M EXTRA COST FROM BUYING UNSOLD HOMES 	<ul style="list-style-type: none"> • EXTRA AMMO MOVE COST MAKES ROI 5 YEARS • AMMO MOVE COST ASSUMPTIONS LOW END OF IOC RANGE • \$50M USADACS FACILITY COST NOT SUBSTANTIATED

SCENARIO SUMMARY

SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Savanna Army Depot Activity. Relocate the United States Army Defense Ammunition Center and School (USADACS) to McAlester Army Ammunition Plant, Oklahoma.			
One-Time Costs (\$M): 66.6 Annual Savings (\$M): 12.1 Return on Investment: 2006 (5 years) Net Present Value (\$M): 80.7		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • SAVINGS • REDUCES INFRASTRUCTURE • ALLOWS IMPLEMENTATION OF TIERING PLAN 	<ul style="list-style-type: none"> • ECONOMIC IMPACT • AMMO STORAGE DEMAND INCREASING THROUGH 1998 • REQUIRES INCREASE IN OUTDOOR STORAGE 		

ISSUES
SAVANNA ARMY DEPOT ACTIVITY, ILLINOIS

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
DESTINATION OF USADACS	<ul style="list-style-type: none"> • DIRECT TRANSFER TO MCALESTER AMMUNITION PLANT, OKLAHOMA 	<ul style="list-style-type: none"> • OTHER COMMUNITIES ASK THAT DESTINATION REMAIN FLEXIBLE 	<ul style="list-style-type: none"> • USADACS OPERATIONALLY WELL SUITED TO MCALESTER • POSSIBILITY OF SIGNIFICANT ONE-TIME COST SAVINGS ELSEWHERE
DEMILITARIZATION	<ul style="list-style-type: none"> • DEPLETED URANIUM STABLE, WILL BE STORED • SMALL DEMIL CAPACITY CAN BE FOREGONE 	<ul style="list-style-type: none"> • EXPLOSIVE WASTE INCINERATOR AND DEPLETED URANIUM DEMIL FACILITY ON SITE • 66,000 DU ROUNDS AWAITING DEMIL 	<ul style="list-style-type: none"> • MORE ECONOMICAL TO STORE DU THAN TO DEMIL
REUSE	<ul style="list-style-type: none"> • REUSE NOT CONSIDERED 	<ul style="list-style-type: none"> • BURIED AMMUNITION INHIBITS REUSE 	<ul style="list-style-type: none"> • DOES NOT INHIBIT CLOSURE • STATUTE PROHIBITS REUSE CONSIDERATIONS

F

ARMY INDUSTRIAL FACILITIES

MILITARY VALUE	INSTALLATION
1	WATERVLIET ARSENAL, NEW YORK
2	STRATFORD ARMY ENGINE PLANT, CONNECTICUT (C)
3	LIMA ARMY TANK PLANT, OHIO
4	DETROIT ARMY TANK PLANT, MICHIGAN (C)

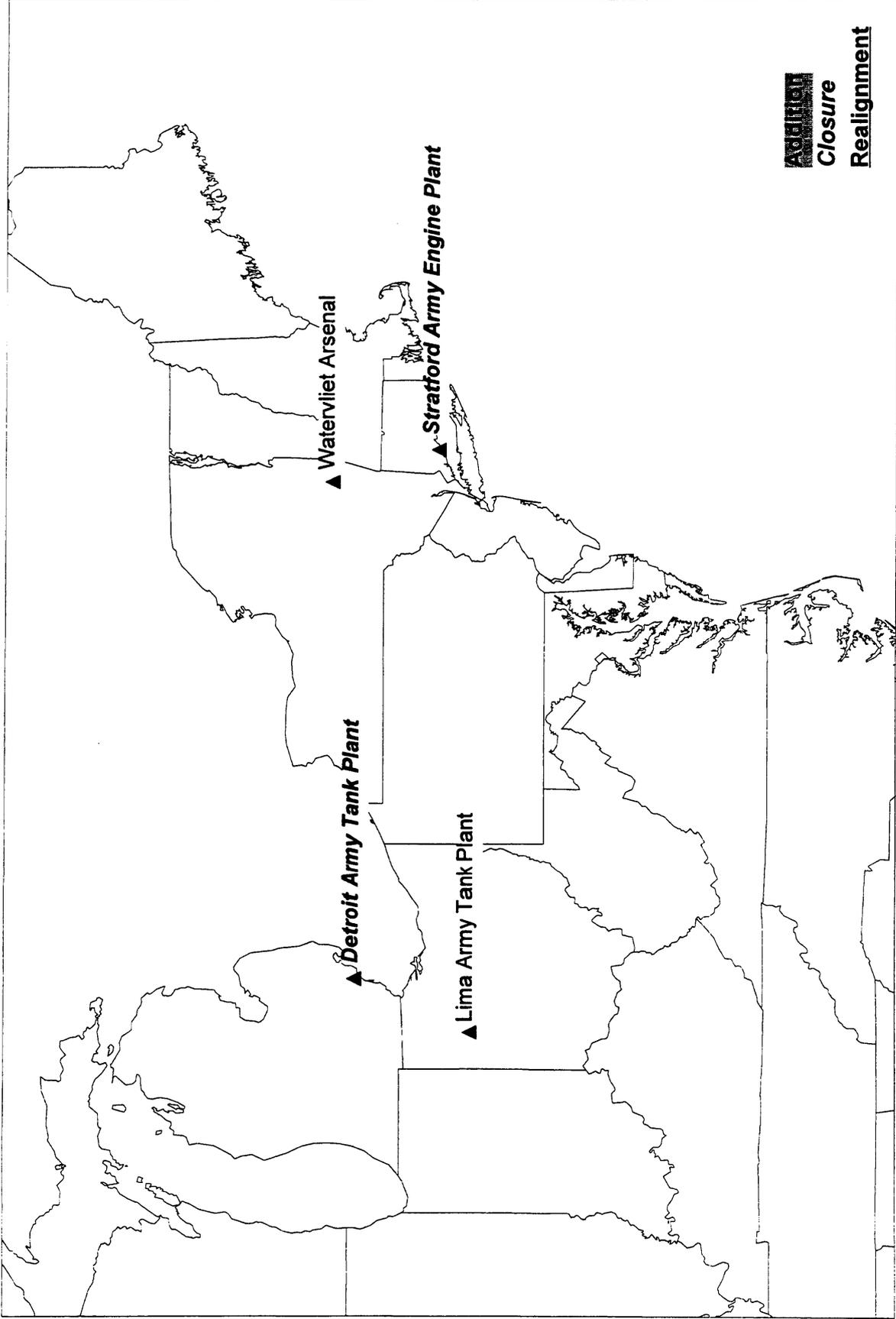
(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

Industrial Facilities



F-2

BASE ANALYSIS
STRATFORD ARMY ENGINE PLANT, CONNECTICUT

DOD RECOMMENDATION: Close Stratford Army Engine Plant.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	2 of 4
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	2.1
ANNUAL SAVINGS (\$ M)	6.0
RETURN ON INVESTMENT	1997 (Immediate)
NET PRESENT VALUE (\$ M)	81.0
BASE OPERATING BUDGET (\$ M)	5
PERSONNEL ELIMINATED (MIL / CIV)	5 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / 0.0%
ENVIRONMENTAL	No known impediments

**ISSUES REVIEWED
STRATFORD ARMY ENGINE PLANT, CONNECTICUT**

INDUSTRIAL WORKLOAD

**COMPLIANCE WITH DEFENSE SCIENCE BOARD
RECOMMENDATION**

EQUIPMENT MOVEMENT AND MILITARY CONSTRUCTION
COSTS

ENVIRONMENTAL COMPLIANCE COSTS

GOVERNMENT PERSONNEL NUMBERS ARE INACCURATE

RENTAL INCOME FROM CONTRACTOR

DUAL MILITARY/CIVILIAN USE CONCEPT

IMPACT ON 1,500 ALLIED SIGNAL EMPLOYEES

IMPACT ON PRODUCTION OF LCAC ENGINE FOR NAVY

ISSUES
STRATFORD ARMY ENGINE PLANT, CONNECTICUT

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
INDUSTRIAL WORKLOAD	<ul style="list-style-type: none"> • NO NEED FOR FUTURE NEW ENGINE PRODUCTION • ARMY HAS IN-HOUSE CAPABILITY FOR REBUILD • WILL PURCHASE ADEQUATE STOCK TO CARRY OVER UNTIL ABLE TO OBTAIN SPARE PARTS FROM OTHER SOURCES 	<ul style="list-style-type: none"> • ARMY COULD NOT GO FOR EXPECTED 30 YEARS WITHOUT NEW ENGINES OR ENGINEERING SUPPORT • SOLE SOURCE FOR SEVERAL ENGINE ITEMS (I.E., RECUPERATOR) 	<ul style="list-style-type: none"> • ENGINE SUSTAINMENT IS POSSIBLE WITHOUT RETAINING STRATFORD
COMPLIANCE WITH DEFENSE SCIENCE BOARD RECOMMENDATION	<ul style="list-style-type: none"> • ARMY STATES THAT THEY ARE COMPLYING WITH RECOMMENDATION • TURBINE ENGINE TECHNOLOGY IS AVAILABLE FROM OTHER SOURCES 	<ul style="list-style-type: none"> • COMMUNITY STATES THAT RECOMMENDATION WAS TO RETAIN STRATFORD 	<ul style="list-style-type: none"> • DEPARTMENT OF DEFENSE ENDORSED RECOMMENDATION TO CLOSE STRATFORD ARMY ENGINE PLANT AFTER TASK FORCE FINDINGS WERE PUBLISHED

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SCENARIO SUMMARY

STRATFORD ARMY ENGINE PLANT, CONNECTICUT

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Stratford Army Engine Plant.		Close Stratford Army Engine Plant.	
One-Time Costs (\$M): 2.1 Annual Savings (\$M): 6.0 Return on Investment: 1998 (1 Year) Net Present Value (\$M): 81.0		One-Time Costs (\$M): 6.6 Annual Savings (\$M): 6.1 Return on Investment: 1998 (1 Year) Net Present Value (\$M): 78.8	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • COMPLIES WITH ARMY STATIONING STRATEGY • ARMY DOES NOT NEED FUTURE ENGINE PRODUCTION • DEPOTS CAN SATISFY REPAIR REQUIREMENTS 	<ul style="list-style-type: none"> • REDUCES INFRASTRUCTURE FOR SUPPORT OF MILITARY TURBINE ENGINES 	<ul style="list-style-type: none"> • ADDRESSES DCM AO PERSONNEL AND EQUIPMENT MOVEMENT 	

F-6

ISSUES
STRATFORD ARMY ENGINE PLANT, CONNECTICUT

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
EQUIPMENT MOVEMENT AND MILITARY CONSTRUCTION COSTS	<ul style="list-style-type: none"> • COBRA DOES NOT HAVE COSTS FOR CONSTRUCTION AT GAINING FACILITIES OR EQUIPMENT MOVEMENT 	<ul style="list-style-type: none"> • ALLIED SIGNAL ESTIMATES \$2.54 MILLION TO MOVE GOVERNMENT EQUIPMENT 	<ul style="list-style-type: none"> • IMPLEMENTATION PLAN SHOWS \$2.03 MILLION FOR EQUIPMENT MOVEMENT • COSTS INCLUDED IN COMMISSION COBRA
ENVIRONMENTAL COMPLIANCE COSTS	<ul style="list-style-type: none"> • NO ENVIRONMENTAL COMPLIANCE COSTS ARE IN THE ARMY'S ANALYSIS 	<ul style="list-style-type: none"> • STUDY FOR ARMY IN 1994 INDICATES \$17 MILLION TO STABILIZE THE PLANT 	<ul style="list-style-type: none"> • THERE IS NO EVIDENCE THAT COSTS ARE ASSOCIATED WITH COMPLIANCE OR RESULT OF BRAC ACTION
GOVERNMENT PERSONNEL NUMBERS	<ul style="list-style-type: none"> • ARMY COBRA REFLECTS FIVE MILITARY PERSONNEL 	<ul style="list-style-type: none"> • THERE ARE 110 DEFENSE CONTRACT MANAGEMENT AREA OFFICE (DCMAO) PERSONNEL ON SITE 	<ul style="list-style-type: none"> • MUST REALIGN 91 AND ELIMINATE 4 PERSONNEL • COST TO MOVE DCMAO PERSONNEL IS \$35,488 • COSTS INCLUDED IN COMMISSION COBRA • RESULTS IN 0.1% JOB LOSS

ISSUES
STRATFORD ARMY ENGINE PLANT, CONNECTICUT
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
RENTAL INCOME FROM CONTRACTOR	<ul style="list-style-type: none"> • COBRA DOES NOT REFLECT LOSS OF RENTAL INCOME FROM ALLIED SIGNAL 	<ul style="list-style-type: none"> • CLAIMS THAT GOVERNMENT RECEIVES \$2 MILLION PER YEAR 	<ul style="list-style-type: none"> • OPERATING COSTS SHARED BY GOVERNMENT AND CONTRACTOR • ARMY ANALYSIS ONLY INCLUDES GOVERNMENT PORTION OF OPERATING EXPENSES
DUAL MILITARY/CIVILIAN USE CONCEPT	<ul style="list-style-type: none"> • ARMY WANTS OUT OF THE FACILITY 	<ul style="list-style-type: none"> • CONTRACTOR RECOMMENDS MILITARY RETAIN FACILITY IN A DUAL USE CAPACITY 	<ul style="list-style-type: none"> • NO REASON TO RETAIN EXCESS WITHOUT FUTURE REQUIREMENTS
IMPACT ON 1,500 ALLIED SIGNAL EMPLOYEES	<ul style="list-style-type: none"> • JOB LOSS DUE TO CONTRACT TERMINATION 	<ul style="list-style-type: none"> • WOULD RESULT IN CONSIDERABLE JOB LOSS AND ECONOMIC IMPACT 	<ul style="list-style-type: none"> • REPRESENTS LESS THAN 1% OF EMPLOYMENT BASE IN COUNTY
IMPACT ON PRODUCTION OF LCAC ENGINE	<ul style="list-style-type: none"> • RECOMMENDATION DOES NOT INDICATE ANY IMPACT ON LCAC ENGINE FOR US NAVY 	<ul style="list-style-type: none"> • NAVY IS CONTRACTING FOR LCAC ENGINE UPGRADE KIT FROM STRATFORD ENGINE PLANT 	<ul style="list-style-type: none"> • NAVY IS AWARE OF THE RECOMMENDATION AND HAS VOICED NO CONCERN



G



ARMY PORTS

MILITARY VALUE	INSTALLATION
1	SUNNY POINT MILITARY OCEAN TERMINAL, NORTH CAROLINA
2	BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY (C)
3	OAKLAND ARMY BASE, CALIFORNIA (*)

(C) = DoD recommendation for closure

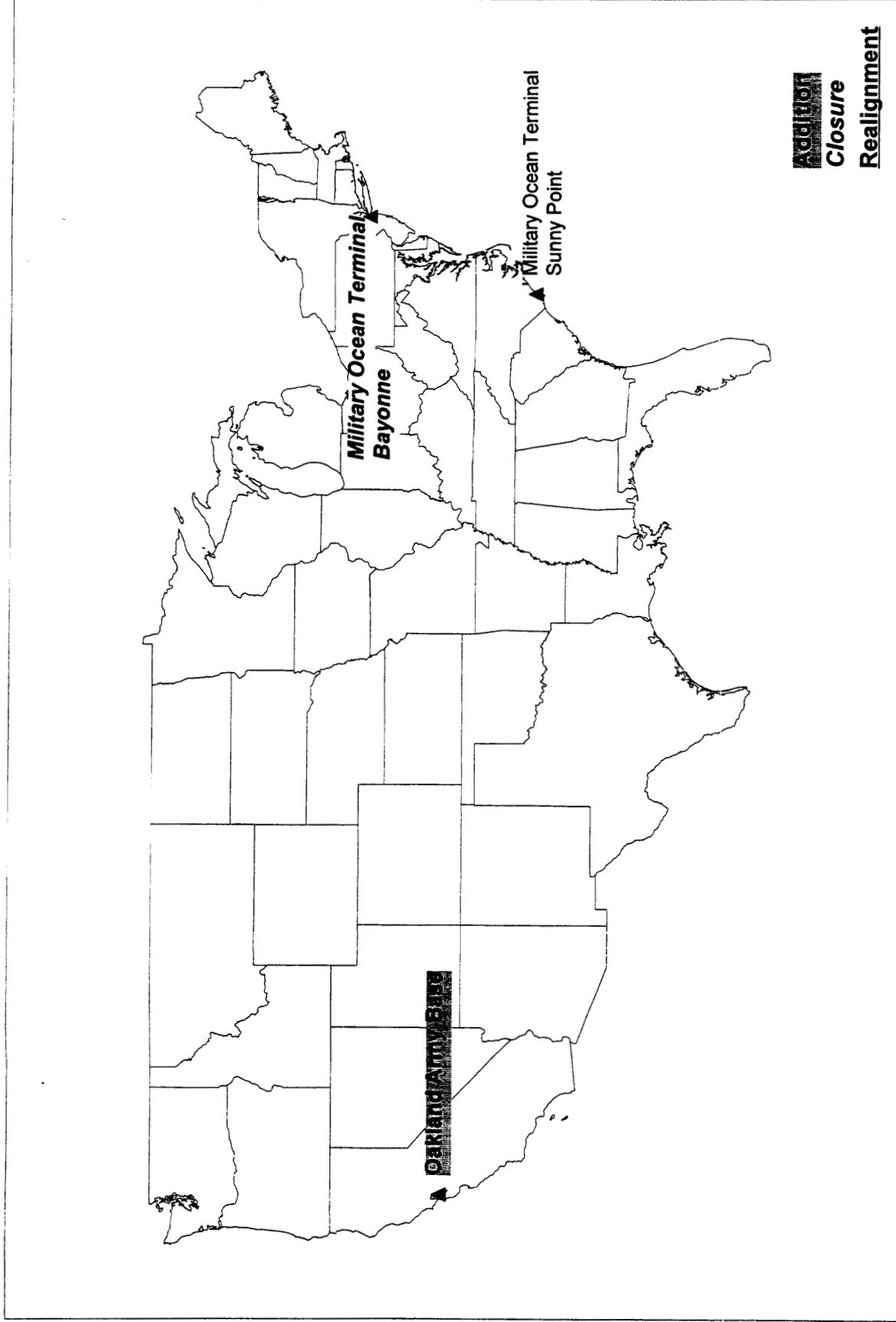
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

6-1

Ports



G-2

BASE ANALYSIS

BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY

DOD RECOMMENDATION: Close Bayonne Military Ocean Terminal. Relocate the Military Transportation Management Command (MTMC) Eastern Area Command Headquarters and the traffic management portion of the 1301st Major Port Command to Fort Monmouth, New Jersey. Retain an enclave for the Navy Military Sealift Command, Atlantic, and Navy Resale and Fashion Distribution Center.

DOD ALTERNATIVE: Close Bayonne Military Ocean Terminal. Relocate the Military Traffic Management Command (MTMC) Eastern Area Command Headquarters, the traffic management portion of the 1301st Major Port Command, the Military Sealift Command, Atlantic, and Resale and Fashion Distribution Center to locations to be determined.

CRITERIA	DOD RECOMMENDATION	DOD ALTERNATIVE
MILITARY VALUE	2 of 3	2 of 3
FORCE STRUCTURE	No impact	No impact
ONE-TIME COSTS (\$ M)	43.8	79.7
ANNUAL SAVINGS (\$ M)	8.6	17.1
RETURN ON INVESTMENT	2004 (6 Years)	2003 (5 Years)
NET PRESENT VALUE (\$M)	69.3	143.5
BASE OPERATING BUDGET (\$ M)	19.6	19.6
PERSONNEL ELIMINATED (MIL / CIV)	8 / 149	7 / 179
PERSONNEL REALIGNED (MIL / CIV)	81 / 906	154 / 1,615
ECONOMIC IMPACT (BRAC 95 / CUM)	- 1.1 % / - 1.1 %	-1.3 % / - 1.3 %
ENVIRONMENTAL	No known impediments	No known impediments

6-3

STRATEGIC PORTS NOMINAL DEPLOYMENT CAPACITY BY COAST

	<u>DIVISION CAPABLE</u>	<u>BRIGADE CAPABLE</u>	<u>PORT PLANNING ORDERS</u>
EAST COAST	10	3	8 w/ 5 Ports
GULF COAST	1	5	3 w/ 2 Ports
WEST COAST	7	0	4* w/ 3 Ports

*** ADDITIONAL 3 WITH PORT OF OAKLAND EXPIRED FEB 95**

SOURCE: MILITARY TRAFFIC MANAGEMENT COMMAND , TRANSPORTATION ENGINEERING AGENCY PORTS STUDIES

EMERGENCY ACQUISITION OF PORT FACILITIES

PORT PLANNING ORDERS

PRIORITY ORDERS

ALLOCATION ORDERS

PPOs

- MTMC identifies port facility
- MARAD issues at MTMC's request
- Non-binding
- Generally effective for three years
- 15 in effect at 11 strategic seaports
- Expedites NSPO or NAO
- Activation
 - MTMC notifies port controller
 - If agreement, facilities transferred to DOD agency

If no agreement,
invoke legal action

Defense Production
Act of 1950
46 CFR, Part 340

NSPOs

- Priority of service
- Time specific
 - 30 days
 - Option for renewal
- Legally binding
- Effective upon receipt
- Occupancy within 48 hours
- PPO not prerequisite

Same origin, legal
authority, and
features of NSPO
except —▶

NAOs

- Exclusive use of port
- Required for sustainment ops
- Only one exists; issued at request of federal port controller
- Not expected to be used

COMMERCIAL FACILITIES' WILLINGNESS TO TAKE MILITARY TRAFFIC

COMMERCIAL PORTS OPERATING NEAR CAPACITY
COMMERCIAL BUSINESS GROWING 12%-14% PER YEAR
DESIRE GREATER FLEXIBILITY AND LONGER TIME
THAN 48 HOURS ALLOWED BY PPO/NSPO

MARAD/DOD/PORTS INITIATIVES

- LOUISIANA STATE UNIV DEVELOPING A MODEL TO CALCULATE
 - DISRUPTION AT COMMERCIAL PORT CAUSED BY MILITARY DEPLOYMENTS
 - COMMERCIAL FACILITIES AVAILABLE TO HANDLE DISRUPTED CARGO
 - COST TO THE MILITARY FOR THE DISRUPTION
- EXPLORING POTENTIAL MECHANISMS TO NOTIFY PORTS EARLIER IN THE DEPLOYMENT PLANNING SEQUENCE

**ISSUES REVIEWED
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY**

<p>REQUIREMENT FOR BAYONNE</p> <p>COMMERCIAL PORTS CAPABILITY TO ABSORB MILITARY CARGO</p> <p>COMMERCIAL PORTS WILLINGNESS TO ABSORB MILITARY CARGO IN A TIMELY MANNER</p> <p>SECRETARY OF THE ARMY SUGGESTIONS ABOUT RECOMMENDATION LANGUAGE</p>	<p>MILITARY CARGO CHARACTERISTICS</p> <p>PORT PLANNING ORDERS</p>
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DESERT SHIELD/DESERT STORM SHIPMENTS BY COAST/MILITARY PORTS

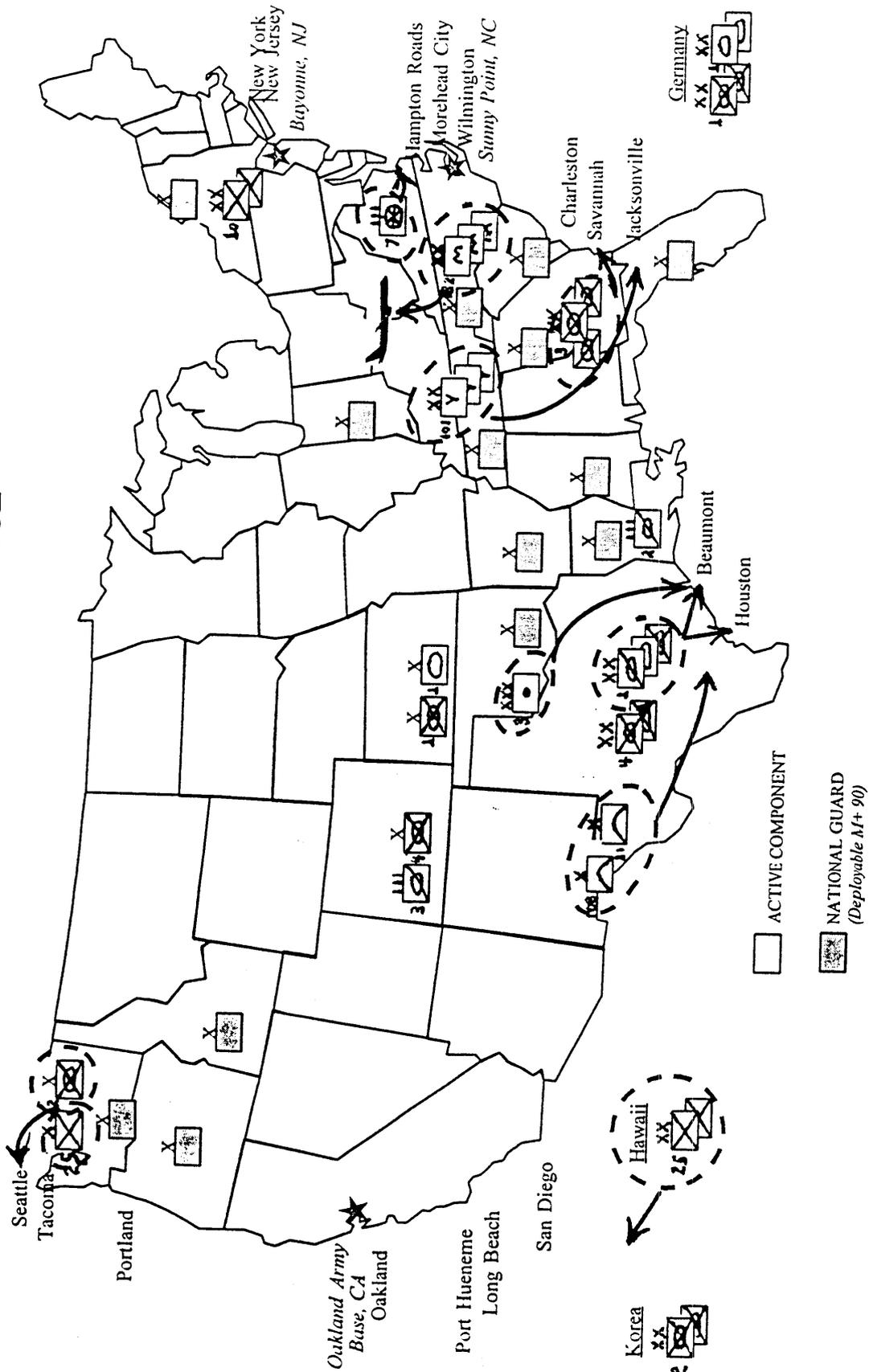
(AUG 90 - MAR 91)

	PORTS USED	# OF SHIPS	S/TONS (000)	TOTAL S/TONS (000)	MAJOR UNITS
EAST COAST	13	203	1,182.7		Army & Marine Cbt Units
(BAYONNE, NJ)		(40)	(183.9)		1st Corps Supt Cmd
(SUNNY POINT, NC)		(38)	(375.9)		Ammunition
GULF COAST	3	59	304.1		Mech Infantry/Armor
WEST COAST	6	62	193.9		Army Cbt Supt, Marine Cbt
(PORT HEUNEME, CA)		(12)	(31.7)		Sig Bde, Marine Cbt Bde
(CONCORD, CA)		(9)	(68.4)		Ammunition
(OAKLAND ARMY BASE, CA)		(19)	(42.4)		1st Corps Supt Cmd

SOURCE: MILITARY TRANSPORTATION MANAGEMENT COMMAND

DEPLOYMENT FLOW

TEN DIVISION FORCE



ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>REQUIREMENT FOR BAYONNE</p>	<ul style="list-style-type: none"> • ADEQUATE COMMERCIAL FACILITIES TO HANDLE STANDARD MILITARY CARGO REQUIREMENTS • ADDITIONAL ARMY OWNED PORT AT SUNNY POINT, NC, FOR UNIQUE REQUIREMENTS 	<ul style="list-style-type: none"> • INFORMATION SUPPORTING RECOMMENDATION COMPILED DURING PERIOD OF REDUCED OPERATIONAL CAPABILITY • BAYONNE PROVIDES CAPABILITIES TO HANDLE UNIQUE MILITARY REQUIREMENTS • BAYONNE CRITICAL TO DEPLOYMENT OF 10TH MOUNTAIN DIVISION • SYNERGISM FROM COLLOCATION OF EASTERN HQS OF MILITARY TRAFFIC MANAGEMENT COMMAND AND MILITARY SEALIFT COMMAND - ATLANTIC 	<ul style="list-style-type: none"> • PORT UNDERUSED DURING NORMAL OPERATIONS • BAYONNE CURRENTLY CAPABLE OF DEPLOYING THE DIVISION WITHIN SIX DAYS • 10TH MOUNTAIN DIVISION (-) AND ONE NATIONAL GUARD BRIGADE ONLY MAJOR NEAR TERM COMBAT UNITS DEPLOYING THRU BAYONNE • MILITARY CARGO CAN BE HANDLED BY COMMERCIAL FACILITIES • FIVE EAST COAST COMMERCIAL PORTS FROM BALTIMORE TO BOSTON CAPABLE OF DEPLOYING THE DIVISION WITHIN SIX DAYS

ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&D STAFF FINDINGS
COMMERCIAL PORT CAPABILITIES	<ul style="list-style-type: none"> • ADEQUATE FACILITIES ALONG EAST AND GULF COAST • ADDITIONAL ARMY-OWNED FACILITY AT SUNNY POINT, NC 	<ul style="list-style-type: none"> • BAYONNE CRITICAL TO MILITARY DEPLOYMENTS • AREA PORTS OPERATING NEAR CAPACITY • NEWARK PORT ABOVE CAPACITY • COMMERCIAL OPERATOR USING PART OF BAYONNE FOR AUTO STAGING 	<ul style="list-style-type: none"> • MILITARY TRAFFIC MANAGEMENT COMMAND (MTMC) STUDIES SHOW EAST COAST COMMERCIAL CAPACITY SUFFICIENT TO DEPLOY TEN DIVISIONS WITHIN SIX DAYS • CONVERSION OF MILITARY PORT TO COMMERCIAL FACILITY DOES NOT RULE OUT FUTURE USE BY MILITARY • TOTAL CAPACITY LESS THE ACTUAL ISSUE THAN WILLINGNESS TO DISRUPT COMMERCIAL BUSINESS

ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY

(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>COMMERCIAL PORT WILLINGNESS TO ABSORB MILITARY REQUIREMENTS</p>	<ul style="list-style-type: none"> • ADEQUATE COMMERCIAL FACILITIES ALONG EAST AND GULF COAST TO SPREAD REQUIREMENTS • ADDITIONAL ARMY-OWNED FACILITY AT SUNNY POINT, NC • LEADERSHIP ON RECORD AS NOT HAVING A PROBLEM WITH ACCESS TO COMMERCIAL FACILITIES • LEGAL MEANS AVAILABLE THROUGH MARITIME ADMINISTRATION TO OBTAIN USE OF COMMERCIAL FACILITIES 	<ul style="list-style-type: none"> • NEW YORK AREA PORTS OPERATING NEAR OR ABOVE CAPACITY • COMMERCIAL OPERATORS USING PART OF BAYONNE FOR AUTO STAGING • FORCING COMMERCIAL FACILITY TO HANDLE MILITARY CARGO WOULD CAUSE FINANCIAL DIFFICULTY • COMMERCIAL PORTS UNWILLING TO GUARANTEE SPACE TO MILITARY WITHIN 48 HOURS • ASKING 12 / 14 DAYS TO PROVIDE BERTHING AND STAGING SPACE 	<ul style="list-style-type: none"> • EXISTING PORT PLANNING ORDERS AT EIGHT EAST COAST AND GULF FACILITIES • MARITIME ADMINISTRATION STATED DOD WILL RECEIVE PRIORITY WHEN NEEDED • COMMERCIAL AUTHORITIES REQUESTING MORE FLEXIBILITY TO MEET MILITARY NEEDS • MARITIME ADMINISTRATION DEVELOPING CAPABILITY TO MODEL COMMERCIAL PORT DISRUPTION • MARITIME ADMINISTRATION EXPLORING WAYS TO NOTIFY PORTS EARLIER IN THE DEPLOYMENT SEQUENCE

ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SECARMY SUGGESTIONS ABOUT THE RECOMMENDATION LANGUAGE	<ul style="list-style-type: none"> • MILITARY TRAFFIC MANAGEMENT COMMAND CONSIDERING STAFF REORGANIZATION & CONSOLIDATION AT EASTERN INSTALLATION • NAVY PREFERS TO RELOCATE TENANTS RATHER THAN ENCLAVE 	<ul style="list-style-type: none"> • NO POSITION DEVELOPED 	<ul style="list-style-type: none"> • WILL RESULT IN GREATER ECONOMIC IMPACT ON COMMUNITY DUE TO 625 ADDITIONAL JOBS RELOCATING • COST ESTIMATE FOR RELOCATION REFLECTS HIGHER UP FRONT COSTS OFFSET BY QUICKER PAYOFF & LARGER NPV

SCENARIO SUMMARY

BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY

DOD RECOMMENDATION		DOD ALTERNATIVE	
<p>Close Bayonne Military Ocean Terminal. Relocate the Military Transportation Management Command (MTMC) Eastern Area Command Headquarters and the traffic management portion of the 1301st Major Port Command to Fort Monmouth, New Jersey. Retain an enclave for the Navy Military Sealift Command, Atlantic, and Navy Resale and Fashion Distribution Center.</p>		<p>Close Bayonne Military Ocean Terminal. Relocate the Military Traffic Management Command (MTMC) Eastern Area Command Headquarters, the traffic management portion of the 1301st Major Port Command, the Military Sealift Command, Atlantic, and Navy Resale and Fashion Distribution Center to locations to be determined.</p>	
<p>One-Time Costs (\$M): 43.8 Annual Savings (\$M): 8.6 Return on Investment: 2004 (6 Years) Net Present Value (\$M): 69.3</p>		<p>One-Time Costs (\$M): 79.7 Annual Savings (\$M): 17.1 Return on Investment: 2003 (5 Years) Net Present Value (\$M): 143.5</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES REDUNDANT INFRASTRUCTURE AND SAVES MONEY • KEEPS MILITARY TRANSPORTATION MANAGEMENT COMMAND - EASTERN AREA COMMAND IN THE NEW YORK CITY GEOGRAPHIC AREA 	<ul style="list-style-type: none"> • POTENTIALLY REDUCES CAPABILITY TO CONDUCT SHORT NOTICE AND LOW VISIBILITY SURFACE DEPLOYMENTS OUT OF NEW YORK AREA • SEVERS CO-LOCATION OF MTMC-EA AND MSCLANT WITH LOSS IN SYNERGISM • ADDS AN ELEMENT OF UNCERTAINTY TO PORT AUTHORITY OF NEW YORK'S PLANNING PROCESS 	<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE AND SAVES MONEY • PROVIDES MAXIMUM FLEXIBILITY TO SENIOR LEADERSHIP • PROVIDES BETTER SAVINGS AND QUICKER PAYOFF THAN ORIGINAL RECOMMENDATION 	<ul style="list-style-type: none"> • POTENTIALLY REDUCES CAPABILITY TO CONDUCT SHORT NOTICE AND LOW VISIBILITY SURFACE DEPLOYMENTS OUT OF NEW YORK AREA • POTENTIALLY SEVERS CO-LOCATION OF MTMC-EA AND MSCLANT WITH LOSS IN SYNERGISM • ADDS AN ELEMENT OF UNCERTAINTY TO PORT AUTHORITY OF NEW YORK'S PLANNING PROCESS

ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>MILITARY CARGO CHARACTERISTICS</p>	<ul style="list-style-type: none"> • COMMERCIAL PORTS CAN HANDLE MILITARY CARGO REQUIREMENTS • SUNNY POINT, NC, AVAILABLE FOR ANY TRULY UNIQUE REQUIREMENTS 	<ul style="list-style-type: none"> • BAYONNE PROVIDES CAPABILITIES UNAVAILABLE AT COMMERCIAL PORTS ⇒ ON-SITE STAGING ⇒ OUTSIZE/OVERWEIGHT CARGO HANDLING ⇒ NON-CONTAINER CARGO ⇒ SECURE ENVIRONMENT ⇒ SPECIALLY SKILLED WORK FORCE ⇒ SHORT NOTICE / LOW VISIBILITY OPERATIONS • COMMERCIAL FACILITIES LACK UNIQUE CAPABILITIES 	<ul style="list-style-type: none"> • MAJORITY OF MILITARY CARGO FOR DESERT STORM DEPLOYED THROUGH COMMERCIAL PORTS • COMMERCIAL PORTS WILLING TO WORK WITH DOD TO HANDLE MILITARY REQUIREMENTS • MILITARY OWNED PORTS ON EAST AND WEST COAST WILL STILL EXIST

ISSUES
BAYONNE MILITARY OCEAN TERMINAL, NEW JERSEY
(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
PORT PLANNING ORDERS	<ul style="list-style-type: none"> • PORT PLANNING ORDERS USED AS A PLANNING TOOL • IDENTIFIES POTENTIAL REQUIREMENTS • ADDITIONAL LEGAL MEANS TO OBTAIN FACILITIES WHEN NEEDED 	<ul style="list-style-type: none"> • WILLING TO WORK WITH MILITARY TO SATISFY REQUIREMENTS • DESIRE LONGER THAN PPO's 48 HOUR SUSPENSE • PREFER SOMETHING CLOSER TO 12 / 14 DAY SUSPENSE • PREFER GENERIC/ROLL UP REQUIREMENTS RATHER THAN SPECIFIC BERTHS/PIERS/STAGING AREAS 	<ul style="list-style-type: none"> • 15 PPO AT 11 PORTS IN FORCE • NATIONAL SHIPPING AUTHORITY SERVICE PRIORITY ORDER (NSPO) IS LEGALLY BINDING • MARITIME ADMINISTRATION (MARAD) WILL ISSUE NSPO FOR LESS THAN PRESIDENTIALLY DECLARED EMERGENCY • DOD PAYS SELECT COSTS FOR DISRUPTING COMMERCIAL CARGO • MARAD WORKING ON WAYS TO INCREASE NOTIFICATION TIME TO PORT AUTHORITIES • MARAD/DOD/PORTS DEVELOPING A MODEL TO CALCULATE IMPACT OF DISRUPTING COMMERCIAL SHIPPING

BASE ANALYSIS OAKLAND ARMY BASE, CA

COMMISSION ADD FOR CONSIDERATION: Study for closure. Relocate Military Traffic Management Command - Western Area and 1302d Major Port Command to locations to be determined. Enclave USAR elements.

CRITERIA	COMMISSION ALTERNATIVE
MILITARY VALUE	3 of 3
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	36.5
ANNUAL SAVINGS (\$ M)	15.9
RETURN ON INVESTMENT	2000 (2 years)
NET PRESENT VALUE	176.5
BASE OPERATING BUDGET (\$ M)	14.7
PERSONNEL ELIMINATED (MIL / CIV)	15 / 51
PERSONNEL REALIGNED (MIL / CIV)	37 / 622
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.03 % / - 2.7 %
ENVIRONMENTAL	No known impediments

G-12

**ISSUES REVIEWED
OAKLAND ARMY BASE, CA**

<p>REQUIREMENT FOR OAKLAND ARMY BASE</p> <p>COMMERCIAL PORTS CAPACITY</p> <p>COMMERCIAL PORT WILLINGNESS TO ABSORB MILITARY REQUIREMENTS</p>	<p>ADMINISTRATIVE SPACE / FACILITIES AVAILABLE ON POST</p>
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STRATEGIC PORTS

EAST COAST

- Boston, MA
- Narragansett, RI
- New York & New Jersey
Bayonne MOT, NJ
- Philadelphia, PA
- Baltimore, MD
- Newport News, VA
- Norfolk, VA
- Morehead City, NC
- Wilmington, NC
Sunny Point MOT, NC
- Charleston, SC
- Savannah, GA
- Jacksonville, FL

GULF COAST

- Mobile, AL
- Pascagoula, MS
- Gulfport, MS
- New Orleans, LA
- Lake Charles, LA
- Port Arthur, TX
- Beaumont, TX
- Galveston, TX
- Houston

WEST COAST

- San Diego, CA
- Long Beach, CA
- Los Angeles, CA
- Oakland, CA
- *Oakland Army Base, CA*
- *Concord Naval Wpns Sta, CA*
- *Port Hueneme, CA*
- Portland, OR
- Tacoma, WA
- Seattle, WA

UNDERLINED: EXISTING OR RECENT PORT PLANNING ORDERS

ITALICS: MILITARY OWNED PORT FACILITIES

- NOMINAL CAPACITY TO DEPLOY A DIVISION WITHIN SIX DAYS

SOURCE: MILITARY TRAFFIC MANAGEMENT COMMAND,
TRANSPORTATION ENGINEERING AGENCY
PORTS FOR NATIONAL DEFENSE STUDIES

ISSUES
OAKLAND ARMY BASE, CA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>REQUIREMENT FOR OAKLAND ARMY BASE</p>	<ul style="list-style-type: none"> • OAKLAND ARMY BASE IS CRUCIAL TO MEETING DEPLOYMENT REQUIREMENTS FOR A MAJOR REGIONAL CONTINGENCY • MILITARY TRAFFIC MANAGEMENT COMMAND STUDY DEMONSTRATES PORT'S CRITICALITY 	<ul style="list-style-type: none"> • PROVIDES AVAILABILITY, SUITABILITY, SECURITY AND FLEXIBILITY THAT ARE UNAVAILABLE AT COMMERCIAL PORT • COMMERCIAL FACILITIES OPERATING NEAR CAPACITY AND WOULD HAVE DIFFICULTY MEETING MILITARY SPACE REQUIREMENTS IN LESS THAN 12 / 14 DAYS 	<ul style="list-style-type: none"> • OAKLAND ARMY BASE UNDERUSED DURING NORMAL OPERATIONS • DOD JUSTIFICATION BASED ON OAKLAND'S ROLE DURING A MAJOR REGIONAL CONTINGENCY • RESULTS OF MILITARY TRAFFIC MANAGEMENT COMMAND STUDY ARE SUSPECT <ul style="list-style-type: none"> - MODELS OBSOLETE FORCE STRUCTURE AND STATIONING PLAN - MODELS NATIONAL GUARD UNITS THAT WOULD NOT DEPLOY UNTIL M+90 - ASSUMES NO ACCESS TO COMMERCIAL PORTS GREATER THAN EXISTING PLANNING ORDERS

G-1A

ISSUES
OAKLAND ARMY BASE, CA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>COMMERCIAL PORTS CAPACITY</p>	<ul style="list-style-type: none"> • LEADERSHIPS' JUDGMENT IS THAT INSUFFICIENT WEST COAST CAPACITY EXISTS TO JUSTIFY CLOSING OAKLAND ARMY BASE 	<ul style="list-style-type: none"> • OAKLAND ARMY BASE CRITICAL TO DEFENSE DEPLOYMENT NEEDS 	<ul style="list-style-type: none"> • GREATER COMMERCIAL DEPLOYMENT CAPACITY EXISTS ON WEST COAST THAN GULF COAST • TOTAL COMMERCIAL PORT DEPLOYMENT CAPACITY EXCEEDS ACTIVE ARMY FORCE STRUCTURE • CLOSURE OF OAKLAND WOULD LEAVE AT LEAST TWO MILITARY OWNED PORT FACILITIES ON WEST COAST

ISSUES
OAKLAND ARMY BASE, CA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
<p>WILLINGNESS OF COMMERCIAL PORTS TO ABSORB MILITARY CARGO REQUIREMENTS</p>	<ul style="list-style-type: none"> • PLANNING ORDERS ARE PLANNING DOCUMENTS ONLY • COMMERCIAL PORTS' RESISTENCE TO EARLY MILITARY PRIORITY REASON TO KEEP MILITARY PORT • LEGAL REMEDIES EXIST AS LAST RESORT TO GET MILITARY PRIORITY AT COMMERCIAL PORTS 	<ul style="list-style-type: none"> • COMMERCIAL FACILITIES DESIRE LONGER THAN 48 HOURS TO PROVIDE BERTHING / STAGING • DESIRE TO MOVE FROM SPECIFIC PORT PLANNING ORDER REQUIREMENTS TO DOCUMENTS THAT IDENTIFY TOTAL REQUIREMENTS AND PROVIDE PORT MORE FLEXIBILITY • WILLING TO WORK WITH DOD AND MARAD 	<ul style="list-style-type: none"> • SUFFICIENT TOTAL CAPACITY EXISTS TO SPREAD REQUIREMENTS • MARAD / DOD / PORT AUTHORITIES HAVE BEGUN TO LOOK FOR WAYS TO PROVIDE EARLIER NOTIFICATION TO PORT AUTHORITIES • MARAD WILL ISSUE NSPO IF NEEDED • MILITARY OWNED PORTS ON EAST AND WEST COASTS WILL STILL EXIST

SCENARIO SUMMARY OAKLAND ARMY BASE, CA

COMMISSION ALTERNATIVE		COMMISSION ALTERNATIVE II	
Close Oakland Army Base. Relocate Military Traffic Management Command - Western Area and 1302d Military Port Command to locations to be determined. Enclave USAR elements.			
One-Time Costs (\$M): 36.5 Annual (\$M): 15.9 Return on Investment: 2000 (2 Years) Net Present Value (\$M): 176.5		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE AND SAVES DEFENSE MONEY • ENCOURAGES JOINT OPERATIONS FOR WEST COAST DEPLOYMENTS OF TIME SENSITIVE OR UNIQUE REQUIREMENTS 	<ul style="list-style-type: none"> • POTENTIALLY REDUCES WEST COAST CONTINGENCY DEPLOYMENT CAPACITY 		

**ISSUES
OAKLAND ARMY BASE, CA**

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
ADMINISTRATIVE SPACE / FACILITIES AVAILABLE	<ul style="list-style-type: none"> • PROVIDED THE INFORMATION SHOWN IN THE R&A FINDINGS 	<ul style="list-style-type: none"> • NO POSITION IDENTIFIED 	<ul style="list-style-type: none"> • EXISTING FACILITIES WELL MAINTAINED • TWO THREE-STORY BUILDINGS TOTALING 36K SQUARE FEET UNOCCUPIED • TWO ADDITIONAL BUILDINGS WITH 36K WILL BECOME AVAILABLE BY 1998 • SMALLER FACILITIES SPACE AVAILABLE

ARMY MEDICAL CENTERS

MILITARY VALUE	INSTALLATION
1t	WALTER REED ARMY MEDICAL CENTER, DISTRICT OF COLUMBIA
1t	FITZSIMONS ARMY MEDICAL CENTER, COLORADO (C)
3	TRIPLER ARMY MEDICAL CENTER, HAWAII

(C) = DoD recommendation for closure

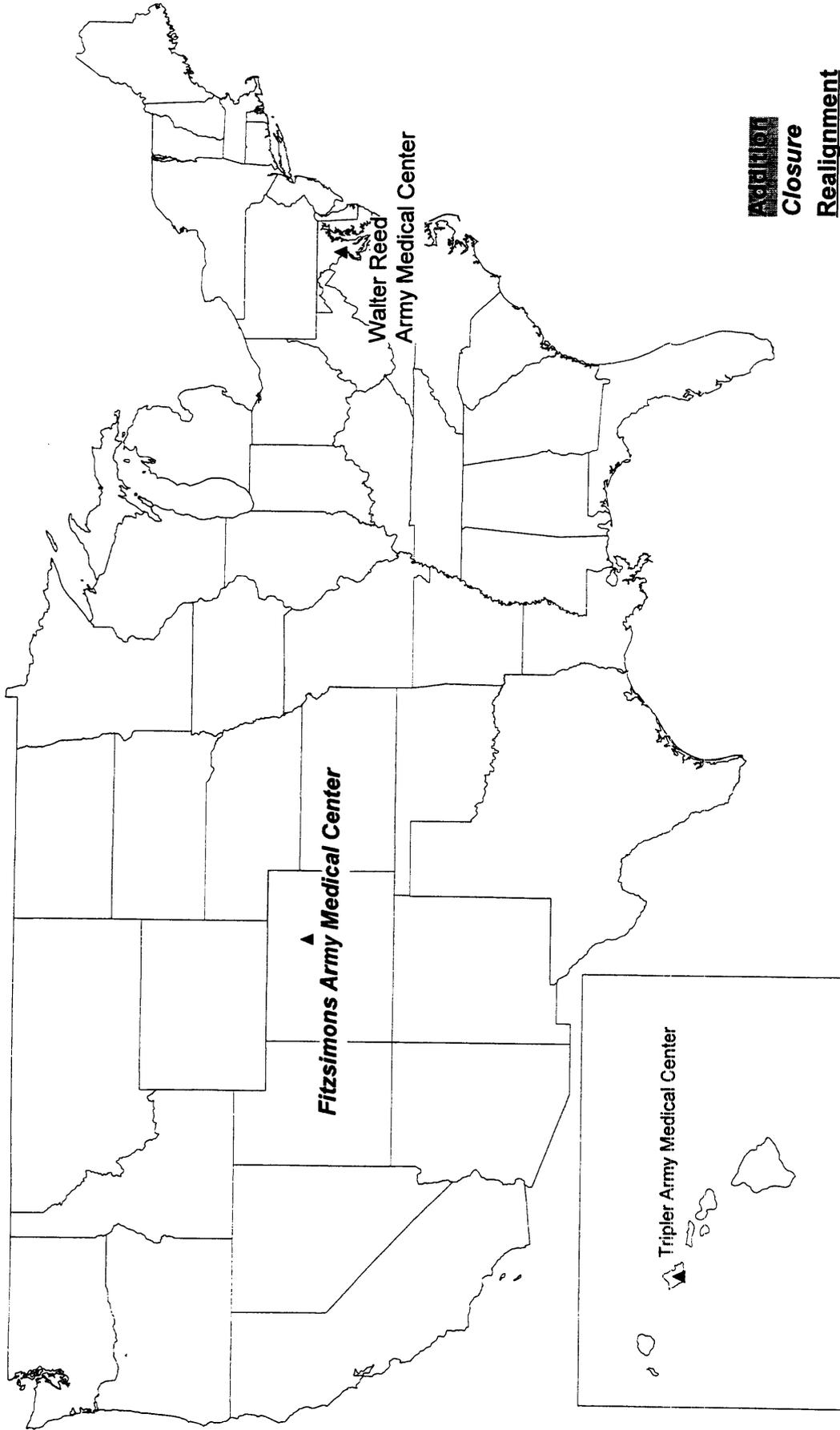
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = *Commission add for further consideration*

H-1

Army Medical Centers



**Closure
Realignment**

H-2

BASE ANALYSIS

FITZSIMONS ARMY MEDICAL CENTER, COLORADO

DOD RECOMMENDATION: Close Fitzsimons Army Medical Center, except for McWethy Army Reserve Center. Relocate the Medical Equipment and Optical School and Optical Fabrication Laboratory to Fort Sam Houston. Relocate Civilian Health and Medical Program of the Uniformed Services to Denver leased space. Relocate other tenants to other installations.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	1t of 3
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	105.3
ANNUAL SAVINGS (\$ M)	36.4
RETURN ON INVESTMENT	2002 (2 years)
NET PRESENT VALUE (\$ M)	358.4
BASE OPERATING BUDGET (\$ M)	46.3
PERSONNEL ELIMINATED (MIL / CIV)	0 / 1,309
PERSONNEL REALIGNED (MIL / CIV)	1,303 / 292
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.4 % / - 0.8 %
ENVIRONMENTAL	No known impediments

H-3

ISSUES REVIEWED
FITZSIMONS ARMY MEDICAL CENTER, COLORADO

<p>MILITARY VALUE ASSESSMENT</p> <p>IMPACT ON RETIRED COMMUNITY</p>	<p>REGIONAL REFERRAL MISSION</p> <p>UNDERSTATED ECONOMIC IMPACT</p> <p>IMPACT ON MEDICAL READINESS</p> <p>COMPARISON ONLY TO ARMY, STAND-ALONE MEDICAL CENTERS</p> <p>ONE-TIME COSTS</p> <p>INDIAN HEALTH SERVICE SHARING</p> <p>TELECOMMUNICATIONS</p> <p>TRANSPORTATION COSTS</p>
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H-4

ISSUES
FITZSIMONS ARMY MEDICAL CENTER, COLORADO

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE ASSESSMENT	<ul style="list-style-type: none"> • RATIONALE FOR ARMY'S ASSESSMENT CRITERIA EXPLAINED IN VOL.II • ARMY ASSESSMENT NEVER INTENDED TO PARALLEL JOINT CROSS SERVICE GROUP'S ANALYSIS • ARMY REVIEWED AND RE-SCORED THE CATEGORY • OPERATIONAL BLUEPRINT MANDATES STUDY OF FITZSIMONS REGARDLESS OF RANKING 	<ul style="list-style-type: none"> • ARMY CRITERIA ARE INAPPROPRIATE • ARMY CRITERIA DIFFER FROM JOINT CROSS SERVICE GROUP CRITERIA • SCORING ERRORS IN MANY CATEGORIES UNFAIRLY PENALIZES FITZSIMONS 	<ul style="list-style-type: none"> • BOTH ARMY AND JOINT CROSS SERVICE GROUP ASSESSMENTS, THOUGH DIFFERENT, APPEAR REASONABLE • AGREE THAT OPERATIONAL BLUEPRINT SUGGESTS NEED TO STUDY FITZSIMONS FOR CLOSURE
IMPACT ON RETIRED COMMUNITY	<ul style="list-style-type: none"> • "THE ARMY CANNOT AFFORD TO MAINTAIN MEDICAL FACILITIES THAT PRIMARILY SUPPORT A RETIRED POPULATION" 	<ul style="list-style-type: none"> • CLOSURE WOULD BREAK PERCEIVED PROMISE OF FREE CARE FOR LIFE • NEGATIVE FINANCIAL AND HEALTH IMPACTS ON RETIRED COMMUNITY 	<ul style="list-style-type: none"> • RETIRED COMMUNITY WOULD SUFFER FINANCIAL IMPACTS, THOUGH MITIGATED BY DOD PROGRAMS AND MEDICARE

H-5

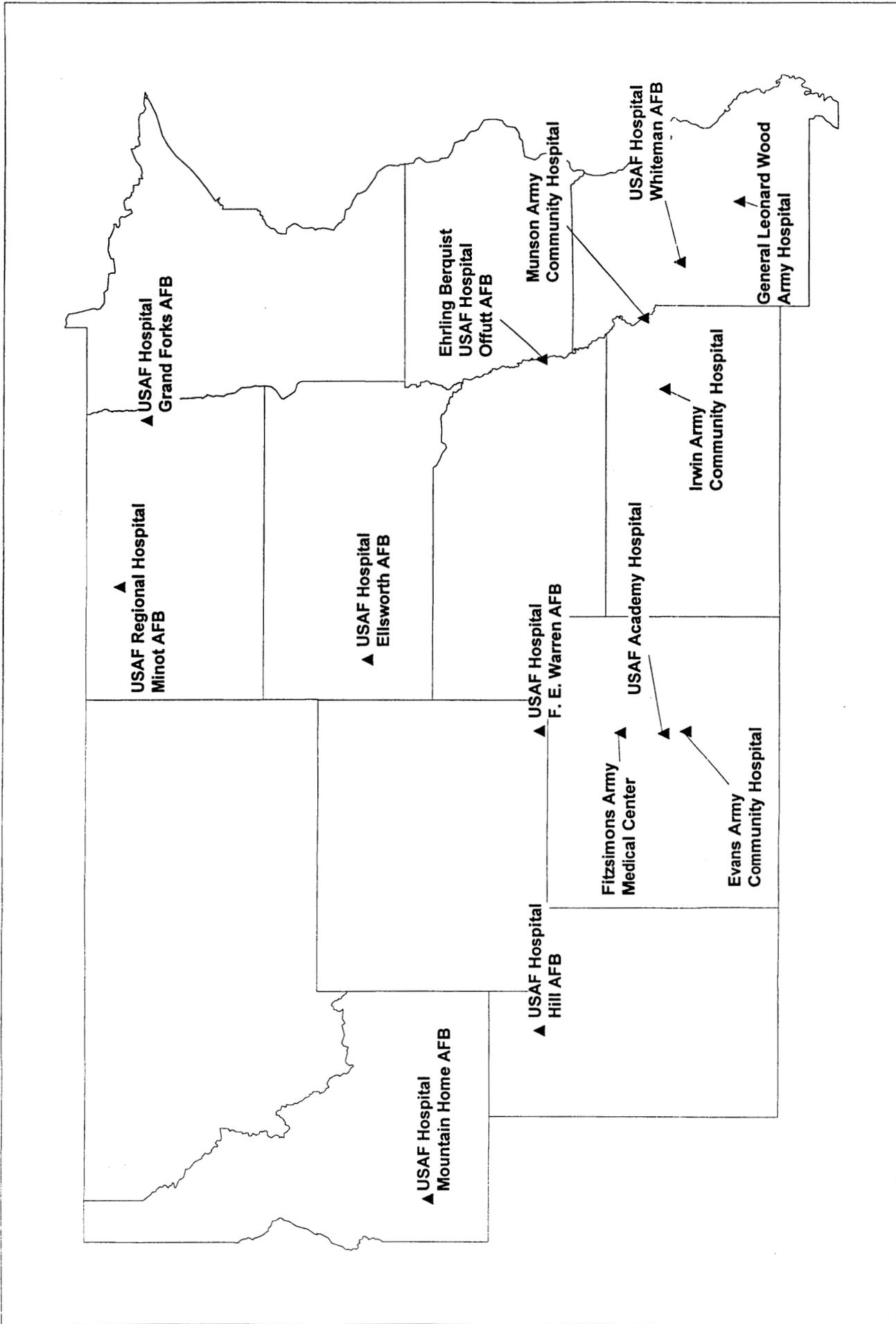
SCENARIO SUMMARY

FITZSIMONS ARMY MEDICAL CENTER, COLORADO

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Close Fitzsimons Army Medical Center, except for McWethy Army Reserve Center. Relocate the Medical Equipment and Optical School and Optical Fabrication Laboratory to Fort Sam Houston. Relocate Civilian Health and Medical Program of the Uniformed Services to Denver leased space. Relocate other tenants to other installations.</p>		<p>Close Fitzsimons Army Medical Center, except for McWethy Army Reserve Center. Relocate other tenants to other installations.</p>	
<p>One-Time Costs (\$M): 105.3 Annual Savings (\$M): 36.4 Return on Investment: 2002 (2 Years) Net Present Value (\$M): 358.4</p>		<p>One-Time Costs (\$M): 105.3 Annual Savings (\$M): 36.4 Return on Investment: 2002 (2 Years) Net Present Value (\$M): 358.4</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • TWO SEPARATE ANALYSES IDENTIFIED FAMC FOR CLOSURE • PRIMARY MEDICAL MISSION -- ACTIVE DUTY AND THEIR FAMILY MEMBERS -- WOULD NOT BE COMPROMISED • EXCESS CAPACITY • ELIMINATES NEED TO REPLACE AGING FACILITIES 	<ul style="list-style-type: none"> • RETIREE COMMUNITY WOULD LOSE ACCESS TO DIRECT CARE SERVICES • SUBSTANTIAL CUMULATIVE ECONOMIC IMPACT ON DENVER/AURORA AREA 	<ul style="list-style-type: none"> • MAKES GAINING LOCATIONS LESS RESTRICTIVE, PERMITTING MORE FLEXIBILITY IN IMPLEMENTATION 	

A-6

Health Services Region 8 Military Hospitals



ISSUES
FITZSIMONS ARMY MEDICAL CENTER, COLORADO

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
REGIONAL REFERRAL MISSION	<ul style="list-style-type: none"> • DOD WOULD USE TRICARE AND WORKLOAD REDISTRIBUTION TO ABSORB REFERRALS 	<ul style="list-style-type: none"> • 12-STATE AREA WOULD BE LEFT WITHOUT A REFERRAL CENTER 	<ul style="list-style-type: none"> • REDISTRIBUTION WOULD BE RESOLVED IN IMPLEMENTATION
UNDERSTATED ECONOMIC IMPACT	<ul style="list-style-type: none"> • ECONOMIC IMPACT ASSESSMENT FOLLOWED STANDARD DOD GUIDANCE 	<ul style="list-style-type: none"> • JOB LOSSES WOULD BE GREATER THAN REPORTED • IMPACT ON AURORA, CO WOULD BE SIGNIFICANT 	<ul style="list-style-type: none"> • ARMY WAS CONSISTENT • CLOSURE IMPACTS DENVER AREA AS A WHOLE, NOT JUST AURORA
IMPACT ON MEDICAL READINESS	<ul style="list-style-type: none"> • SURGE CAPACITY TO FIGHT TWO MRC WOULD NOT BE COMPROMISED 	<ul style="list-style-type: none"> • LOSS OF CIVILIAN STAFFING WOULD HARM MEDICAL READINESS 	<ul style="list-style-type: none"> • THE ARMY IS THE BEST JUDGE OF ITS WARTIME REQUIREMENT
COMPARISON ONLY TO ARMY, STAND-ALONE MEDICAL CENTERS	<ul style="list-style-type: none"> • NO RESPONSE 	<ul style="list-style-type: none"> • SINGLE SERVICE, STAND-ALONE CATEGORY COMPARISON IS TOO LIMITED 	<ul style="list-style-type: none"> • JCSG ANALYSIS WAS NOT LIMITED AND ALSO IDENTIFIED FAMC FOR CLOSURE

A-7

ISSUES
FITZSIMONS ARMY MEDICAL CENTER, COLORADO

(Continued)

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
ONE-TIME COSTS	<ul style="list-style-type: none"> • REVISED COBRA 	<ul style="list-style-type: none"> • ONE-TIME COSTS ARE QUESTIONABLE 	<ul style="list-style-type: none"> • ARMY FIGURES APPEAR REASONABLE
INDIAN HEALTH SERVICE SHARING	<ul style="list-style-type: none"> • NO RESPONSE 	<ul style="list-style-type: none"> • AGREEMENTS TO TREAT INDIAN HEALTH SERVICE PATIENTS WOULD BE LOST 	<ul style="list-style-type: none"> • RESOLVABLE IN IMPLEMENTATION
TELECOMMUNICATIONS	<ul style="list-style-type: none"> • NO RESPONSE 	<ul style="list-style-type: none"> • FITZSIMONS CAN COMMUNICATE WITH BOTH EUROPE AND ASIA VIA ONE SATELLITE UPLINK 	<ul style="list-style-type: none"> • OTHER MEDICAL CENTERS CAN PROVIDE TELEMEDICINE SERVICES TO THESE AREAS
TRANSPORTATION COSTS	<ul style="list-style-type: none"> • NO RESPONSE 	<ul style="list-style-type: none"> • COSTS WOULD BE HIGHER TO MOVE PATIENTS ELSEWHERE 	<ul style="list-style-type: none"> • COSTS UNLIKELY TO INCREASE



1

1

1

ARMY LEASES

MILITARY VALUE	INSTALLATION
Not ranked	ARMY MATERIEL COMMAND, VIRGINIA
Not ranked	ARMY RESEARCH OFFICE, NORTH CAROLINA
Not ranked	ARMY PERSONNEL CENTER, MISSOURI
Not ranked	ARMY SPACE COMMAND, COLORADO
Not ranked	AVIATION-TROOP COMMAND, MISSOURI (C)
Not ranked	CONCEPTS ANALYSIS AGENCY, MARYLAND (C)
Not ranked	INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA (C)
Not ranked	JUDGE ADVOCATE GENERAL AGENCIES, VIRGINIA
Not ranked	JUDGE ADVOCATE GENERAL SCHOOL, VIRGINIA
Not ranked	MILITARY TRAFFIC MANAGEMENT COMMAND, VIRGINIA
Not ranked	NATIONAL GROUND INTELLIGENCE CENTER, VIRGINIA
Not ranked	OPERATIONAL TEST & EVALUATION COMMAND, VIRGINIA
Not ranked	PERSONNEL COMMAND, VIRGINIA
Not ranked	HQ SPACE & STRATEGIC DEFENSE COMMAND, VIRGINIA
Not ranked	SPACE & STRATEGIC DEFENSE COMMAND, ALABAMA (*)

(C) = DoD recommendation for closure

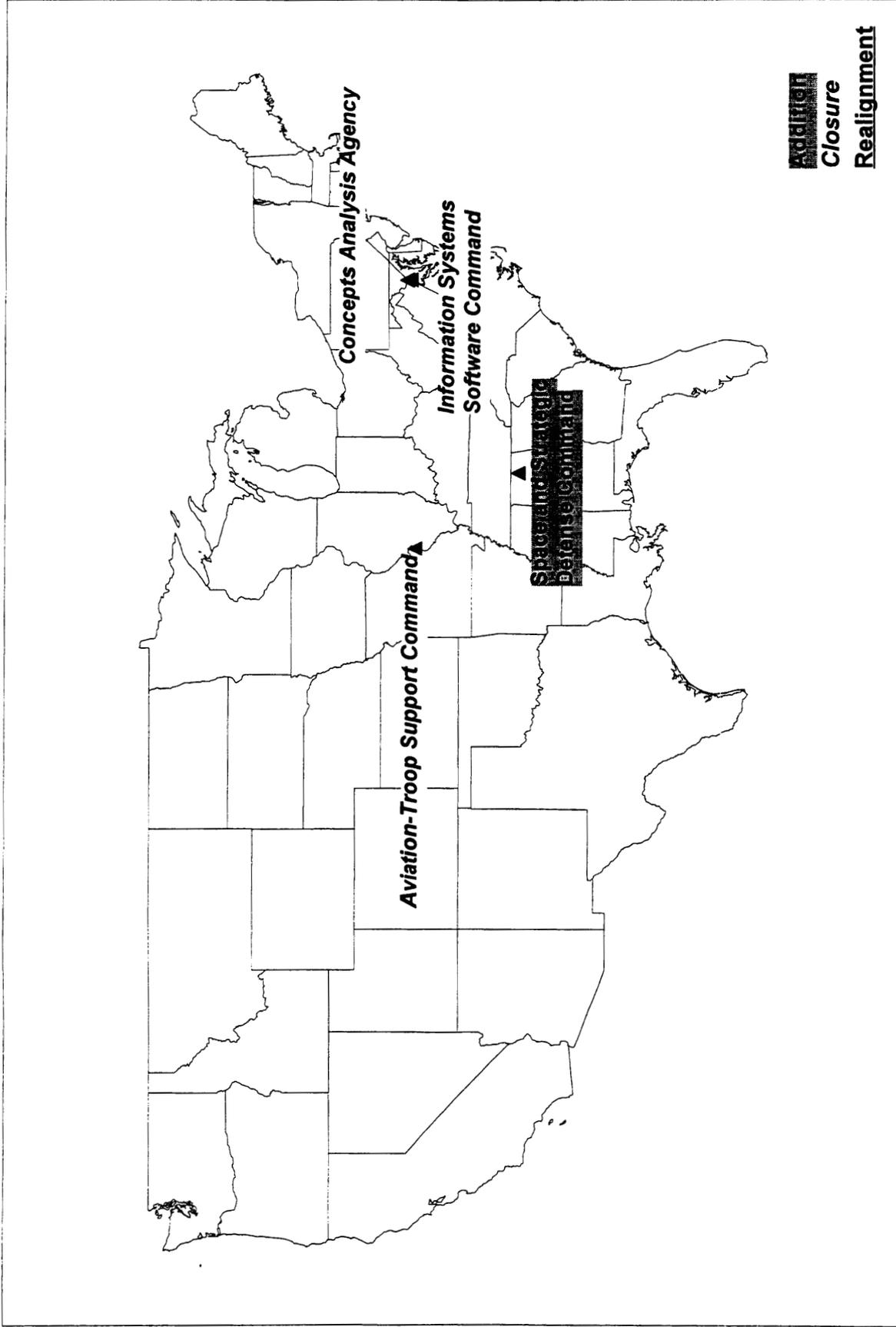
(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = Commission add for further consideration

I-1

Leases



I-2

BASE ANALYSIS

AVIATION-TROOP COMMAND, MISSOURI

DOD RECOMMENDATION: Disestablish Aviation-Troop Command, and close by relocating its missions/functions as follows: relocate Aviation Research, Development & Engineering Center; Aviation Management; and Aviation Program Executive Offices to Redstone Arsenal, Huntsville, AL, to form the Aviation and Missile Command. Relocate functions related to soldier systems to Natick, Research, Development, Engineering Center, MA, to align with the Soldier Systems Command. Relocate functions related to materiel management of communications-electronics to Fort Monmouth, NJ, to align with the Communications-Electronics Command. Relocate automotive materiel management functions to Detroit Arsenal, MI, to align with Tank-Automotive and Armaments Command.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not Ranked
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	152.1
ANNUAL SAVINGS (\$ M)	56.0
RETURN ON INVESTMENT	2001 (3 Years)
NET PRESENT VALUE (\$M)	573.4
BASE OPERATING BUDGET (\$ M)	28.6
PERSONNEL ELIMINATED (MIL / CIV)	48 / 786
PERSONNEL REALIGNED (MIL / CIV)	174 / 2,895
ECONOMIC IMPACT (BRAC 95 / CUM)	- 0.5 % / - 0.5 %
ENVIRONMENTAL	No known impediments

I-3

**ISSUES REVIEWED
AVIATION-TROOP COMMAND, MISSOURI**

<p>MILITARY VALUE ASSESSMENT</p> <p>CIVILIAN PERSONNEL ELIMINATIONS</p> <p>COST TO THE GOVERNMENT</p>	<p>BASE OPERATING COSTS</p> <p>MOVING COSTS</p> <p>MILITARY CONSTRUCTION</p> <p>ROLES AND MISSIONS REPORT</p>
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I-4

ISSUES
AVIATION-TROOP COMMAND, MISSOURI

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
MILITARY VALUE ASSESSMENT	<ul style="list-style-type: none"> • LEASE SPACE HAS LOW MILITARY VALUE 	<ul style="list-style-type: none"> • NO MILITARY VALUE ASSESSMENT DONE 	<ul style="list-style-type: none"> • ARMY DID A MILITARY VALUE ASSESSMENT OF LEASED FACILITIES • ARMY USED DIFFERENT PROCESS THAN OTHER CATEGORIES • ALL LEASES TREATED THE SAME
CIVILIAN PERSONNEL ELIMINATIONS	<ul style="list-style-type: none"> • 786 POSITIONS ELIMINATED 	<ul style="list-style-type: none"> • 48 POSITIONS ELIMINATED 	<ul style="list-style-type: none"> • ARMY REDUCED ELIMINATIONS FROM 1022 TO 786 • ANALYSIS SUPPORTS REVISED ARMY RECOMMENDATION
COST TO THE GOVERNMENT	<ul style="list-style-type: none"> • CONSIDERED ONLY ARMY COST AND SAVINGS 	<ul style="list-style-type: none"> • \$40 MILLION ADDITIONAL COST TO THE GOVERNMENT 	<ul style="list-style-type: none"> • ADDITIONAL \$11 MILLION ONE TIME COST AND \$3.95 MILLION RECURRING COST

I-5



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



AMSAT-B-R

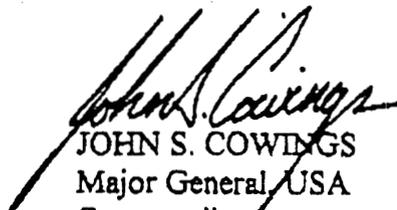
5 MAY 1995

MEMORANDUM FOR ALL ATCOM EMPLOYEES LOCATED AT THE
FEDERAL CENTER, 4300 GOODFELLOW BOULEVARD

SUBJECT: Planning for Base Realignment and Closure (BRAC) 95

1. In keeping with our commitment to focus on taking care of our people, we have reached agreements with the Commanders at the four sites to which our functions have been identified for transfer. These agreements assure that if the BRAC recommendation to disestablish ATCOM is approved, all ATCOM employees will be offered a position at one of the four locations. This is good news for everyone. These agreements are attached for your information.
2. While it is still too early to tell you specifically where your functions will transfer or the exact timing of the relocations, be assured that all possible actions to assist you in this difficult time will be taken.

4 Atchs
BS


JOHN S. COWINGS
Major General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



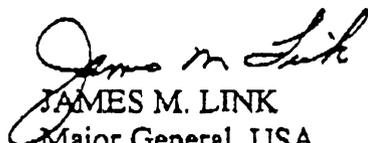
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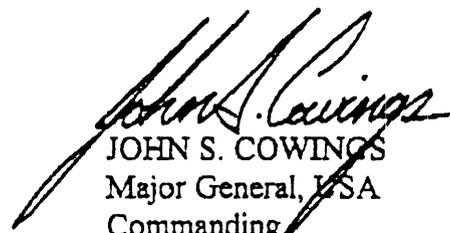
26 Apr 95

MEMORANDUM FOR ALL ATCOM EMPLOYEES

SUBJECT: Planning for Base Realignment and Closure (BRAC) 95

1. Since the Secretary of Defense's public announcement of the Department of Defense recommendations to the BRAC 95 Commission, U.S. Army Aviation and Troop Command (ATCOM) and U.S. Army Missile Command (MICOM) have initiated contingency planning to implement the final decision, if approved. Our main thrust is to maintain open and honest communications with our employees and take care of our people and the mission.
2. We can now share with you that, if the final decision is to proceed with the BRAC 95 recommendations, we fully intend that all employees whose functions are identified for movement will have transfer of function rights to Redstone Arsenal, Alabama. In this instance, "transfer of function rights" means that employees will receive a job offer at their same grade at the time the final decision is implemented. Placement offers will be made according to the personnel placement plan developed jointly between ATCOM and MICOM. You can be assured that we will take all necessary steps to ensure that there are no excess employees, no downgrades, and that we have a strengthened organization which takes care of its people.
3. For those employees who elect not to transfer to Huntsville, Alabama, we will pursue an aggressive outplacement program to help you obtain other employment. This will include coordinating with local Agency officials and private employers. The Army Career and Alumni Program (ACAP) Office will sponsor job fairs, job opportunity searches, and resume assistance to assist our employees.
4. As more decisions are made concerning the BRAC 95 recommendations, we will share the information with you. While we recognize that these are very difficult times, we are committed to doing the "right thing" for our Army and for our employees.


JAMES M. LINK
Major General, USA
Commanding
U.S. Army Missile Command


JOHN S. COWINGS
Major General, USA
Commanding
U.S. Army Aviation and Troop Command



DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



REPLY TO
ATTENTION OF

AMSAT-G

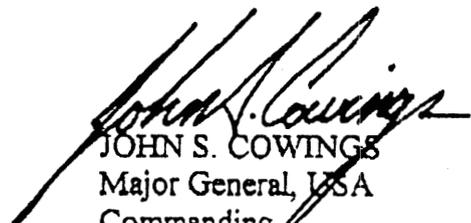
8 MAY 1995

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Planning for Base Realignment and Closure (BRAC) 95

1. Since the Secretary of Defense's public announcement of the Department of Defense recommendations to the BRAC 95 Commission, U.S. Army Aviation and Troop Command (ATCOM) and U.S. Army Tank-automotive and Armaments Command (TACOM) have initiated contingency planning to implement the final decision, if approved. Our main thrust is to maintain open and honest communications with our employees and take care of our people and the mission.
2. We can now share with you that, if the final decision is to proceed with the BRAC 95 recommendations, all employees whose functions are identified for movement will have transfer of function rights to TACOM. This means that employees will receive a job offer at their same grade and pay at the time the final decision is implemented. There may be some ATCOM employees who will elect not to transfer with their functions. In those situations, we will pursue an aggressive outplacement program to help you obtain other employment. This will include coordinating with local Agency officials and private employers. The Army Career and Alumni Program (ACAP) Office will sponsor job fairs, job opportunity searches, and resume assistance to assist our employees.
3. As more decisions are made concerning the BRAC 95 recommendations, we will share the information with you. While we recognize that these are very difficult times, we are committed to doing the "right thing" for our Army and for our employees.


EDWARD L. ANDREWS
Brigadier General, USA
Commanding
U.S. Army Tank-automotive and
Armaments Command


JOHN S. COWINGS
Major General, USA
Commanding
U.S. Army Aviation and Troop Command



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



28 APR 1995

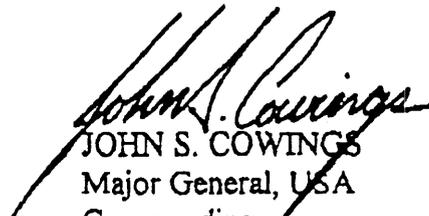
AMSAT-G

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Planning for Base Realignment and Closure (BRAC) 95

1. Since the Secretary of Defense's public announcement of the Department of Defense recommendations to the BRAC 95 Commission, U.S. Army Aviation and Troop Command (ATCOM) and U.S. Army Communications-Electronics Command (CECOM) have initiated contingency planning to implement the final decisions, if approved. Our main thrust is to maintain open and honest communications with our employees and take care of our people and the mission.
2. We can now share with you that, if the final decision is to proceed with the BRAC 95 recommendations, all employees whose functions are identified for movement will have transfer of function rights to CECOM. This means that employees will receive a job offer at their same grade and pay at the time the final decision is implemented. There may be some ATCOM employees who will elect not to transfer with their functions. In these situations, we will pursue an aggressive outplacement program to help you obtain other employment. This will include coordinating with local agency officials and private employers. The Army Career and Alumni Program (ACAP) Office will sponsor job fairs, job opportunity searches, and resume assistance to assist our employees.
3. As more decisions are made concerning the BRAC 95 recommendations, we will share the information with you. While we recognize that these are very difficult times, we are committed to doing the "right thing" for our Army and for our employees.


GERARD P. BROHM
Major General, USA
Commanding
U.S. Army Communication-Electronics
Command


JOHN S. COWINGS
Major General, USA
Commanding
U.S. Army Aviation and Troop Command



DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



REPLY TO
ATTENTION OF

5 MAY 1995

AMSAT-G

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Planning for Base Realignment and Closure (BRAC) 05

1. Since the Secretary of Defense's public announcement of the Department of Defense recommendations to the BRAC 95 Commission, U.S. Army Aviation and Troop Command (ATCOM) and U.S. Army Soldier Systems Command (Provisional) (SSCOM) have initiated contingency planning to implement the final decision, if approved. Our main thrust is to maintain open and honest communication with our employees and take care of our people and the mission.
2. We can now share with you that, if the final decision is to proceed with the BRAC 95 recommendations, all employees whose functions are identified for movement to SSCOM will have transfer of function rights to SSCOM. This means that employees will receive a job offer at their same grade and pay at the time the final decision is implemented. There may be some ATCOM employees who will elect not to transfer with their functions. In those situations, we will pursue an aggressive outplacement program to help you obtain other employment. This will include coordinating with local Agency officials and private employers. The Army Career and Alumni Program (ACAP) Office will sponsor job fairs, job opportunity searches, and resume assistance to assist our employees.
3. As more decisions are made concerning the BRAC 95 recommendations, we will share the information with you. While we recognize that these are very difficult times, we are committed to doing the "right thing" for our Army and for our employees.

HENRY T. GLISSON
Brigadier General, USA
Commanding
U.S. Army Soldier Systems Command (Prov)

JOHN S. COWINGS
Major General, USA
Commanding
U.S. Army Aviation and Troop Command



DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY AVIATION AND TROOP COMMAND
4300 GOODFELLOW BOULEVARD, ST. LOUIS, MO 63120-1798



REPLY TO
ATTENTION OF

20 JUN 95

AMSAT-G

MEMORANDUM THRU COMMANDER, ARMY MATERIEL COMMAND,
ATTN: AMCSO

FOR THE ARMY BASING STUDY OFFICE (MR. NERGER)

SUBJECT: PLANNING FOR BASE REALIGNMENT AND CLOSURE (BRAC) '95

1. Reference AMSAT-B-R memo, subject: Planning for BRAC 95, 5 May 95 (attached).
2. In order to clarify the reference above, the following is provided:
 - a. Nothing in the memorandum should be construed as reducing the savings which can be achieved by implementation of the proposal to disestablish ATCOM. The stated savings will be achieved through the successful integration of the two Commands.
 - b. ATCOM has gone from well over 6300 civilians to less than 3800 in the last five years. We have gained extensive experience in downsizing and reshaping during that period. The policy laid out in the reference is an educated reflection of the knowledge we have gained in carrying out these kinds of actions.
 - c. There are two basic lessons we have learned which are the underlying premise for the statements made in the memorandum:

(1) First and foremost, mission-accomplishment and caring for our people go hand in hand.

(2) Second, non-intrusive means of reducing on-board strength (e.g., hire freezes, attrition, VERA/VSIP, out placement) are infinitely preferable to involuntary separations as a means of downsizing, and will be pursued to the maximum extent possible. Our track record at ATCOM has shown that non-intrusive means are highly successful in significantly reducing the number of personnel at risk for separation. The full use of non-intrusive means at ATCOM should make it possible to offer virtually all remaining employees a chance to transfer with their function (TOF), given that we expect a fairly significant amount will probably decline to do so. DA experience indicates that only

AMSAT-G

SUBJECT: PLANNING FOR BASE REALIGNMENT AND CLOSURE (BRAC) '95

approximately 30% will accept an offer of TOF, and this estimate is consistent with our projection. Form and fit to specific job series and grades can also be tailored somewhat to further the goal.

3. Although on the surface it may seem incongruous that significant streamlining actions can be accomplished concurrent with minimizing the negative impact on personnel, our experience has shown that it can be done.



JOHN J. CUSICK
Major General, USA
Commanding

REPLY TO
ATTENTION OFDEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

AMCSO

23 June 1995

MEMORANDUM THRU HONORABLE ROBERT M. WALKER, ASSISTANT
SECRETARY OF THE ARMY FOR INSTALLATIONS,
LOGISTICS AND ENVIRONMENT

FOR CHAIRMAN DIXON

SUBJECT: Memorandum for All ATCOM Employees (5 May 1995)

SIRS -

1. The purpose of this memorandum is to provide clarifying remarks concerning MG Cowings' memorandum to ATCOM employees at St. Louis regarding their continued employment under the BRAC 95 proposal to disestablish ATCOM.
2. The Army is committed to the proposal and to obtaining the savings that it would generate. There is nothing incompatible between MG Cowings' memorandum and our commitment to obtain required savings. It is not our intent now, nor was it at the time of MG Cowings' memorandum, to indicate otherwise. Rather, he was simply reflecting our policy that mission accomplishment and caring for our people go hand in hand.
3. We are also absolutely committed to ensuring that mission accomplishment continues throughout the period of transition. We have learned through past experience in actions like these that a large part of our success comes through care and respect for our people. In exercising this care we will make every attempt to ensure continued employment for our personnel at ATCOM, either at the realignment sites or through aggressive out placement. We will also employ other "non-intrusive" means of reducing the impacted personnel such as hire freezes, attrition, and the use of early retirement and retirement incentives. In fact, that was what the memorandum was intended to convey.
4. Army Materiel Command Arsenal of the Brave.

v/r
Leon E. Salomon

LEON E. SALOMON
General, U.S. Army
Commanding

SCENARIO SUMMARY

AVIATION-TROOP COMMAND, MISSOURI

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
<p>Disestablish Aviation-Troop Command, and close by relocating its missions/functions as follows: relocate Aviation Research, Development & Engineering Center; Aviation Management; and Aviation Program Executive Offices to Redstone Arsenal, Huntsville, AL, to form the Aviation and Missile Command. Relocate functions related to soldier systems to Natick, Research, Development, Engineering Center, MA, to align with the Soldier Systems Command. Relocate functions related to material management of communications-electronics to Fort Monmouth, NJ, to align with the Communications-Electronics Command. Relocate automotive materiel management functions to Detroit Arsenal, MI, to align with Tank-Automotive and Armaments Command.</p>			
<p>One-Time Costs (\$M): 152.1 Annual Savings (\$M): 56.0 Return on Investment: 2001 (3 years) Net Present Value (\$M): 573.4</p>			
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • SIGNIFICANT ANNUAL SAVINGS • CONSISTENT WITH STATIONING STRATEGY • COLLOCATES SIMILAR LIFE CYCLE FUNCTIONS 	<ul style="list-style-type: none"> • LOSS OF TRAINED WORKFORCE 		

ISSUES
AVIATION-TROOP COMMAND, MISSOURI

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
BASE OPERATING COSTS	<ul style="list-style-type: none"> • ARMY REVISED BASE OPERATING SAVINGS 	<ul style="list-style-type: none"> • BASE OPERATING COSTS WILL INCREASE \$3.8 MILLION AT GAINING INSTALLATIONS 	<ul style="list-style-type: none"> • REVISED ARMY RECOMMENDATION INCLUDES ALL LEASE AND ALL BASE OPERATIONS COSTS • ANALYSIS SHOWS \$7.4 M ANNUAL SAVINGS
MOVING COSTS	<ul style="list-style-type: none"> • SIMA'S MOVING COSTS INCLUDED 	<ul style="list-style-type: none"> • \$2.5 MILLION TO MOVE SIMA'S ADP EQUIPMENT NOT INCLUDED 	<ul style="list-style-type: none"> • ARMY INCLUDED COST TO MOVE SIMA'S ADP EQUIPMENT
MILITARY CONSTRUCTION	<ul style="list-style-type: none"> • \$68.0 MILLION 	<ul style="list-style-type: none"> • \$88.7 MILLION, 	<ul style="list-style-type: none"> • ANALYSIS SUPPORTS ARMY COST ESTIMATE
ROLES AND MISSIONS REPORT	<ul style="list-style-type: none"> • COLLOCATE SIMILAR PROGRAM OFFICES AND CONSOLIDATE ACQUISITION SUPPORT ACTIVITIES 	<ul style="list-style-type: none"> • DO NOT MOVE ATCOM UNTIL DECISION IS MADE 	<ul style="list-style-type: none"> • ONLY A RECOMMENDATION

I-7

BASE ANALYSIS CONCEPTS ANALYSIS AGENCY, MARYLAND

DOD RECOMMENDATION: Close by relocating to Fort Belvoir, VA.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not Ranked
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	2.7
ANNUAL SAVINGS (\$ M)	0.9
RETURN ON INVESTMENT	2002 (4 Years)
NET PRESENT VALUE (\$M)	8.6
BASE OPERATING BUDGET (\$ M)	1.5
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	54 / 124
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / -0.6%
ENVIRONMENTAL	No known impediments

ISSUES REVIEWED
CONCEPTS ANALYSIS AGENCY, MARYLAND

<p>NONE</p>	<p>SPACE AT FORT BELVOIR</p> <p>ONE-TIME MOVING COSTS</p>
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I-9

SCENARIO SUMMARY

CONCEPTS ANALYSIS AGENCY, MARYLAND

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close by relocating to Ft. Belvoir, VA.			
One-Time Costs (\$M): 2.7 Annual Savings (\$M): 0.9 Return on Investment: 2002 (4 Years) Net Present Value (\$M): 8.6			
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES LEASE COST • CONSISTENT WITH STATIONING STRATEGY TO REDUCE LEASE COSTS WHERE ECONOMICALLY FEASIBLE 			

I-10

ISSUES
CONCEPTS ANALYSIS AGENCY, MARYLAND

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SPACE AT FT. BELVOIR	<ul style="list-style-type: none"> • RENOVATE EXISTING SPACE 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • FT. BELVOIR PLANNING NEW CONSTRUCTION • ARMY AUDIT CONFIRMED SPACE AVAILABLE AT FT. BELVOIR
ONE-TIME MOVING COSTS	<ul style="list-style-type: none"> • \$2.1 M 	<ul style="list-style-type: none"> • NONE STATED 	<ul style="list-style-type: none"> • \$1.2 M IN REVISED RECOMMENDATION

I-11

BASE ANALYSIS

INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA

DOD RECOMMENDATION: Close by relocating the Information Systems Software Command to Fort Meade, Maryland.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not Ranked
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	9.0
ANNUAL SAVINGS (\$ M)	1.2
RETURN ON INVESTMENT	2007 (9 Years)
NET PRESENT VALUE (\$M)	7.1
BASE OPERATING BUDGET (\$ M)	2.1
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	141 / 191
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0% / -0.6%
ENVIRONMENTAL	No known impediments

I-12

ISSUES REVIEWED
INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA

<p>LEASE SAVINGS</p>	<p>SPACE AT FORT MEADE</p> <p>CONTRACTOR SPACE REQUIREMENTS</p> <p>MOVE TO FORT BELVOIR</p>
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I-13

ISSUES
INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
LEASE SAVINGS	<ul style="list-style-type: none"> • \$2.1 M ANNUALLY 	<ul style="list-style-type: none"> • NO SAVINGS UNTIL LEASE EXPIRES 	<ul style="list-style-type: none"> • ARMY PLANS TO BACKFILL SPACE WITH ACTIVITY IN LESS DESIRABLE LEASED SPACE

I-14

SCENARIO SUMMARY

INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA

DOD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close by relocating Information Systems Software Command to Ft. Meade, MD.			
One-Time Costs (\$M): 9.0 Annual Savings (\$M): 1.2 Return on Investment: 2007 (9 years) Net Present Value (\$M): 7.1			
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • LEASE SAVINGS • CONSISTENT WITH STATIONING STRATEGY 			

ISSUES
INFORMATION SYSTEMS SOFTWARE COMMAND, VIRGINIA

ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
SPACE AT FT. MEADE	<ul style="list-style-type: none"> • RENOVATE EXISTING SPACE 	<ul style="list-style-type: none"> • NEW CONSTRUCTION REQUIRED 	<ul style="list-style-type: none"> • SPACE IDENTIFIED FOR ISSC IS BEING BACKFILLED • ARMY CLAIMS UNITS NOW BACKFILLING SPACE WILL MOVE AGAIN IN FY98
MOVING TO FORT BELVOIR	<ul style="list-style-type: none"> • EXISTING SPACE FOR 71 PEOPLE AT FT. BELVOIR 	<ul style="list-style-type: none"> • NO STATED POSITION 	<ul style="list-style-type: none"> • EXECUTIVE SYSTEMS SOFTWARE CAN COLLOCATE WITH HEADQUARTERS AT FT. BELVOIR
CONTRACTOR SPACE REQUIREMENTS	<ul style="list-style-type: none"> • NO COSTS FOR CONTRACTOR SPACE 	<ul style="list-style-type: none"> • CURRENTLY PROVIDE SPACE FOR 141 CONTRACTORS 	<ul style="list-style-type: none"> • RESOLVE BETWEEN ISSC AND CONTRACTORS

I-16

BASE ANALYSIS

SPACE AND STRATEGIC DEFENSE COMMAND, ALABAMA

COMMISSION ADD FOR CONSIDERATION: Study Space and Strategic Defense Command for closure. Establish an Aviation Command in St. Louis. Realign automotive functions to Detroit Arsenal, MI; communications-electronic functions to Ft. Monmouth, NJ; and soldier system functions to Natick, MA. Move SIMA from downtown St. Louis to the Federal Center at Goodfellow. Move SSDC from lease space in Huntsville, AL onto to existing space at Redstone Arsenal., AL.

CRITERIA	COMMISSION ALTERNATIVE
MILITARY VALUE	Not Ranked
FORCE STRUCTURE	No Impact
ONE-TIME COSTS (\$ M)	43.8
ANNUAL SAVINGS (\$ M)	3.0
RETURN ON INVESTMENT	2020 (22 Years)
NET PRESENT VALUE (\$M)	- 7.8
BASE OPERATING BUDGET (\$ M)	3.8
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	38 / 1,791
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

I-17

**ISSUES REVIEWED
SPACE AND STRATEGIC DEFENSE COMMAND, ALABAMA**

<p>RETURN ON INVESTMENT</p> <p>LEASE CONSOLIDATION</p>	<p>EXCESS POSITIONS AT MISSILE COMMAND</p> <p>FACILITIES ON REDSTONE ARSENAL</p>
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ISSUES
SPACE AND STRATEGIC DEFENSE COMMAND, ALABAMA

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
RETURN ON INVESTMENT	<ul style="list-style-type: none"> • 22 YEARS 	<ul style="list-style-type: none"> • 1 YEAR 	<ul style="list-style-type: none"> • 22 YEARS
LEASE CONSOLIDATION	<ul style="list-style-type: none"> • ONGOING EFFORTS TO REDUCE LEASE COSTS 	<ul style="list-style-type: none"> • SSDC AND PEO-MISSILE DEFENSE ARE REDUCING FROM 16 TO 3 LEASED FACILITIES • MICOM VACATING 3 LEASED FACILITIES 	<ul style="list-style-type: none"> • LEASE CONSOLIDATION WILL SAVE \$2.1 M ANNUALLY

SCENARIO SUMMARY

SPACE AND STRATEGIC DEFENSE COMMAND, ALABAMA

COMMISSION ALTERNATIVE I		COMMISSION ALTERNATIVE II	
<p>Establish an Aviation Command in St. Louis. Realign automotive functions to Detroit Arsenal, MI; communications-electronics functions to Fort Monmouth, NJ; and soldier system functions to Natick, MA. Move SIMA from downtown St. Louis to the Federal Center at Goodfellow. Move SSDC from leased space in Huntsville, AL onto existing space on Redstone Arsenal, AL.</p>		<p>Establish an Aviation Command in St. Louis, Realign automotive functions to Detroit Arsenal, MI; communications-electronic functions to Fort Monmouth, NJ; and soldier systems functions to Natick, MA. Move SSDC from leased space in Huntsville, AL, onto existing space at Redstone Arsenal, AL.</p>	
<p>One-Time Costs (\$M): 43.8 Annual Savings (\$M): 3.0 Return on Investment: 2020 (22 Years) Net Present Value (\$M): - 7.8</p>		<p>One-Time Costs (\$M): 45.0 Annual Savings (\$M): 3.0 Return on Investment: 2022 (24 Years) Net Present Value (\$M): - 9.7</p>	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • CONSISTENT WITH STATIONING STRATEGY TO REDUCE LEASE SPACE 	<ul style="list-style-type: none"> • HIGH ONE TIME COSTS WITH EXTENDED RETURN ON INVESTMENT 	<ul style="list-style-type: none"> • CONSISTENT WITH STATIONING STRATEGY TO REDUCE LEASE SPACE 	<ul style="list-style-type: none"> • HIGH ONE-TIME COSTS WITH EXTENDED RETURN ON INVESTMENT

ISSUES
SPACE AND STRATEGIC DEFENSE COMMAND, ALABAMA

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
EXCESS POSITIONS AT MISSILE COMMAND	<ul style="list-style-type: none"> • NO EXCESS POSITIONS AT MISSILE COMMAND 	<ul style="list-style-type: none"> • ARMY COULD SAVE MORE BY ELIMINATING NON-ADD POSITIONS AT MISSILE COMMAND 	<ul style="list-style-type: none"> • NON-ADD POSITIONS ARE REIMBURSABLE POSITIONS • NO EXCESS PERSONNEL, SO NO POTENTIAL SAVINGS
FACILITIES ON REDSTONE	<ul style="list-style-type: none"> • RENOVATE SEVERAL EXISTING BUILDINGS 	<ul style="list-style-type: none"> • RELOCATION INTO SEVERAL BUILDINGS WOULD CREATE OPERATIONAL INEFFICIENCIES 	<ul style="list-style-type: none"> • SSDC NOW IN 6 LEASED FACILITIES



J

ARMY MINOR INSTALLATIONS

MILITARY VALUE	INSTALLATION	
Not ranked	BALTIMORE PUBLICATIONS DISTRIBUTION CENTER, MARYLAND	(C)
Not ranked	BELLMORE LOGISTICS FACILITY, NEW YORK	(C)
Not ranked	BIG COPPETT KEY, FLORIDA	(C)
Not ranked	CAMP BONNEVILLE, WASHINGTON	(C)
Not ranked	CAMP KILMER, NEW JERSEY	(C)
Not ranked	CAMP PEDRICKTOWN, NEW JERSEY	(C)
Not ranked	CAVEN POINT U.S. ARMY RESERVE CENTER, NEW JERSEY	(C)
Not ranked	EAST FORT BAKER, CALIFORNIA	(C)
Not ranked	FORT MISSOULA, MONTANA	(C)
Not ranked	HINGHAM COHASSET, MASSACHUSETTS	(C)
Not ranked	RECREATION CENTER #2, NORTH CAROLINA	(C)
Not ranked	RIO VISTA U.S. ARMY RESERVE CENTER, CALIFORNIA	(C)
Not ranked	SUDBURY TRAINING ANNEX, MASSACHUSETTS	(C)
Not ranked	BRANCH U.S. DISCIPLINARY BARRACKS, LOMPOC, CALIFORNIA	(C)
Not ranked	VALLEY GROVE AREA MAINTENANCE SUPPORT ACTIVITY, WEST VIRGINIA	(C)

(C) = DoD recommendation for closure

(R) = DoD recommendation for realignment

(X) = Joint Cross Service Group alternative for closure or realignment

(*) = Commission add for further consideration

J-1

BASE ANALYSIS

PUBLICATIONS DISTRIBUTION CENTER – BALTIMORE, MARYLAND

DOD RECOMMENDATION: Close by relocating the U.S. Army Publications Distribution Center, Baltimore to the U.S. Army Publications Center St. Louis, Missouri.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	7.0
ANNUAL SAVINGS (\$ M)	7.7
RETURN ON INVESTMENT	1998 (Immediate)
NET PRESENT VALUE (\$M)	100.6
BASE OPERATING BUDGET (\$ M)	1.8
PERSONNEL ELIMINATED (MIL / CIV)	2 / 91
PERSONNEL REALIGNED (MIL / CIV)	0 / 38
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-2

ISSUES REVIEWED
PUBLICATIONS DISTRIBUTION CENTER – BALTIMORE, MARYLAND

**GREATER SAVINGS BY CONSOLIDATING ALL DOD
PUBLICATIONS CENTERS, NOT JUST THE ARMY'S
PUBLICATIONS DISTRIBUTION CENTERS**

**DOD MOVING AWAY FROM PAPER FORMS/MANUALS TO
ELECTRONIC MEDIA**

**ARMY CLASSIFIED BALTIMORE CENTER AS MANUAL
OPERATION**

**ARMY REQUIRED TO LEASE ADDITIONAL SPACE IN ST.
LOUIS**

ISSUES
PUBLICATIONS DISTRIBUTION CENTER – BALTIMORE, MARYLAND

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
DOD CONSOLIDATION	<ul style="list-style-type: none"> • DoD CONSOLIDATION WILL NOT INVOLVE BALTIMORE 	<ul style="list-style-type: none"> • DOD PUBLICATIONS CENTERS SHOULD BE CONSOLIDATED INTO ST. LOUIS AND BALTIMORE 	<ul style="list-style-type: none"> • CONSOLIDATION WILL INVOLVE ONE ARMY FACILITY • STUDY UNDERWAY • DLA FACILITIES
DoD MOVING TO ELECTRONIC MEDIA	<ul style="list-style-type: none"> • TIME FRAME FOR CONVERSION UNKNOWN 	<ul style="list-style-type: none"> • BALTIMORE CENTER CAN EASILY EXPAND OR SHRINK TO MEET NEEDS 	<ul style="list-style-type: none"> • BULK STORAGE NEEDED AFTER IMPLEMENTATION • ST. LOUIS CENTER BETTER FOR BULK
MANUAL CENTER	<ul style="list-style-type: none"> • BALTIMORE A MANUAL OPERATION 	<ul style="list-style-type: none"> • BALTIMORE CENTER NOT A MANUAL OPERATION • AUTOMATED WAREHOUSE SYSTEM 	<ul style="list-style-type: none"> • BALTIMORE NOT A MANUAL OPERATION • FORKLIFT OPERATORS REQUIRED TO STORE MATERIEL
ADDITIONAL LEASE SPACE	<ul style="list-style-type: none"> • ADDITIONAL SPACE ONLY A TEMPORARY REQUIREMENT 	<ul style="list-style-type: none"> • ARMY LEASING ADDITIONAL SPACE IN ST. LOUIS 	<ul style="list-style-type: none"> • ADDITIONAL SPACE ON ARMY OWNED FACILITY • SPACE NEEDED FOR TRANSITION ONLY

J-4

SCENARIO SUMMARY

PUBLICATIONS DISTRIBUTION CENTER – BALTIMORE, MARYLAND

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close by relocating the U.S. Army Publications Distribution Center, Baltimore to the U.S. Army Publications Center St. Louis, Missouri.			
One-Time Costs (\$M): 7 Annual Savings (\$M): 7.7 Return on Investment: 1998 (Immediate) Net Present Value (\$M): 100.6		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE • ANNUAL SAVINGS • RECOGNIZES CHANGING ENVIRONMENT 	<ul style="list-style-type: none"> • LOSS OF AWARD WINNING INSTALLATION 		

BASE ANALYSIS
BELLMORE LOGISTICS ACTIVITY, NEW YORK

DOD RECOMMENDATION: Close Bellmore Logistics Activity.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0
ANNUAL SAVINGS (\$ M)	0.3
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	5.3
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-6

SCENARIO SUMMARY

BELLMORE LOGISTICS ACTIVITY, NEW YORK

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Bellmore Logistics Activity.			
One-Time Costs (\$M): 0 Annual Savings (\$M): 0.3 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 5.3		One Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-7

BASE ANALYSIS BIG COPPETT KEY, FLORIDA

DOD RECOMMENDATION: Close Big Coppett Key.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0
ANNUAL SAVINGS (\$ M)	0.01
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	0.1
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-8

SCENARIO SUMMARY BIG COPPETT KEY, FLORIDA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Big Coppett Key.			
One-Time Costs (\$M): 0 Annual Savings (\$M): 0.01 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 0.1		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

BASE ANALYSIS CAMP BONNEVILLE, WASHINGTON

DOD RECOMMENDATION: Close Camp Bonneville.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.04
ANNUAL SAVINGS (\$ M)	0.2
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	2.1
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-10

SCENARIO SUMMARY CAMP BONNEVILLE, WASHINGTON

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Camp Bonneville.			
One-Time Costs (\$M): 0.04 Annual Savings (\$M): 0.2 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 2.1		One Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-11

BASE ANALYSIS CAMP KILMER, NEW JERSEY

DOD RECOMMENDATION: Close Camp Kilmer, except an enclave for minimum necessary facilities to support the Reserve Components.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.1
ANNUAL SAVINGS (\$ M)	0.2
RETURN ON INVESTMENT	1997 (1 Year)
NET PRESENT VALUE (\$M)	2.9
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-12

SCENARIO SUMMARY CAMP KILMER, NEW JERSEY

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Camp Kilmer, except an enclave for minimum necessary facilities to support the Reserve Components.			
One-Time Costs (\$M): 0.1 Annual Savings (\$M): 0.2 Return on Investment: 1997 (1 Year) Net Present Value (\$M): 2.9		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-13

BASE ANALYSIS CAMP PEDRICKTOWN, NEW JERSEY

DOD RECOMMENDATION: Close Camp Pedricktown, except the Sievers-Sandberg Reserve Center.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.1
ANNUAL SAVINGS (\$ M)	0.4
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	5.2
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-14

SCENARIO SUMMARY

CAMP PEDRICKTOWN, NEW JERSEY

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Camp Pedricktown, except the Sievers-Sandberg Reserve Center.			
One-Time Costs (\$M): 0.1 Annual Savings (\$M): 0.4 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 5.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-15

BASE ANALYSIS
CAVEN POINT U.S. ARMY RESERVE CENTER, NEW JERSEY

DOD RECOMMENDATION: Close Caven Point U. S. Army Reserve Center. Relocate its reserve activities to the Fort Hamilton, NY, provided the recommendation to realign Fort Hamilton is approved.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ K)	13
ANNUAL SAVINGS (\$ K)	13.1
RETURN ON INVESTMENT	Never
NET PRESENT VALUE (\$ K)	12.9
BASE OPERATING BUDGET (\$ K)	25.6
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	3 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0% / -1.1 %
ENVIRONMENTAL	No known impediments

J-16

ISSUES
CAVEN POINT U.S. ARMY RESERVE CENTER, NEW JERSEY

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
RELOCATING RESERVE UNITS	<ul style="list-style-type: none"> • CAVEN POINT OPERATIONAL EXPENSE IS UNNECESSARY AND AVOIDABLE 	<ul style="list-style-type: none"> • FUEL TANKER TRUCKS REQUIRE OPEN STORAGE SPACE NOT AVAILABLE ON FORT HAMILTON • UNIT TRUCKS AND TRAILERS NOT SUITED FOR STREETS ACCESSING FORT HAMILTON 	<ul style="list-style-type: none"> • UNIT OPEN STORAGE MET ONLY BY TAKING MULTI-USE MWR FIELD • UNIT SMALL ARMS CANNOT BE MET ON FORT HAMILTON • NO PROVISION FOR MILCON

J-17

SCENARIO SUMMARY
CAVEN POINT U.S. ARMY RESERVE CENTER, NEW JERSEY

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Caven Point U. S. Army Reserve Center. Relocate its reserve activities to the Fort Hamilton, NY, provided the recommendation to realign Fort Hamilton is approved.			
One-Time Costs (\$M): 13 Annual Savings (\$M): 13.1 Return on Investment: Never Net Present Value (\$M): 12.9		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

BASE ANALYSIS EAST FORT BAKER, CALIFORNIA

DOD RECOMMENDATION: Close East Fort Baker. Relocate all tenants to other installations that meet mission requirements. Return all real property to the Golden Gate National Recreation Area.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	11.9
ANNUAL SAVINGS (\$ M)	1.3
RETURN ON INVESTMENT	2009 (11 Years)
NET PRESENT VALUE (\$M)	5.2
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 8
PERSONNEL REALIGNED (MIL / CIV)	47 / 42
ECONOMIC IMPACT (BRAC 95 / CUM)	< 0.0 % / - 0.6 %
ENVIRONMENTAL	No known impediments

J-19

SCENARIO SUMMARY EAST FORT BAKER, CALIFORNIA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close East Fort Baker. Relocate all tenants to other installations that meet mission requirements. Return all real property to the Golden Gate National Recreation Area.			
One-Time Costs (\$M): 11.9 Annual Savings (\$M): 1.3 Return on Investment: 2009 (11 Years) Net Present Value (\$M): 5.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-20

BASE ANALYSIS FORT MISSOULA, MONTANA

DOD RECOMMENDATION: Close Fort Missoula, except an enclave for minimum essential land and facilities to support the Reserve Component units.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.4
ANNUAL SAVINGS (\$ M)	0.2
RETURN ON INVESTMENT	1998 (2 Years)
NET PRESENT VALUE (\$M)	2.2
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-21

SCENARIO SUMMARY FORT MISSOULA, MONTANA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Fort Missoula, except an enclave for minimum essential land and facilities to support the Reserve Component units.			
One-Time Costs (\$M): 0.4 Annual Savings (\$M): 0.2 Return on Investment: 1998 (2 Years) Net Present Value (\$M): 2.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

J-22

BASE ANALYSIS HINGHAM COHASSETT, MASSACHUSETTS

DOD RECOMMENDATION: Close Hingham Cohasset.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0
ANNUAL SAVINGS (\$ M)	0.2
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	2.2
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-23

SCENARIO SUMMARY

HINGHAM COHASSETT, MASSACHUSETTS

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Hingham Cohasset.			
One-Time Costs (\$M): 0 Annual Savings (\$M): 0.2 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 2.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: 2001 (1 Year) Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

BASE ANALYSIS

RECREATION CENTER #2, FAYETTEVILLE, NORTH CAROLINA

DOD RECOMMENDATION: Close Recreation Center #2, Fayetteville, NC.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	*
ANNUAL SAVINGS (\$ M)	*
RETURN ON INVESTMENT	*
NET PRESENT VALUE (\$M)	*
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

* = There are no costs or savings associated with this recommendation.

J-25

SCENARIO SUMMARY

RECREATION CENTER #2, FAYETTEVILLE, NORTH CAROLINA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Recreation Center #2, Fayetteville, NC.			
One-Time Costs (\$M): * Annual Savings (\$M): * Return on Investment: * Net Present Value (\$M): *		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

* = There are no costs or savings associated with this recommendation.

J-26

BASE ANALYSIS
RIO VISTA US ARMY RESERVE CENTER, CALIFORNIA

DOD RECOMMENDATION: Close Rio Vista Army Reserve Center.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0
ANNUAL SAVINGS (\$ M)	0.1
RETURN ON INVESTMENT	1996 (Immediate)
NET PRESENT VALUE (\$M)	1.6
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-27

SCENARIO SUMMARY

RIO VISTA US ARMY RESERVE CENTER, CALIFORNIA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Rio Vista Army Reserve Center.			
One-Time Costs (\$M): 0 Annual Savings (\$M): 0.1 Return on Investment: 1996 (Immediate) Net Present Value (\$M): 1.6		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

BASE ANALYSIS SUDBURY TRAINING ANNEX, MASSACHUSETTS

DOD RECOMMENDATION: Close Sudbury Training Annex.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	0.8
ANNUAL SAVINGS (\$ M)	0.1
RETURN ON INVESTMENT	2003 (5 Years)
NET PRESENT VALUE (\$M)	1.2
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 35
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	National Priority List Site

J-29

SCENARIO SUMMARY

SUDBURY TRAINING ANNEX, MASSACHUSETTS

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Sudbury Training Annex.			
One-Time Costs (\$M): 0.8 Annual Savings (\$M): 0.1 Return on Investment: 2003 (5 Years) Net Present Value (\$M): 1.2		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

BASE ANALYSIS BRANCH US DISCIPLINARY BARRACKS, CALIFORNIA

DOD RECOMMENDATION: Close Branch U.S. Disciplinary Barracks (USDB), Lompoc, CA.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	*
ANNUAL SAVINGS (\$ M)	*
RETURN ON INVESTMENT	*
NET PRESENT VALUE (\$M)	*
BASE OPERATING BUDGET (\$ M)	0
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 0
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

* = There are no costs or savings associated with this recommendation.

J-31

SCENARIO SUMMARY

BRANCH US DISCIPLINARY BARRACKS, CALIFORNIA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Branch U.S. Disciplinary Barracks (USDB), Lompoc, CA.			
One-Time Costs (\$M): * Annual Savings (\$M): * Return on Investment: * Net Present Value (\$M): *		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • REDUCES EXCESS INFRASTRUCTURE 	<ul style="list-style-type: none"> • NONE 		

* = There are no costs or savings associated with this recommendation.

BASE ANALYSIS
VALLEY GROVE AREA MAINTENANCE SUPPORT ACTIVITY, WEST VIRGINIA

DOD RECOMMENDATION: Close Valley Grove Area Maintenance Support Activity (AMSA). Relocate reserve activity to the Kelly Support Center, PA, provided the recommendation to realign Kelly Support Center is approved.

CRITERIA	DOD RECOMMENDATION
MILITARY VALUE	Not ranked
FORCE STRUCTURE	No impact
ONE-TIME COSTS (\$ M)	2.6
ANNUAL SAVINGS (\$ M)	- 0.01
RETURN ON INVESTMENT	100+ Years
NET PRESENT VALUE (\$M)	- 2.5
BASE OPERATING BUDGET (\$ M)	0.04
PERSONNEL ELIMINATED (MIL / CIV)	0 / 0
PERSONNEL REALIGNED (MIL / CIV)	0 / 7
ECONOMIC IMPACT (BRAC 95 / CUM)	0.0 % / 0.0 %
ENVIRONMENTAL	No known impediments

J-33

ISSUES

VALLEY GROVE AREA MAINTENANCE SUPPORT ACTIVITY, WEST VIRGINIA

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
CONSTRUCTION PROJECT	<ul style="list-style-type: none">• PER SECDEF'S LETTER DATED 6/14 — MOVE IS NO LONGER VIABLE	<ul style="list-style-type: none">• NEW MAINTENANCE SHOP UNDER CONSTRUCTION	<ul style="list-style-type: none">• CONCUR WITH SECDEF'S LETTER DATED 6/14

J-34

SCENARIO SUMMARY

VALLEY GROVE AREA MAINTENANCE SUPPORT ACTIVITY, WEST VIRGINIA

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
Close Valley Grove Area Maintenance Support Activity (AMSA). Relocate reserve activity to the Kelly Support Center, PA, provided the recommendation to realign Kelly Support Center is approved.			
One-Time Costs (\$M): 2.6 Annual Savings (\$M): - 0.01 Return on Investment: 100+ Years Net Present Value (\$M): - 2.5		One-Time Costs (\$M): Annual Savings (\$M): Return on Investment: Net Present Value (\$M):	
PRO	CON	PRO	CON
<ul style="list-style-type: none"> • NONE 	<ul style="list-style-type: none"> • RESULTS IN UNNECESSARY INFRASTRUCTURE 		

J-35