



DCN: 3787



BRAC SRG #25

4 January 2005

Transforming Through Base Realignment and Closure



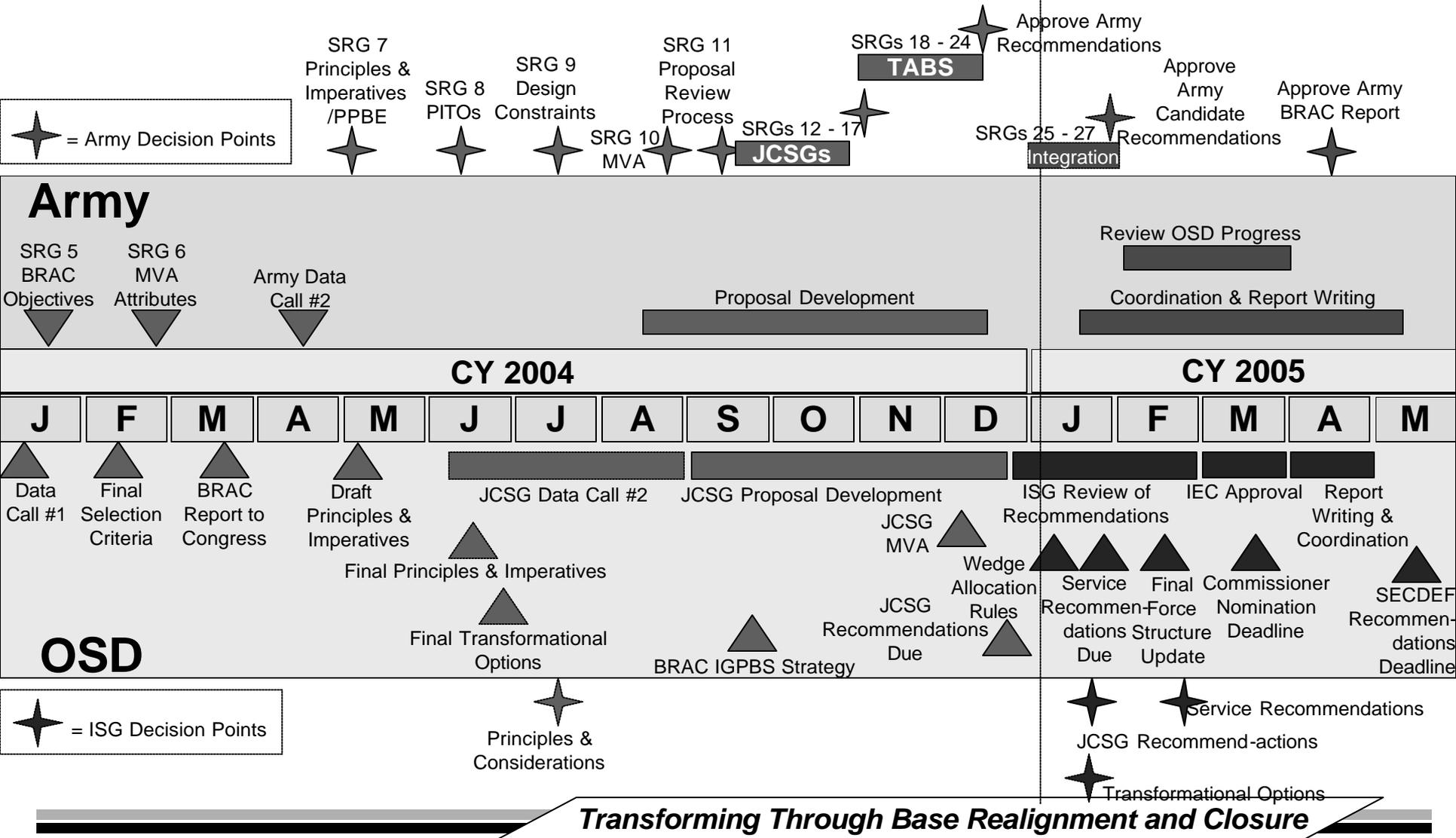
Purpose & Agenda

- Present for information:
 - Timeline Update
- Present for review:
 - Topics for Discussion
 - Scenario Review
 - Prioritization of Army Proposals
 - Risk Mitigation
- Recommendations
- Way Ahead

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BRAC Timeline





BRAC SRG Schedule



11 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
18 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
1 Feb	Review of DoD Candidate Recommendations
8 Feb	Review of Capacity, MVI, MVP & Surge
15 Feb	SRG Integration of DoD Candidate Recommendations I
22 Feb	SRG Integration of DoD Candidate Recommendations II

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Decisions from SRG #24

- Retain Fort Hamilton as an Active Army Installation
- Establish Net Fires Center at Fort Sill
- Submit E&T JCSG proposals except for the Info Center at Fort Gordon
- Draft prioritization approved

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Topics for Discussion

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Topics for Discussion

- Family Housing
- Impact of Military to Civilian and RC Guard Conversions
- Capacity at Ft Benning for 2 BCTs and the Maneuver Center - With the Military Intelligence Center & School?
- Fort Huachuca Enclave
- Army position on stationing the Military Intelligence Center & School
- National Guard Units of Action Distribution

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Topics for Discussion Con't

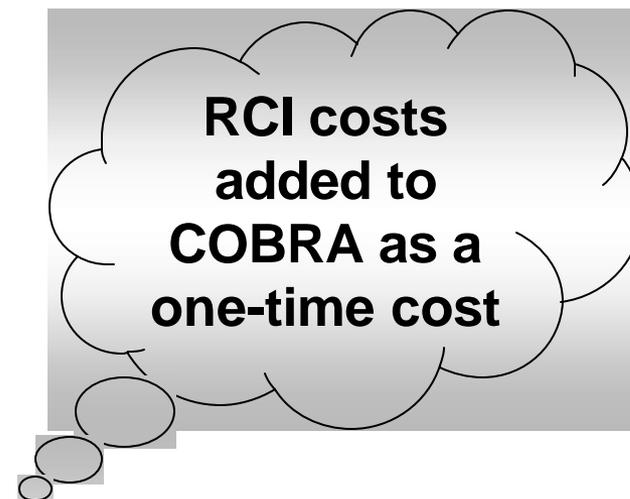
- 32nd AAMDC link with the ADA School
- III Corps Artillery at Fort Sill
- Operational Army
- Criterion 6
- Recapitalization Funding in COBRA
- RC Enclaves on Active Army Installations
- Louisiana AAP Status Update

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Family Housing

- ACSIM/RCI Models
 - Army Family Housing (AFH)
 - Residential Communities Initiative (RCI) investment
- RCI possible if government investment <45% of total capital costs
- 11 installations are affected
 - 8 RCI installations - \$727 million
 - 3 AFH installations - \$247 million
- Largest housing estimates
 - Fort Bliss - \$505 million (RCI)
 - Fort Riley - \$153 million (RCI)
 - Fort Irwin - \$118 million (AFH)
 - Fort Sill - \$116 million (AFH)





Military to Civilian and RC Guard Conversions



- These conversions are not part of the FY 03 cost baseline
- Conversions will cause *NPV less MilSal* savings to be underestimated
- Of 9,105 AC authorizations eliminated
 - 575 converted to civilian positions
 - 834 were mobilized reservists
 - Bottom line: AC authorizations eliminated = 7,696

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Fort Benning

- TABS verified capacity (Buildable Acres, Maneuver Acres, & Ranges) at Fort Benning
 - Can accept Armor Center & School and the MI Center and School with or without heavy BCT/UA remaining
- FORSCOM Position – No concern with current heavy brigade training at Benning
- TRADOC Position – No issue

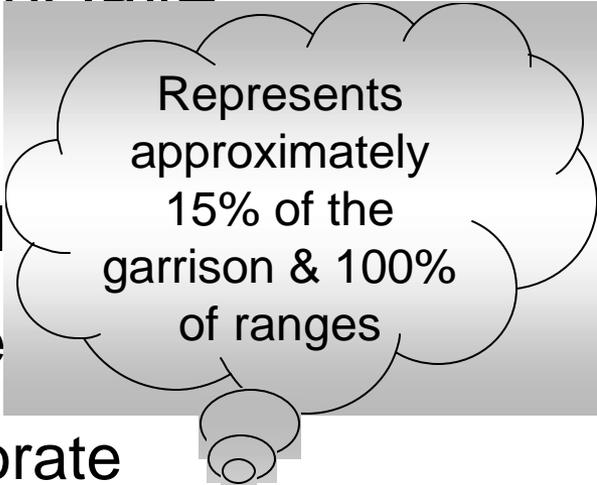
Recommendation: Continue to support moving the Armor Center & School to Ft Benning

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Fort Huachuca

- Fort Huachuca requires a large enclave:
 - Electronic Proving Ground
 - Joint Interoperability Test Command
 - Thunder Mountain Evaluation Center
 - Intel Electronic Warfare Test Directorate
 - UAV Training
- Is a High MV Installation (21)



Represents
approximately
15% of the
garrison & 100%
of ranges



Stationing of the MI Center & School



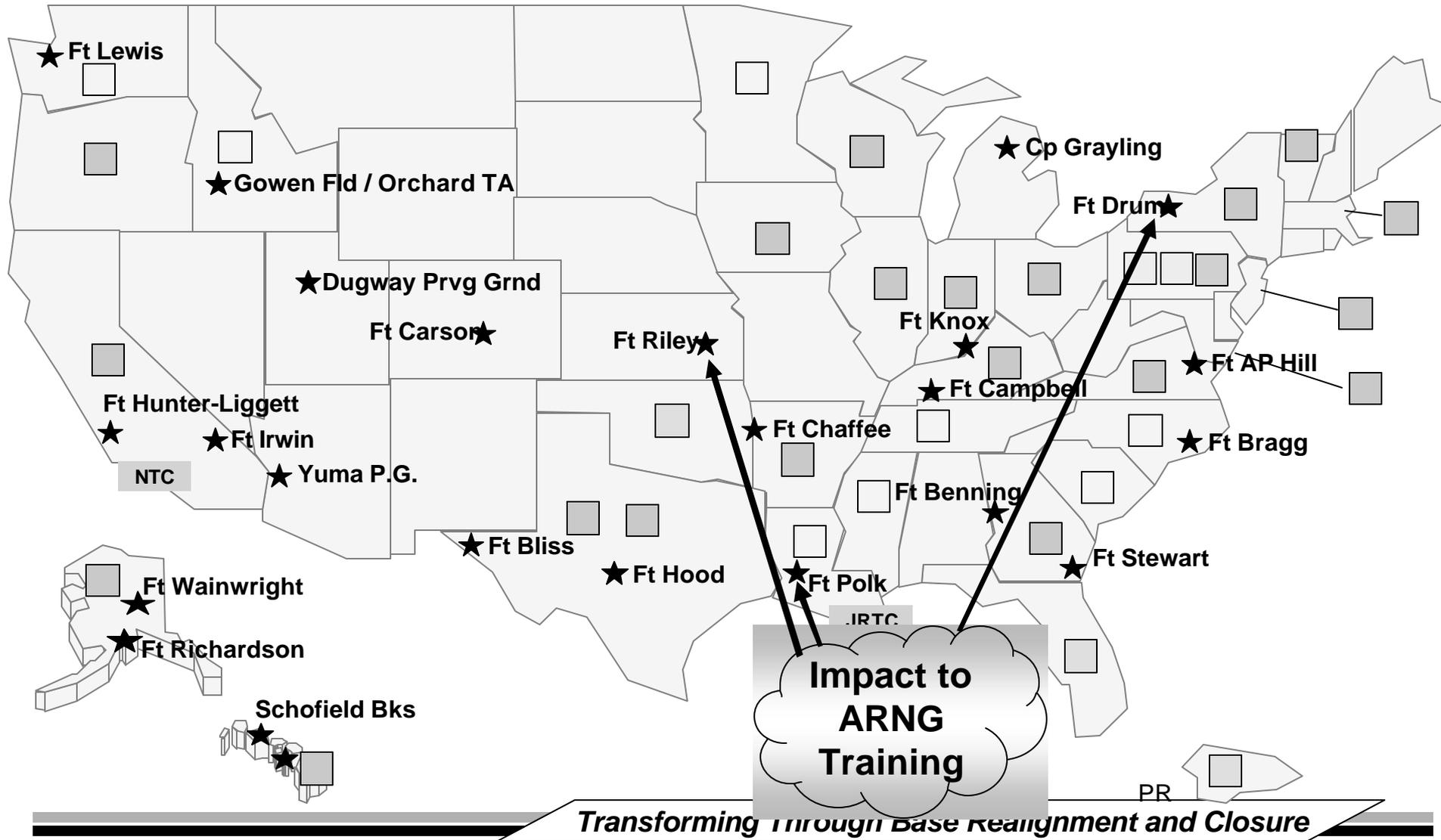
- Options
 - Info Support Center at Ft Gordon
 - Not previously supported by BRAC SRG
 - G2 indicates that there is no synergy with Signal School
 - MI Center & School to Ft Benning
 - Does synergy exist with the Maneuver Center?
 - Large enclave requirement at Fort Huachuca
 - High one-time cost (\$400M)
 - E&T JCSG proposes MI Center & School to Goodfellow

Recommendation: Keep MI Center and School at Fort Huachuca

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ARNG UA Distribution



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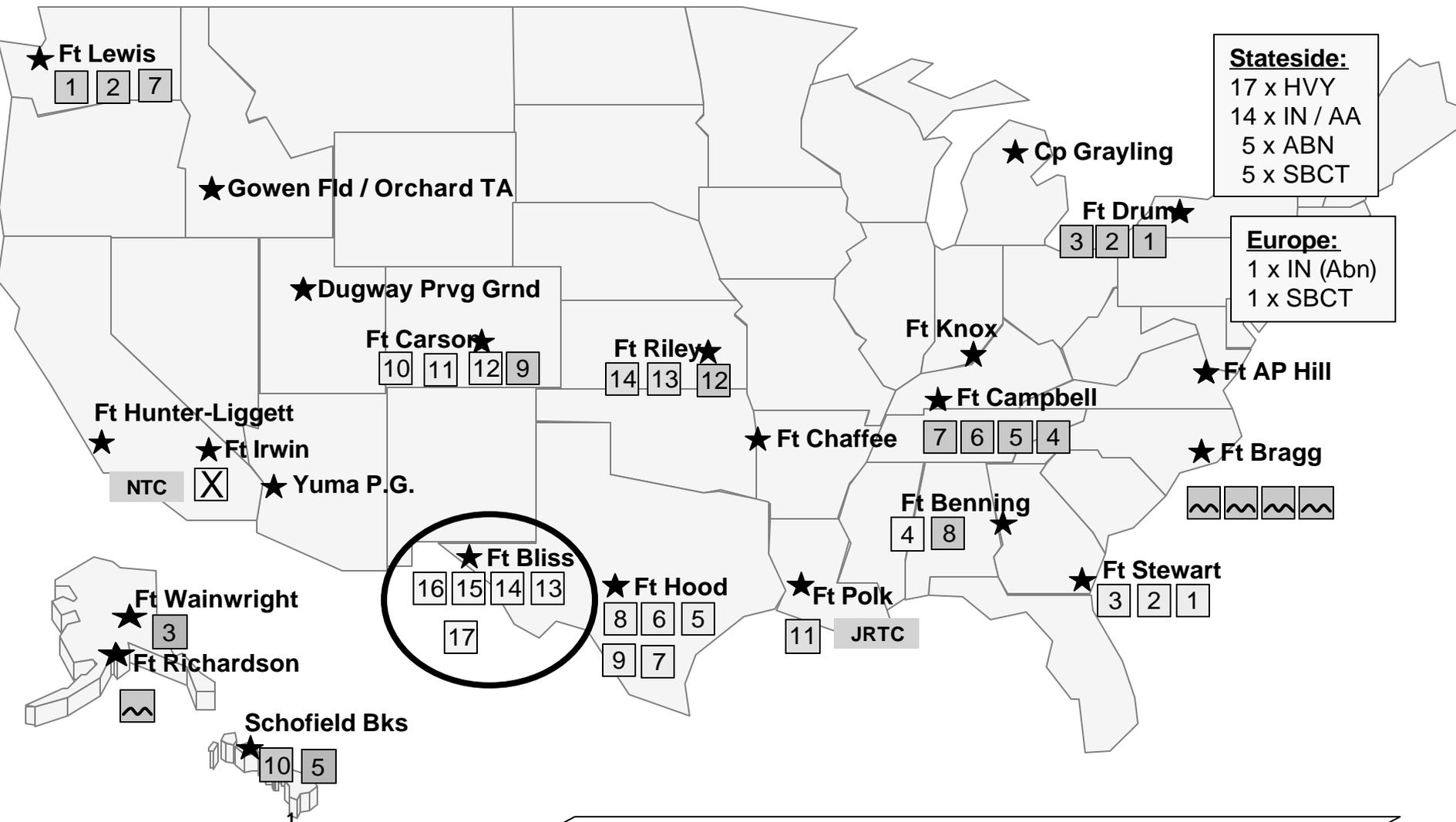


Operational Army

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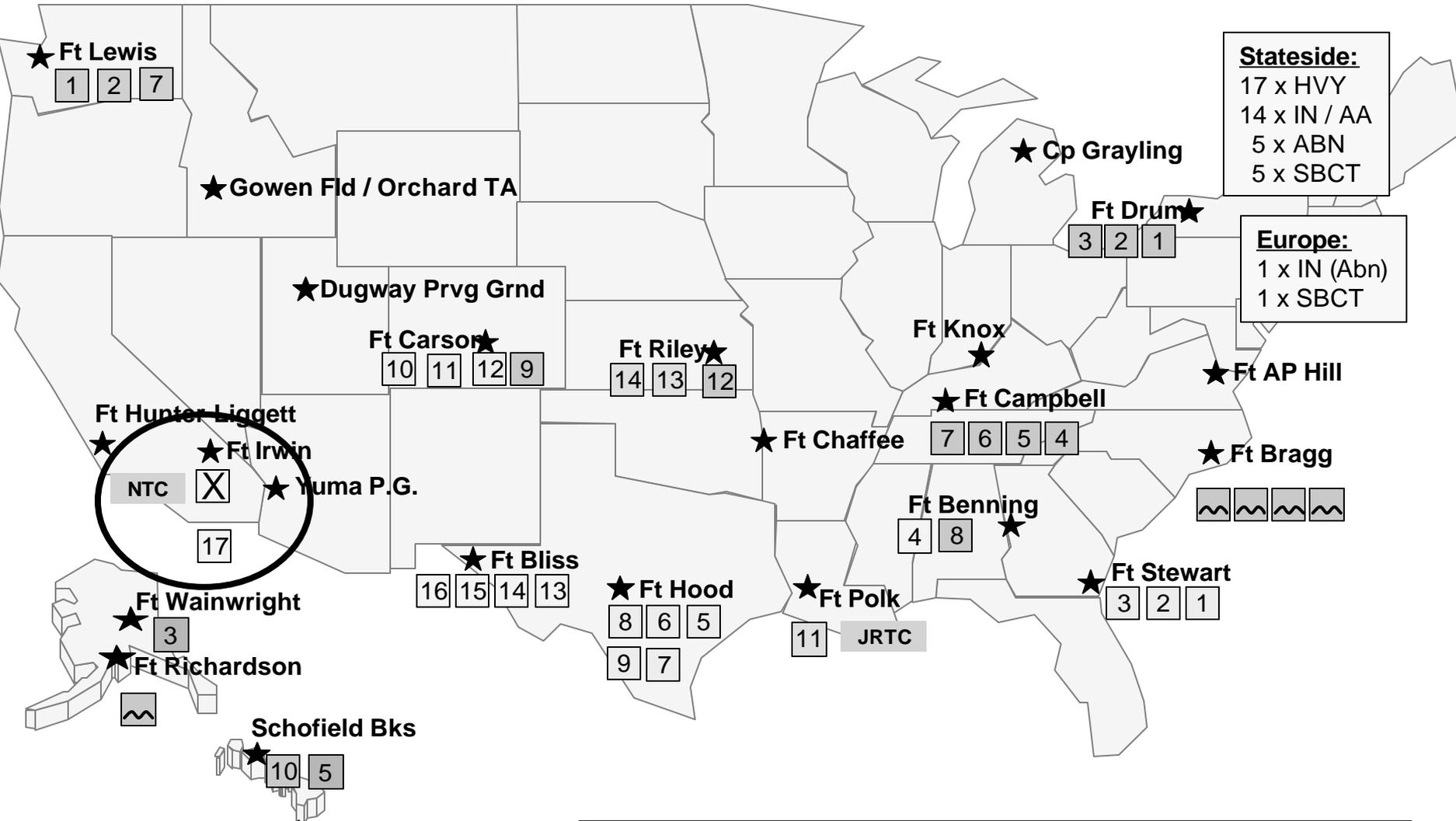
BCT Stationing COA 1



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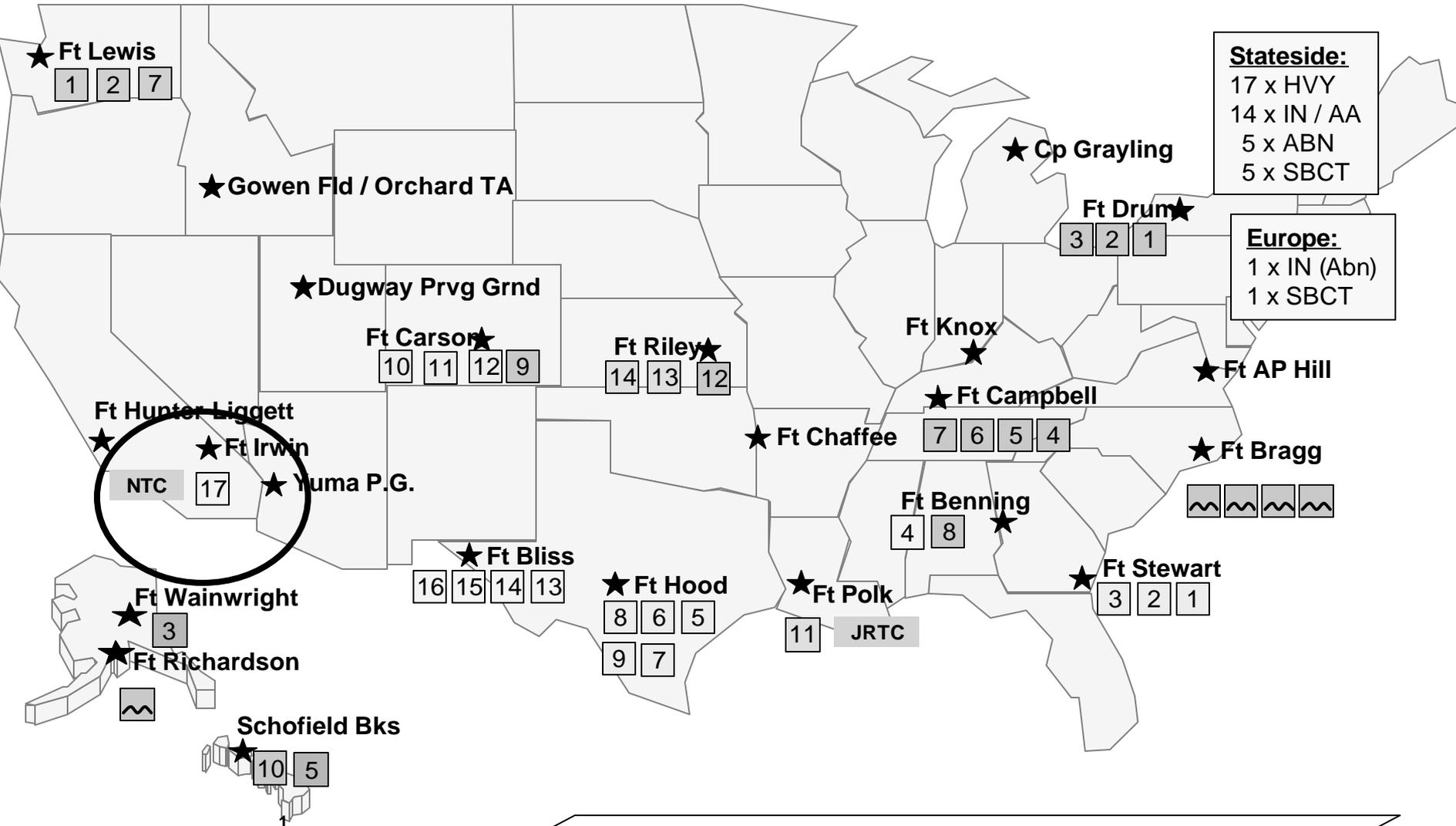
BCT Stationing COA 2



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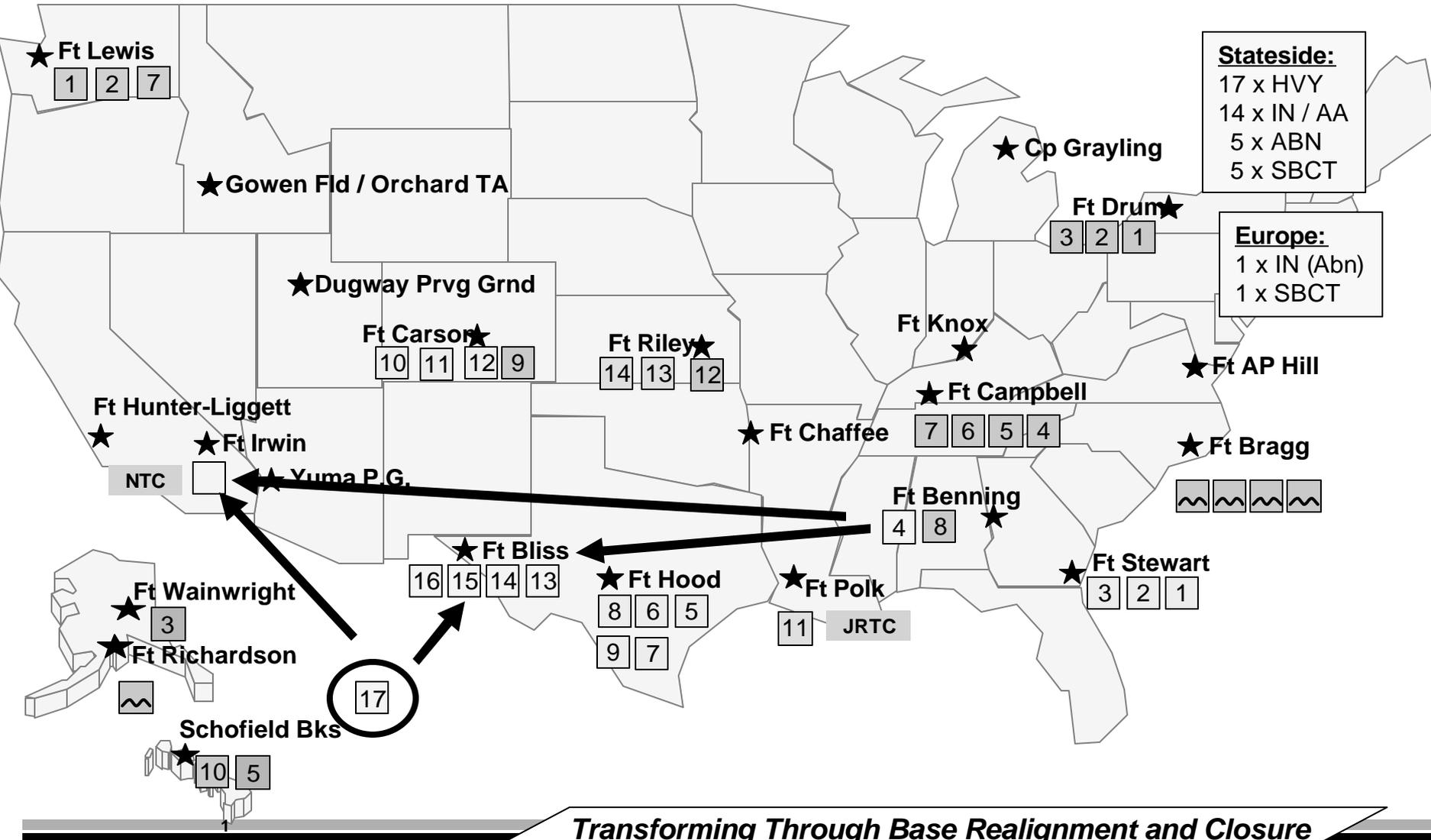
BCT Stationing COA 3



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BCT Stationing COA 4



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Summary

COA	One-Time Cost	NPV	Operational Impact
1 – Bliss	+\$4.03B	-\$7.70B	✓
2 – Irwin	+\$5.02B	-\$6.52B	✓ +
3 – Irwin, no add	+\$3.50B	-\$8.30B	--
4 – Bde from Benning	+\$0.65B*	+\$0.5B*	--

* *Delta cost to COA 1, 2, or 3*

Recommendation: COA 1

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COA 1



- Family Housing
 - Total Requirement: \$712.3M
 - 1st Family Moved: 2007
 - Last Family Moved: 2011
- BRAC Rules for IGPBS
 - Must Realign the post before spending BRAC dollars to move OCONUS Forces
 - Avn BDE → Sill is a no go with BRAC \$
 - Avn BDE → Riley is OK with BRAC \$
- Riley is the better location for the Avn BDE
 - Fixed BRAC issue
 - Operationally sound
 - Saves \$30M

USAREUR desires completion by FY07

Recommendation: Aviation Brigade to Riley

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Candidate #USA-0000



Candidate Recommendation: Transformation of the Operational Army Force Structure. Realigns Fort Bliss, Fort Riley and Fort Sill.

<u>Justification</u>	<u>Military Value</u>										
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$4,035M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td>\$673M</td> </tr> <tr> <td>3. Steady State (PB yr):</td> <td>-\$912M (2)</td> </tr> <tr> <td>4. NPV:</td> <td>-\$7,704M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td>1933 / 2893</td> </tr> </table>	1. One-Time Cost:	\$4,035M	2. Net of Costs and Savings:	\$673M	3. Steady State (PB yr):	-\$912M (2)	4. NPV:	-\$7,704M	5. Mil/Civ Reductions:	1933 / 2893	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – ✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment) ✓ Criterion 8 – High Environmental Risk (due to water availability at Bliss; also air quality & arch resource issues)
1. One-Time Cost:	\$4,035M										
2. Net of Costs and Savings:	\$673M										
3. Steady State (PB yr):	-\$912M (2)										
4. NPV:	-\$7,704M										
5. Mil/Civ Reductions:	1933 / 2893										

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



ADA School Move

- Establishes a Net Fires Center at Fort Sill
- Relocates only ADA Center & School
 - 1421 Military
 - 223 Civilians
 - 1345 Students
- 32nd AAMDC remains at Fort Bliss
 - TRADOC and FORSCOM confirm no need to move with ADA Center & School
 - Better training opportunities at Bliss/WSMR but adversely impacts force stabilization

Recommendation: Do not move 32nd AAMDC with ADA Center & School

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III Corps Artillery

- Currently, III Corps Artillery has 4 Artillery Brigades at Fort Sill
- Draft ARSTRUC reduces the number of Artillery Brigades to 3 at Fort Sill
- 4th Artillery Brigade is inactivated
 - Does not decrease the total number of gun tubes



Criterion Six

- Determines the economic impact on existing communities in the vicinity of military installations
- The Economic Impact Tool (EIT) provides a uniform methodology for estimating the total direct and indirect job changes associated with a BRAC closure or realignment
- Focus on *net job changes* from a BRAC Action
 - Direct
 - Indirect (e.g., base support)
 - Induced (e.g., households)
- Historical trends for context
 - Employment
 - Unemployment rate
 - Per-capita income
 - Population



Example Criterion 6 Results



- Recommendation: Armor Center to Ft Benning
- Economic Impact Result:
 - Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 18,911 jobs (12,623 direct jobs and 6288 indirect jobs) over the 2006-2011 period in the Elizabethtown, KY Metropolitan Statistical economic area, which is 28.69 percent of economic area employment.



Recapitalization Funding in COBRA



- Definition – value used to estimate the resources that would be allocated to recapitalize installation facilities
- The “RM” in SRM
- Recap is a combination of MILCON and OMA dollars used to restore and modernize existing footprint
- COBRA value – Army historically recapitalizes all installation facilities every 103 years (recap rate), so value is Plant Replacement Value (PRV) divided by recap rate
- COBRA calculates recap **costs** when new facilities are constructed
- COBRA calculates recap **savings** when facilities are shut down



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RC Enclaves Analysis

- ARNG & USAR assessed enclave requirements at all 87 Army installations and 11 lease sites
- When closures are finalized, must ensure enclave requirements are met
- Known enclave requirements have been incorporated in current COBRA runs

Bottom Line: No major enclave requirements if any of these installations close

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Installations with RC Facility, Range, and Training Interests



Aberdeen PG	Ft Drum	Ft McPherson	MOT Sunny Point
Bluegrass AD	Ft Eustis	Ft Meade	Picatinny Arsenal
Charles Kelley Support Activity	Ft Gillem	Ft Monmouth	Pine Buff Arsenal
Crane AD	Ft Gordon	Ft Polk	Red River AD
Dugway PG	Ft Hamilton	Ft Richardson	Redstone Arsenal
Ft AP Hill	Ft Hood	Ft Riley	Rock Island Arsenal
Ft Belvoir	Ft Huachuca	Ft Rucker	Schofield Barracks
Ft Benning	Ft Irwin	Ft Sam Houston	Scranton AAP
Ft Bliss	Ft Jackson	Ft Shafter	Tobyhanna AD
Ft Bragg	Ft Knox	Ft Sill	Tripler AMC
Ft Buchanan	Ft Leavenworth	Ft Stewart / Hunter Army Airfield	USAG Selfridge
Ft Campbell	Ft Lee	Ft Wainwright	Walter Reed AMC
Ft Carson	Ft Leonard Wood	Iowa AAP	Watervliet Arsenal
Ft Detrick	Ft Lewis	Letterkenny AD	West Point
Ft Dix	Ft Mc Coy	McAlester AAP	Yuma PG

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Louisiana AAP Update

- Transfer was authorized by special legislation on October 26, 2004
- December 8, 2004 Army transferred 14,995 acres and nearly 500 buildings to the State of Louisiana
- State will use 1200 acres of the property for commercial/industrial economic use
- Army retains the right to conduct training on 13,500 acres of the property (Managed by the Louisiana Army National Guard)

Recommendation: Remove Louisiana AAP from the BRAC Installation Baseline

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Candidate Recommendations

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Operational Army

- Transformation of the Operational Army Force Structure 
- 7th SFG from Fort Bragg to Eglin AFB 
- 5th SFG from Fort Campbell to Yuma Proving Ground/MCAS Yuma 
- 5th SFG from Fort Campbell to NAS Fallon 

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Institutional Training

- US Army War College to Fort Leavenworth
- Net Fires Center at Fort Sill
- CSS Center at Fort Lee
- Maneuver Center at Fort Benning
- Info Support Center at Fort Gordon
- Aviation Log School to Fort Rucker
- Drill SGT School Consolidation at Fort Jackson
- US Military Academy Preparatory School to West Point



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Headquarters and Support



- Close Fort Gillem 
- Close Fort Monroe 
- Close Fort McPherson 
- Close Fort Shafter 
- Relocate Army Materiel Command (AMC) to Redstone Arsenal 
- Co-locate Miscellaneous Army Leased Locations 
- Create Army Human Resources Center (Personnel & Recruiting) at Fort Knox

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Candidate #HSA-0006

Candidate Recommendation: HSA Candidate Recommendation to consolidate the 3 HRC organizations at Ft Knox and to realign Ft Monroe by co-locating Army Accessions Cmd and Cadet Cmd with USAREC at Ft Knox.

Justification

- ✓ Single service active and reserve activity consolidation
- ✓ Moves 3,045 personnel, 1,811 out of NCR; eliminates two Army Lease sites
- ✓ Admin space available at Ft Knox

Military Value

- ✓ Improves military value by moving from lease space to installations
- ✓ Leased Space (94 & 95), Ft Knox (12)

Payback

- | | |
|---------------------------|-----------------|
| 1. One-Time Cost: | \$ 102.8M |
| 2. Net Costs & Savings: | - \$ 458.3M |
| 3. Steady State (PB Yrs): | -\$145.4M/Immed |
| 4. NPV: | -\$1770.9M |
| 5. Mil/Civ Reductions: | 697/633 |

Impacts

- ✓ Criterion 6 – Pending HSA analysis
- ✓ Criterion 7 – Concern over lack of housing and child care
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Materiel & Logistics

- Close Army Ammunition Plants (Kansas, Lonestar, Mississippi, and Riverbank) 
- Close Chem Demil Sites (Deseret, Pueblo, Newport, and Umatilla) 
- Close Hawthorne Army Depot 
- Close Sierra Army Depot 
- Close and Leaseback Watervliet Arsenal 

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RDAT&E



- Army Soldier/Land System LCM Center two site Scenario 
- Relocate Cold Regions Test Center (CRTC) headquarters from Ft Wainwright to Ft Greely 

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Reserve Component

- USAR C2 Proposal – NORTHEAST 
- USAR C2 Proposal – NORTHWEST 
- USAR C2 Proposal – SOUTHEAST 
- USAR C2 Proposal – SOUTHWEST 

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Reserve Component

- 43 Tier 1: Minor administrative and home station mobilization / training sites
- 73 Tier 2: Major administrative, aviation, maintenance and support functions
- 21 Tier 3: Major regional mobilization, deployment & training sites

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Prioritization Assumptions



- ~\$9.5B Budget
- \$2.0B Wedge
- \$2.5B IGPBS
- 1/3 of savings years 1-6
- No Military Salary savings included

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Primary Proposal Inventory



Proposal Inventory	AC	RC	Totals
Number of Scenarios	34	141	175
Potential Cost			
One Time (\$B)	\$9.2	\$2.7	\$12.0
6-Year Net (\$B)	\$.1	\$1.6	\$1.7
Potential 20-Year NPV (\$B)	-\$21.1	-\$1.1	-\$22.2
Active Component Military Positions Returned to Operational Army	7,692	2,984	10,676
Civilian Positions Eliminated	8,056	441	8,497
Closures	20	421	441
Realignments	14	14	28

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Cost Roll-up

Proposal	1 Time Cost (\$B)	With Mil Salary			Less Mil Salary			Personnel	
		NPV	Total Cost (1-6) (\$B)	Recurring Costs (\$B)	NPV	Total Cost (1-6) (\$B)	Recurring Costs (\$B)	AC	CIV
Institutional Training	\$3.0	(\$4.3)	\$0.6	(\$0.6)	\$0.5	\$2.2	(\$0.2)	4,709	1,904
Operational Army	\$4.3	(\$7.2)	\$1.0	(\$0.9)	(\$5.1)	\$1.6	(\$0.7)	1,944	2,929
Technical	\$0.7	\$0.0	\$0.6	(\$0.1)	\$0.0	\$0.5	(\$0.1)	4	253
HQ and SPT Activities	\$1.0	(\$4.4)	(\$0.6)	(\$0.4)	(\$2.7)	(\$0.1)	(\$0.8)	889	1,677
Materiel and Logistics	\$0.2	(\$5.1)	(\$1.5)	(\$0.4)	(\$3.7)	(\$1.3)	(\$0.3)	146	1,293
Reserve Component	\$2.7	(\$1.1)	\$1.6	(\$0.3)	\$1.4	\$2.4	(\$0.0)	0	441
Totals	\$12.0	(\$22.2)	\$1.7	(\$2.7)	(\$9.5)	\$5.3	(\$2.1)	7,692	8,497

* Some personnel savings are duplicative of other competing alternatives

Total Scenarios	175
Total Closures	441
Total Realignments	28

(Negative Numbers) = Savings

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Budget Level All Scenarios

	Totals	Per POM Year
- IGPBS	\$ 2.50	
- Wedge	\$ 2.00	
MILCON & Other	\$ 7.50	\$1.25
TOTAL:	\$ 12.00	
- 1/3 Savings (1-6 Yr)	\$ (2.00)	
Adjusted Total:	\$ 10.00	

PBD 753 Impact?

Adjusted MILCON & Other	\$ 5.50	\$0.92
(All dollars in billions, less Military Pay)		

FY06-11
POM
\$680B Total
~\$113B/yr

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Tradeoffs

\$9.24B buys all scenarios except CSS Center

Tradeoff Scenario		New Scenarios	
Info Support Center	\$.517	CSS Center	\$.814

\$9.54B buys all scenarios except INFO Center

Recommend all scenarios less INFO Support Center (\$9.54B, \$.83/POM Year)

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Risk Mitigation

- Red Team fielded to avoid omitting legitimate costs
- Conservatively estimated that 1/3 of the 6-year savings will be available to spend – another 10% yields \$585M
- Do not include Mil Sal – \$3B in 6-year savings in BRAC – 1/3 available is \$1B
- Conservative use of BRAC wedge – another 5% is \$500M
- Additional savings TBD from integrating JCSG and Service candidate recommendations
- ISG & IEC will consider budget impacts of all candidate recommendations
 - Can take candidate recommendations off the table

Recommendation: That EOH approve all \$9.54B in Army BRAC candidate recommendations

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Recommendations

- Brief EOH on current status of BRAC SRG candidate recommendations
- Integrate additional JCSG scenarios as they become available
- Continue COBRA refinements
- Revisit Prioritization based on EOH guidance and JCSG and COBRA updates

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SRG Way Ahead

11 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
18 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
1 Feb	Review of DoD Candidate Recommendations
8 Feb	Review of Capacity, MVI, MVP & Surge
15 Feb	SRG Integration of DoD Candidate Recommendations I
22 Feb	SRG Integration of DoD Candidate Recommendations II

20 Jan 05
Sec Army signs out Army candidate recommendations

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ISG/IEC Way Ahead



Month	ISG	IEC
January	7, 14, 21 & 28 Jan	24 Jan
February	4, 11, 18 & 25 Feb	7 & 23 Feb
March	4, 11, 18 & 25 Mar	7 & 21 Mar
April	1, 8, 15, 22 & 29 Apr	11 & 21 Apr
May	6, 13, 20 & 27 May	2 & 9 May

BRAC SRG expected to continue meeting on a weekly basis

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Back-ups



Candidate #USA-0040



Candidate Recommendation: Moves 7th Special Forces Group (SFG) from Fort Bragg, NC to Eglin AFB, FL.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi-Service Collocation ✓ Collocates the 7th SFG with AF SOF units creating joint training synergy with AF SOF ✓ Places 7th SFG with training lands that match their wartime AOR ✓ Reduces training/range stress on Ft Bragg 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Moves from higher value to lower value within 1st quartile ✓ Creates space at higher value installation to support new BCT ✓ MVI: Bragg (5), Eglin (22) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-time cost:</td> <td style="text-align: right;">\$91.4M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td style="text-align: right;">\$127.8M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">\$-7.8M (N/A)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">\$196.4M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">3/12</td> </tr> </table>	1. One-time cost:	\$91.4M	2. Net of Costs and Savings:	\$127.8M	3. Steady State (PB Yrs):	\$-7.8M (N/A)	4. NPV:	\$196.4M	5. Mil/Civ Reductions:	3/12	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction of 2143 jobs (1367 direct & 914 indirect) or 1.17 % of economic area employment. ✓ Criterion 7 – Low risk ✓ Criterion 8 – Assessment pending by Air Force
1. One-time cost:	\$91.4M										
2. Net of Costs and Savings:	\$127.8M										
3. Steady State (PB Yrs):	\$-7.8M (N/A)										
4. NPV:	\$196.4M										
5. Mil/Civ Reductions:	3/12										

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0010



Candidate Recommendation: Moves 5th Special Forces Group (SFG) from Fort Campbell, KY to Yuma Proving Ground, AZ.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single-Service Collocation ✓ Collocates the 5th SFG with SOF schools creating training synergy ✓ Places 5th SFG with training lands that match their wartime AOR ✓ Reduces training/range stress on Ft Campbell 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Moves from lower value to higher value within 1st quartile ✓ Creates space at lower value installation to support new BCT ✓ MVI: Yuma PG (6), Fort Campbell (14) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">1. One-time cost:</td> <td style="text-align: right;">\$117M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td style="text-align: right;">\$149.6M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">\$6.6M (N/A)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">\$206M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">8/24</td> </tr> </table>	1. One-time cost:	\$117M	2. Net of Costs and Savings:	\$149.6M	3. Steady State (PB Yrs):	\$6.6M (N/A)	4. NPV:	\$206M	5. Mil/Civ Reductions:	8/24	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction of 2143 jobs (1389 direct & 754 indirect) or 10.96% of economic area employment. ✓ Criterion 7 – High Risk ✓ Criterion 8 – Low Environmental Risk (Minor air and arch resource issues)
1. One-time cost:	\$117M										
2. Net of Costs and Savings:	\$149.6M										
3. Steady State (PB Yrs):	\$6.6M (N/A)										
4. NPV:	\$206M										
5. Mil/Civ Reductions:	8/24										

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0145



Candidate Recommendation: Moves 5th Special Forces Group (SFG) from Fort Campbell, KY to Naval Air Station Fallon, NV.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Multi-Service Collocation</p> <p>✓ Collocates the 5th SFG with Navy SOF units creating joint training synergy with Navy SOF</p> <p>✓ Places 5th SFG with training lands that match their wartime AOR</p> <p>✓ Reduces training/range stress on Ft Campbell</p> <p style="text-align: center;"><u>Payback</u></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">1. One-time cost:</td> <td style="text-align: right;">\$143M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td style="text-align: right;">\$188.3M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">\$9.1M (N/A)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">\$266M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">8/24</td> </tr> </table>	1. One-time cost:	\$143M	2. Net of Costs and Savings:	\$188.3M	3. Steady State (PB Yrs):	\$9.1M (N/A)	4. NPV:	\$266M	5. Mil/Civ Reductions:	8/24	<p>✓ Moves from higher value to lower value within 1st quartile</p> <p>✓ Creates space at higher value installation to support new Brigade Combat Team</p> <p>✓ MVI: Fort Campbell (12), NAS Fallon (22)</p> <p style="text-align: center;"><u>Impacts</u></p> <p>✓ Criterion 6 – Max potential reduction of 2143 jobs (1389 direct & 754 indirect) or 10.96% of economic area employment.</p> <p>✓ Criterion 7 – Medium Risk</p> <p>✓ Criterion 8 – Assessment pending by Navy</p>
1. One-time cost:	\$143M										
2. Net of Costs and Savings:	\$188.3M										
3. Steady State (PB Yrs):	\$9.1M (N/A)										
4. NPV:	\$266M										
5. Mil/Civ Reductions:	8/24										

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate # E&T-0058



Candidate Recommendation: Moves the Army War College from Carlisle Barracks to Fort Leavenworth. Closes Carlisle Barracks.

Justification

- ✓ Multi Service activity consolidation
- ✓ Consolidates officer strategic and operational education Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives
- ✓ Army supported

Military Value

- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Leavenworth.
- ✓ Closes Carlisle Barracks
- ✓ MVI: Leavenworth (64), Carlisle Barracks (76)

Payback

1. One-Time Cost:	\$78.0M
2. Net of Costs and Savings:	-\$108.0M
3. Steady State (PB Yrs):	-\$48.3M (1)
4. NPV:	\$ -545.2M
5. Mil/Civ Reductions:	255 / 230

Impacts

- ✓ Criterion 6 – Max potential reduction of 2,429 jobs (1,394 direct & 1,035 indirect) or -0.63% of economic area employment.
- ✓ Criterion 7 – Medium Risk. Of the ten attributes evaluated three declined (Cost of living, Employment and Safety).
- ✓ Criterion 8 – Low Environmental risk (air quality issues)

<input checked="" type="checkbox"/> Strategy	<input checked="" type="checkbox"/> Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input checked="" type="checkbox"/> COBRA	<input checked="" type="checkbox"/> Military Value Analysis / Data Verification (On going)	<input checked="" type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0004



Candidate Recommendation: Moves ADA center and school (Bliss) to Fort Sill (with the FA center and school). Realigns Fort Bliss.

Justification

- ✓ Multi Service activity Consolidation
- ✓ Consolidates Net Fires (Field Artillery and Air Defense Artillery) training and doctrine development
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives
- ✓ Army supported

Military Value

- ✓ Does not adversely affect Military Value (Moves activities to and from installations that support Army's required capabilities) takes advantage of excess capacity at Fort Sill that was not available at alternative site
- ✓ Creates space at Fort Bliss for additional activities, (I.E. 3BCT that must go to Bliss)
- ✓ MVI: Fort Bliss (1), Fort Sill (20), & White Sands MR (10)

Payback

1. One-Time Cost:	\$235.1M
2. Net of Costs and Savings	\$68.6M
3. Steady State (PB Yrs	-\$45.47M
4. NPV:	-\$349.8M
5. Mil/Civ Reductions:	507 / 112

Impacts

- ✓ Criterion 6 – Max potential reduction of 6,020 jobs (3369 direct & 2651 indirect) or -1.83% of economic area employment
- ✓ Criterion 7 – Medium Risk. Of the ten attributes evaluated four declined (Housing, Medical Health, Utilities, and Safety)
- ✓ Criterion 8 - Low Environmental Risk (noise implications)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0051



Candidate Recommendation: Moves the Transportation Center & School from Fort Eustis and Ordnance Center & School from Aberdeen Proving Ground and Redstone Arsenal to Fort Lee. This consolidation realigns Fort Eustis, Aberdeen Proving Ground and Redstone Arsenal.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates CSS training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Does not adversely affect Military Value (moving activities to and from installations in the Army's portfolio), but does take advantage of excess capacity at Fort Lee. ✓ Creates space at Aberdeen, Fort Eustis, and Redstone for additional activities ✓ MVI: Aberdeen (18), Redstone (30), Fort Eustis (31), & Fort Lee (34) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$882.9M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td style="text-align: right;">\$320.2M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$154.0M (5)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$1,113.1M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">1018 / 344</td> </tr> </table>	1. One-Time Cost:	\$882.9M	2. Net of Costs and Savings:	\$320.2M	3. Steady State (PB Yrs):	-\$154.0M (5)	4. NPV:	-\$1,113.1M	5. Mil/Civ Reductions:	1018 / 344	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction: APG 11689 (-76%), Eustis 11885 (-.037%), & Redstone 2120 (-0.94%) ✓ Criterion 7 – Medium Risk. Of the ten attributes evaluated four declined (Child Care, Housing, Population Center, and Transportation) ✓ Criterion 8 – Low Environmental Risk (air quality, arch resource issues)
1. One-Time Cost:	\$882.9M										
2. Net of Costs and Savings:	\$320.2M										
3. Steady State (PB Yrs):	-\$154.0M (5)										
4. NPV:	-\$1,113.1M										
5. Mil/Civ Reductions:	1018 / 344										

<ul style="list-style-type: none"> ✓ Strategy 	<ul style="list-style-type: none"> ✓ Capacity Analysis / Data Verification (On going) 	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<ul style="list-style-type: none"> ✓ COBRA 	<ul style="list-style-type: none"> ✓ Military Value Analysis / Data Verification (On going) 	<ul style="list-style-type: none"> ✓ Criteria 6-8 Analysis 	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0002



Candidate Recommendation: Move the Armor Center and School from Fort Knox to Fort Benning to create a Maneuver Center (consolidation of the Armor Center and School with the Infantry Center and School). This recommendation realigns Fort Knox.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates maneuver training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Benning ✓ Creates space at Fort Knox for additional activities ✓ MVI: Fort Benning (9), and Fort Knox (12) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$644.4M</td> </tr> <tr> <td>2. Net of Costs and Savings:</td> <td style="text-align: right;">\$72.8M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$154.8M (3)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$1,350.1M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">1675 / 299</td> </tr> </table>	1. One-Time Cost:	\$644.4M	2. Net of Costs and Savings:	\$72.8M	3. Steady State (PB Yrs):	-\$154.8M (3)	4. NPV:	-\$1,350.1M	5. Mil/Civ Reductions:	1675 / 299	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction of 18911 jobs (12623 direct & 6288 indirect) or 28.69% of economic area employment ✓ Criterion 7 – Medium Risk. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety) ✓ Criterion 8 - Medium Environmental Risk (air quality, noise, water issues)
1. One-Time Cost:	\$644.4M										
2. Net of Costs and Savings:	\$72.8M										
3. Steady State (PB Yrs):	-\$154.8M (3)										
4. NPV:	-\$1,350.1M										
5. Mil/Civ Reductions:	1675 / 299										

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	❑ JCSG Recommended	❑ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis	❑ De-conflicted w/Services



Candidate #USA-0049



Candidate Recommendation: Move the Military Intelligence (MI) Center and School from Fort Huachuca to Fort Gordon to create an Information Center (consolidation of the MI Center and School with the Signal Center and School). This recommendation deactivates Fort Huachuca.

Justification

- ✓ Multi Service activity Consolidation
- ✓ Consolidates information support training and doctrine development
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives

Military Value

- ✓ Does not adversely affect Military Value (moving activities to and from installations in the Army's portfolio), but does take advantage of excess capacity at Fort Gordon.
- ✓ Deactivates Fort Huachuca
- ✓ MVI: Fort Huachuca (21), and Fort Gordon (35)

Payback

- | | |
|------------------------------|---------------|
| 1. One-Time Cost: | \$613.4M |
| 2. Net of Costs and Savings: | -\$2.8M |
| 3. Steady State (PB Yrs): | -\$159.6M (3) |
| 4. NPV: | -\$1,467.6M |
| 5. Mil/Civ Reductions: | 990 / 739 |

Impacts

- ✓ Criterion 6 – Max potential reduction of 11394 jobs (7136 direct & 4258 indirect) or 22.02% of economic area employment.
- ✓ Criterion 7 – Low Risk. Of the ten attributes evaluated two declined (Education, and Safety).
- ✓ Criterion 8 - Medium Environmental Risk (air quality – Gordon; clean-up costs - Huachuca)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0137



Candidate Recommendation: Moves the Aviation Logistics School from Fort Eustis to Fort Rucker (with the Aviation Center and School). This consolidation realigns Fort Eustis.

Justification

- ✓ Single Service activity Consolidation
- ✓ Consolidates aviation logistics training and doctrine development with the aviation center & school
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives

Military Value

- ✓ Does not adversely affect Military Value (moving activities to and from installations in the Army's portfolio), but does take advantage of excess capacity at Fort Rucker.
- ✓ Creates space at Fort Eustis for additional activities
- ✓ MVI: Eustis (31), Rucker (32)

Payback

1. One-Time Cost:	\$480.7M
2. Net of Costs and Savings:	\$216.2M
3. Steady State (PB Yrs):	-\$73.0M (6)
4. NPV:	-\$462.2M
5. Mil/Civ Reductions:	568/247

Impacts

- ✓ Criterion 6 – Max potential reduction of 5621 jobs (2673 direct & 2948 indirect) or 0.57% of economic area employment.
- ✓ Criterion 7 – high Risk. Of the ten attributes evaluated five declined (Child Care, Transportation, Medical Health, Population Center, and Employment).
- ✓ Criterion 8: Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0046



Candidate Recommendation: Realign Fort Benning and Fort Leonard Wood by relocating the Drill Sergeant School at each location to Fort Jackson.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ Consolidates Drill Sergeants training from three locations to one location ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost & best NPV among alternatives 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Moving from Leonard Wood to Jackson improves Military Value. Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson ✓ Creates space at Fort Benning and Fort Leonard Wood for additional activities ✓ MVI: Benning (9), Jackson (26), Leonard Wood (33) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$2.0M</td> </tr> <tr> <td>2. Net Implementation Savings:</td> <td style="text-align: right;">\$8.8M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$2.9M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">Immediate</td> </tr> <tr> <td>5. NPV (Savings):</td> <td style="text-align: right;">\$34.9M</td> </tr> </table>	1. One-Time Cost:	\$2.0M	2. Net Implementation Savings:	\$8.8M	3. Annual Recurring Savings:	\$2.9M	4. Payback Period:	Immediate	5. NPV (Savings):	\$34.9M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: Max potential reduction: Benning 171 (-0.1%), & Leonard Wood 237 (-0.93%) ✓ Criterion 7: The overall level of risk for this recommendation is low. Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8: Low Env. Risk (air quality issues - Jackson)
1. One-Time Cost:	\$2.0M										
2. Net Implementation Savings:	\$8.8M										
3. Annual Recurring Savings:	\$2.9M										
4. Payback Period:	Immediate										
5. NPV (Savings):	\$34.9M										

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	❑ JCSG Recommended	❑ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis	❑ De-conflicted w/Services



Candidate #USA-0006



Candidate Recommendation: Realign Fort Monmouth by relocating the US Military Academy Preparatory School to West Point.

Justification

- ✓ Single Service activity Consolidation
- ✓ Consolidates Army Academy training from two locations to one location
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Army supported

Military Value

- ✓ Moving the Prep school to West Point (a higher military value ranking to a lower) is justified by improvements gained in operational and training efficiencies.
- ✓ Cannot be accomplished at Fort Monmouth
- ✓ Creates space at Fort Monmouth for additional activities.
- ✓ MVI: Fort Monmouth (47), West Point (61)

Payback

- | | |
|------------------------------|----------|
| 1. One-Time Cost: | \$28.7M |
| 2. Net Implementation Cost: | \$14.7M |
| 3. Annual Recurring Savings: | \$3.2M |
| 4. Payback Period: | 10 Years |
| 5. NPV (savings): | 15.3M |

Impacts

- ✓ Criterion 6 – Max potential reduction of 431 jobs (268 direct & 163 indirect) or 0.04% of economic area employment.
- ✓ Criterion 7: The overall level of risk for this recommendation is low. Of the ten attributes evaluated one declined (Housing)
- ✓ Criterion 8: Low Environmental Risk (air quality)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #HSA-0069

Candidate Recommendation: Relocate miscellaneous Army activities occupying NCR leased space to owned property at Ft Belvoir, Arlington Hall and Aberdeen Proving Ground.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single Service/ Defense Agency strategic collocation ✓ Moves 3,431 personnel out of NCR leased space. ✓ Saves over \$29M per year in lease costs. ✓ Cost avoidance of \$22.3M in AT/FP improvements. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves military value by moving Army units out of leased space. ✓ Leased Sites (91st- 99th out of 99), Ft Belvoir (39th) and APG (18th). 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$173.8M</td> </tr> <tr> <td>2. Net Costs & Savings:</td> <td style="text-align: right;">\$41.0M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$34.7M (5)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$278.9M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">25 / 145</td> </tr> </table>	1. One-Time Cost:	\$173.8M	2. Net Costs & Savings:	\$41.0M	3. Steady State (PB Yrs):	-\$34.7M (5)	4. NPV:	-\$278.9M	5. Mil/Civ Reductions:	25 / 145	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – TBD ✓ Criterion 7 – Medium Risk. Of the 10 attributes evaluated 4 declined (Safety, Transportation, Housing, & Medical Health). ✓ Criterion 8 – Low Environmental Risk (air, encroachment – Belvoir; air, water quality - APG)
1. One-Time Cost:	\$173.8M										
2. Net Costs & Savings:	\$41.0M										
3. Steady State (PB Yrs):	-\$34.7M (5)										
4. NPV:	-\$278.9M										
5. Mil/Civ Reductions:	25 / 145										

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0121



Candidate Recommendation: Close Ft Gillem and move 1st Army HQs to Ft Dix.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi-Service, active and reserve collocation ✓ Ft Gillem is outside the Army Military Value portfolio ✓ Enables the closure of Ft McPherson. Ft Gillem is a sub-post of Ft McPherson (also outside the Army Military Value portfolio) 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Increases Military Value by moving from a low ranking installation to higher. ✓ Ft Gillem (52), Ft Dix (23) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$93.8M</td> </tr> <tr> <td>2. Net Costs & Savings:</td> <td style="text-align: right;">-\$75.9M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$42.2M (2)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$459.4M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">71 / 196</td> </tr> </table>	1. One-Time Cost:	\$93.8M	2. Net Costs & Savings:	-\$75.9M	3. Steady State (PB Yrs):	-\$42.2M (2)	4. NPV:	-\$459.4M	5. Mil/Civ Reductions:	71 / 196	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – TBD ✓ Criterion 7 – Medium Risk. Of the 10 attributes evaluated only Cost of Living has a critical deficiency in both locations ✓ Criterion 8 – Low Environmental Risk (air – Dix; cleanup costs – Gillem)
1. One-Time Cost:	\$93.8M										
2. Net Costs & Savings:	-\$75.9M										
3. Steady State (PB Yrs):	-\$42.2M (2)										
4. NPV:	-\$459.4M										
5. Mil/Civ Reductions:	71 / 196										

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0113



Candidate Recommendation: Close Ft Monroe and relocate TRADOC HQs to Ft Eustis, Accessions Command to Ft Knox and IMA, ACA and NETCOM to Aberdeen Proving Ground.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single-Service/Defense Agency strategic consolidation ✓ Ft Monroe is outside the Army Military Value portfolio ✓ Enabled by HSA proposals to move all major entities off of Ft Monroe (HSA-0057, HSA-0077, HSA-0086) 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Increases Military Value by moving from a low ranking installation to higher. ✓ Ft Monroe(67), Ft Eustis (33), Ft Knox (12), APG (18) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$105.6M</td> </tr> <tr> <td>2. Net Costs & Savings:</td> <td style="text-align: right;">-\$66.0M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$45.1M (2)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$476.7M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">256 / 161</td> </tr> </table>	1. One-Time Cost:	\$105.6M	2. Net Costs & Savings:	-\$66.0M	3. Steady State (PB Yrs):	-\$45.1M (2)	4. NPV:	-\$476.7M	5. Mil/Civ Reductions:	256 / 161	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – TBD ✓ Criterion 7 – Low Risk. Of the 10 attributes evaluated 5 declined (Safety, Transportation, Housing, Employment & Medical Health) ✓ Criterion 8 – Low Environmental Risk (no significant issues)
1. One-Time Cost:	\$105.6M										
2. Net Costs & Savings:	-\$66.0M										
3. Steady State (PB Yrs):	-\$45.1M (2)										
4. NPV:	-\$476.7M										
5. Mil/Civ Reductions:	256 / 161										

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0112



Candidate Recommendation: Close Ft McPherson and relocate FORSCOM HQs to Pope AFB, 3rd Army to Ft Dix, USARC HQs to Ft Detrick and IMA, ACA and NETCOM to Aberdeen Proving Grounds.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single-Service/Defense Agency collocation in status quo ✓ Ft McPherson is outside the Army Military Value portfolio ✓ Enabled by HSA proposals to move all major entities off of Ft McPherson (HSA-0124, HSA-0040, HSA-0077) 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Increases military value by moving from a lower ranked installation to higher ✓ Ft McPherson (51), Ft Dix (23), Ft Detrick (56), APG (18) ✓ Ft Detrick is in the Army portfolio due to med research unique capability (USAMRIID) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$247.4M</td> </tr> <tr> <td>2. Net Costs & Savings:</td> <td style="text-align: right;">-\$72.8M</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$82.0M (3)</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-\$820.0M</td> </tr> <tr> <td>5. Mil/Civ Reductions:</td> <td style="text-align: right;">285 / 499</td> </tr> </table>	1. One-Time Cost:	\$247.4M	2. Net Costs & Savings:	-\$72.8M	3. Steady State (PB Yrs):	-\$82.0M (3)	4. NPV:	-\$820.0M	5. Mil/Civ Reductions:	285 / 499	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – TBD ✓ Criterion 7 – High Risk. Of the 10 attributes evaluated 4 decrease (Housing, Medical Health, Safety & Transportation) ✓ Criterion 8 – Low Environmental Risk (cleanup costs – McPherson)
1. One-Time Cost:	\$247.4M										
2. Net Costs & Savings:	-\$72.8M										
3. Steady State (PB Yrs):	-\$82.0M (3)										
4. NPV:	-\$820.0M										
5. Mil/Civ Reductions:	285 / 499										

✓ Strategy	✓ Capacity Analysis / Data Verification	❑ JCSG Recommended	❑ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	❑ De-conflicted w/Services



Candidate #HSA-0092



Candidate Recommendation: Relocate the Army Materiel Command to Redstone Arsenal.

Justification

- ✓ Relocation of activity outside NCR
- ✓ Moves 1,303 personnel out of the NCR
- ✓ Frees up space on Ft Belvoir to relocate NCR leased activities

Military Value

- ✓ Improves military value by moving AMC from a lower ranking installation to a higher
- ✓ Ft Belvoir (39), Redstone Arsenal (29)

Payback

- | | |
|---------------------------|-------------|
| 1. One-Time Cost: | \$94.1M |
| 2. Net Costs & Savings: | \$21.0M |
| 3. Steady State (PB Yrs): | -\$1.8M (2) |
| 4. NPV: | -\$0.6M |
| 5. Mil/Civ Reductions: | 12 / 9 |

Impacts

- ✓ Criterion 6 – TBD
- ✓ Criterion 7 – Medium Risk. Of the 10 attributes evaluated 2 declined (Housing & Medical Health).
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA 0126 - 0130



Candidate Recommendation: Close Kansas, Lone Star, Mississippi, and Riverbank Army Ammunition Plants. Army disestablishes garrison and realigns or disestablishes non-JCSG functions. Industrial JCSG disestablishes or realigns its assigned functions.

Justification

- ✓ Multi-service active and reserve consolidation or collocation
- ✓ Retains required capabilities and capacities while reducing footprint
- ✓ Industrial JCSG scenarios IN0039, IN0041-IN0046 and IN0051 enable the closure of these installations

Military Value

- ✓ Existing capacity will be absorbed by Installations with higher Military Value
- ✓ MVI: Kansas (73), Lone Star (74), Louisiana (68), Mississippi (71), Riverbank (90)

Payback

- | | |
|----------------------------|--------------|
| 1. One time cost: | \$6,389K |
| 2. Net of Cost and Saving: | -\$200,406K |
| 3. Steady State (PB Yrs): | -\$38,765K/0 |
| 4. NPV: | -\$547,782 |
| 5. MIL/CIV Reductions: | 2/34 |

Impacts

- ✓ Criterion 6 – Max potential reduction of 1217 jobs (797 direct & 420 indirect). Economic area impacts vary.
- ✓ Criterion 7 – Low Risk
- ✓ Criterion 8 – Medium Environmental Risk (range and DERA clean-up costs across closures)

Strategy

Capacity Analysis / Data Verification

JCSG Recommended

De-conflicted w/JCSGs

COBRA

Military Value Analysis / Data Verification

Criteria 6-8 Analysis

De-conflicted w/Services



Candidate #USA 0031 - 0034



Candidate Recommendation: Close Chemical Sites: Deseret, Pueblo, Newport, and Umatilla. Army disestablishes garrison and realigns or disestablishes non JCSG functions. Industrial JCSG disestablishes or realigns its assigned functions. All actions to occur upon completion of Chem Demil mission.

<u>Justification</u>	<u>Military Value</u>										
<ul style="list-style-type: none"> ✓ Complies with strategy to eliminate chemical weapons in accordance with the Chemical Weapons Convention Treaty ✓ Industrial JCSG scenario IN0047 enables the closure of these Installations 	<ul style="list-style-type: none"> ✓ Improves Military Value by eliminating excess Installations ✓ MVI: Deseret (45), Pueblo (55), Newport (65) Umatilla (86) 										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One time cost:</td> <td>\$43,478K</td> </tr> <tr> <td>2. Net of Cost and Saving:</td> <td>(\$515,674K)</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td>(\$187,343K)/0</td> </tr> <tr> <td>4. NPV:</td> <td>(\$2,222,285K)</td> </tr> <tr> <td>5. MIL/CIV Reductions:</td> <td>685/689</td> </tr> </table>	1. One time cost:	\$43,478K	2. Net of Cost and Saving:	(\$515,674K)	3. Steady State (PB Yrs):	(\$187,343K)/0	4. NPV:	(\$2,222,285K)	5. MIL/CIV Reductions:	685/689	<ul style="list-style-type: none"> ✓ Criterion 6 –Max potential reduction of 5483 jobs (3426 direct & 2057 indirect). Impact on economic area employment varies by location ✓ Criterion 7 – Low Risk ✓ Criterion 8 – Medium Environmental Risk (high cost to clean-up ranges and DERA sites; buried chemical munitions at 3 depots)
1. One time cost:	\$43,478K										
2. Net of Cost and Saving:	(\$515,674K)										
3. Steady State (PB Yrs):	(\$187,343K)/0										
4. NPV:	(\$2,222,285K)										
5. MIL/CIV Reductions:	685/689										

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0135



Candidate Recommendation: Close Hawthorne Army Depot. Army disestablishes garrison and realigns or disestablishes non-JCSG functions. Industrial JCSG disestablishes or realigns its assigned functions.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi-service active and reserve consolidation or collocation ✓ Preserves and optimizes Storage/distribution capability while minimizing excess capacity ✓ Industrial JCSG scenarios IN-0053 and IN0047-IN0049 enable the closure of this Installation 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves Military Value by eliminating excess capacity ✓ MVI: Hawthorne Army Depot (28) 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One time cost:</td> <td style="text-align: right;">\$5,124k</td> </tr> <tr> <td>2. Net of Cost and Saving:</td> <td style="text-align: right;">1\$412,819K</td> </tr> <tr> <td>3. Steady State (PB Yrs):</td> <td style="text-align: right;">-\$74,985K</td> </tr> <tr> <td>4. NPV:</td> <td style="text-align: right;">-1,082,924K</td> </tr> <tr> <td>5. MIL/CIV Reductions:</td> <td style="text-align: right;">74/45</td> </tr> </table>	1. One time cost:	\$5,124k	2. Net of Cost and Saving:	1\$412,819K	3. Steady State (PB Yrs):	-\$74,985K	4. NPV:	-1,082,924K	5. MIL/CIV Reductions:	74/45	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction of 924 jobs (554 direct & 370 indirect) or .38% of the economic area employment ✓ Criterion 7 – Low Risk ✓ Criterion 8 – Medium Environmental Risk (cost to clean-up up ranges and DERA sites)
1. One time cost:	\$5,124k										
2. Net of Cost and Saving:	1\$412,819K										
3. Steady State (PB Yrs):	-\$74,985K										
4. NPV:	-1,082,924K										
5. MIL/CIV Reductions:	74/45										

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0008



Candidate Recommendation: Close Sierra Army Depot. Army disestablishes garrison and realigns or disestablishes non JCSG functions. Industrial and S &S JCSGs disestablish or realign functions.

Justification

- ✓ Multi-service active and reserve consolidation or collocation
- ✓ Preserve and optimize Storage/distribution capability while minimizing excess capacity
- ✓ Industrial 0053 and Supply & Storage 0030 enable the closure of SIAD

Military Value

- ✓ Improves Military Value by eliminating excess capacity
- ✓ MVI: Sierra Army Depot (42)

Payback

- | | |
|----------------------------|--------------|
| 1. One time cost: | \$29,148K |
| 2. Net of Cost and Saving: | -\$317,673K |
| 3. Steady State (PB Yrs): | -\$72,199K/0 |
| 4. NPV: | -\$964,393K |
| 5. MIL/CIV Reductions: | 2/514 |

Impacts

- ✓ Criterion 6 – Max potential reduction of 778 jobs (557 direct & 221 indirect) or 5.44% of the economic area employment
- ✓ Criterion 7 – Low Risk
- ✓ Criterion 8 – Medium Environmental Risk (cost to clean-up up ranges and DERA sites)

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0116



Candidate Recommendation: Close and leaseback Watervliet Arsenal facilities to accommodate Benet Labs, unique Arsenal functions and the NY National guard’s distribution operation. Army disestablishes garrison and realigns or disestablishes non JCSG functions. Industrial and technical JCSG disestablish or realign its assigned functions.

Justification

- ✓ Multi-service active and reserve activity consolidation or collocation
- ✓ Reduces excess capacity and retains core Armament capability
- ✓ Industrial JCSG scenario IND-0052 enables the transfer and leaseback of WVA
- ✓ Meets local community desire to transition WVA into an industrial/academic park

Military Value

- ✓ Improves Military Value by eliminating excess capacity
- ✓ MVI: Watervliet Arsenal (49)

Payback

- | | |
|----------------------------|--------------|
| 1. One time cost: | \$83,555K |
| 2. Net of Cost and Saving: | \$19,999K |
| 3. Steady State (PB Yrs) | -\$12,405K/7 |
| 4. NPV: | -\$94,051 |
| 5. MIL/CIV Reductions: | 0/8 |

Impacts

- ✓ Criterion 6 – No impact
- ✓ Criterion 7 – Low Risk
- ✓ Criterion 8 – Low Environmental Risk (no operational ranges to clean-up)

<input type="checkbox"/> Strategy	<input type="checkbox"/> Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
<input type="checkbox"/> COBRA	<input type="checkbox"/> Military Value Analysis / Data Verification	<input type="checkbox"/> Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #TECH-0048



Candidate Recommendation: Closes Natick Soldier Systems Center, Detroit Arsenal, and U.S. Army Garrison Selfridge moving these elements to APG; Picatinny Arsenal and Watervliet/Benet Lab remain in place; the two sites represent a combined Soldier/Ground Systems Life Cycle Management Center for Land Warfare.

Justification

- ✓ Single-Service consolidation
- ✓ Consolidates Army RDT&E organizations to capitalize on technical synergy. Technology and LCM Synergy is needed to solve the survivability challenge for Light Ground Combat Systems/Soldier/UGV
- ✓ Army supported

Military Value

- ✓ Improves Military Value by moving activities to a higher value installation and takes advantage of excess capacity at Aberdeen Proving Ground.
- ✓ Closes Detroit Arsenal and Natick; Realigns Picatinny and Watervliet
- ✓ MVI: Aberdeen (18), Picatinny Arsenal (47), Watervliet (48), Natick (57), Detroit Arsenal (75)

Payback

- | | |
|------------------------------|---------------|
| 1. One-Time Cost: | \$605.2M |
| 2. Net of Costs and Savings: | \$499.7M |
| 3. Steady State (PB Yrs): | -\$49.2M (11) |
| 4. NPV: | -\$107.5M |
| 5. Mil/Civ Reductions: | 4 / 253 |

Impacts

- ✓ Criterion 6 – TBD
- ✓ Criterion 7 – Medium risk. Of the ten attributes evaluated three declined (Population, Transportation, and Safety)
- ✓ Criterion 8 – Medium Environmental Risk (air & water quality – APG; cleanup costs for closure of Detroit & Natick)

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0132



Candidate Recommendation: Relocate the Cold Regions Test Center (CRTC) headquarters from Ft Wainwright to Ft Greely. Co-locates CRTC headquarters with the mission execution. Decreases the risks associated with the required year-round travel between Ft Wainwright and Ft Greely. Results in more efficient and cost effective monitoring & control of arctic testing of transformational systems.

Justification

- ✓ Single Service Consolidation in status quo configuration
- ✓ Consolidates Headquarters and mission activity
- ✓ Improves Safety for personnel.
- ✓ Army supported

Military Value

- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Wainwright
- ✓ MVI: Fort Wainwright (11), Fort Greely (Not rated)

Payback

1. One-Time Cost:	\$14.0K
2. Net of Costs and Savings:	-\$144.0K
3. Steady State (PB Yrs):	-\$28.0K (Immediate)
4. NPV:	-\$400.0K
5. Mil/Civ Reductions:	0 / 0

Impacts

- ✓ Criterion 6 – No Impact
- ✓ Criterion 7 – No Impact
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0030



Candidate Recommendation: Close Nebraska Army Guard Armories: Grand Island, Hastings and Crete Nebraska. Close Army Reserve Center Hastings Nebraska. Construct an Armed Forces Reserve Center on the Greenlief Training Site Nebraska.

Justification

- ✓ Single service reserve activity consolidation
- ✓ Increases training time
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection, recruiting / retention

Military Value

- ✓ Maximizes training associations / effectiveness
- ✓ High Military Value – New Joint Capability
- ✓ Improves operational efficiencies
- ✓ Combines combat and support units in one location

Payback

1. One-Time Cost:	\$16,864K
2. Net of Costs and Savings:	\$6,605K
3. Recurring:	-\$2,303K
4. NPV:	-\$14,004K
5. Payback Yrs /Break Even Yr:	7/2015

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Low Risk
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0080



Candidate Recommendation: Conditional Recommendation -Close the Finnel United States Army Reserve Center (USARC) and Area Maintenance Support Activity (AMSA) located in Tuscaloosa, Alabama. Close the Fort Powell-Shamblin Alabama Army National Guard Readiness Center located in Tuscaloosa, Alabama. Rehabilitate the Army National Guard Readiness Center located in Northport, Alabama. Construct an Armed Forces Reserve Center (AFRC) and collocated Field Maintenance Facility in Tuscaloosa, Alabama IF a location suitable to the Army can be found in the Tuscaloosa area.

Justification

- ✓ Single service reserve activity consolidation
- ✓ Supports Soldier Readiness Processing and Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Maximizes training associations / effectiveness
- ✓ Improves operational efficiencies
- ✓ Combines combat and support units in one location

Payback

1. One-Time Cost:	\$10.9M
2. Net of Costs and Savings:	\$1.9M
3. Recurring:	-\$2.5M
4. NPV:	-\$21.3M
5. Payback Yrs /Break Even Yr:	7/2015

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Low Risk
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0167



Candidate Recommendation: Inactivate the 77th and 99th Regional Readiness Commands. Close the Charles Kelly Support Center (CKSC) and the Neville Island Maintenance Support Facility in Pittsburgh, PA. Close Building #00330, 00319, 00128 and 00206 at Fort Totten, NY. Close the SGT J.W. Kilmer USAR Center in Edison, New Jersey and move HQ 78th Division (Exercise) to Ft Dix, NJ. Close Carpenter USARC in Poughkeepsie (units are TAA reduction). Close McDonald USARC, Jamaica NY and move units to Ft Totten, NY. Close Ft Tilden USARC, Far Rockaway NY and move units to Ft Totten. Close Muller USARC, Bronx, NY and move units to Ft Totten. Activate the NE Regional Readiness Sustainment Command and a Sustainment Unit of Action at Fort Dix, NJ. Relocate tenant units of CKSF to Pitt USARC in Corapolis, PA. Close the Army Reserve Aviation Support Activity at NAS Willow Grove, PA and relocate Co A/228th Aviation to Fort Dix, NJ. Relocate 244th Aviation Brigade from Ft Sheridan to Fort Dix, NJ. Close the NYARNG 47th Regiment Armory in Brooklyn and the Brooklyn Armory/OMS 12 (and may include Closing MCRC Brooklyn) and construct a new AFRC on Fort Hamilton. Close Equipment Concentration Site 27 on Fort Dix and relocate the ECS 27 mission to the New Jersey National Guard Mobilization and Training Equipment Site (MATES) joint facility at Lakehurst, New Jersey.

Justification

- ✓ Single Service strategic consolidation
- ✓ Single Service active and reserve activity consolidation or collocation
- ✓ Transforms Army Reserve Command and Control.
- ✓ Enhances AT/FP, HLS, recruiting and retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Ranked in first quartile of RC proposals
- ✓ Promotes re-engineering of USAR C2
- ✓ Converts TDA positions to TOE

Payback

1. One-Time Cost:	\$148.03M
2. Net of Costs and Savings:	\$80.26M
3. Recurring:	-\$41.3M
4. NPV:	-\$99.6M
5. Payback Yrs /Break Even Yr:	9/2014

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Minimal impact
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0166



Candidate Recommendation: Inactivate the 70th, 88th, 89th and 96th Regional Readiness Command's (RRC's). Close the Army Reserve facilities located on Vancouver Barracks and Fort Lawton, Washington. Relocate Headquarters, 104th Division (Institutional Training) to Fort Lewis, WA. Close Leisy and Harvey Army Reserve Centers and move units to Ft Lewis. Activate a Sustainment Unit of Action (UA) in Wichita, a Sustainment UA in Salt Lake City and the Northwest Regional Readiness Sustainment Command at Fort McCoy.

Justification

- ✓ Single Service strategic consolidation
- ✓ Single Service active and reserve activity consolidation or collocation
- ✓ Consolidates multiple TDA headquarters
- ✓ Enhances AT/FP, HLS, recruiting and retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Ranked in first quartile of RC proposals
- ✓ Transforms USAR Command and Control.
- ✓ Converts TDA positions to TOE

Payback

1. One-Time Cost:	\$45M
2. Net of Costs and Savings:	\$25.8M
3. Recurring:	-\$5.6M
4. NPV:	-\$27.1M
5. Payback Yrs /Break Even Yr:	10/2015

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Minimal impact
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0131



Candidate Recommendation: Inactivate the US Army Reserve 81st Regional Readiness Command located in Birmingham, Alabama. Activate the USAR Southeast Regional Readiness Sustainment Command on Ft Jackson, SC to provide command and control, training and mobilization support, administration and sustainment of Army Reserve Units within the Southeast IMA Region. Close the USAR Center housing the 100th DIV (IT) headquarters in Louisville, KY and relocate that headquarters to Ft Knox, KY.

Justification

- ✓ Single Service strategic consolidation
- ✓ Single Service active and reserve activity consolidation or collocation
- ✓ Transforms USAR Command and Control
- ✓ Consolidates multiple TDA headquarters
- ✓ Enhances AT/FP, HLS, recruiting and retention

Military Value

- ✓ High Military Value – New Army Capability
- ✓ Ranked in first quartile of RC proposals
- ✓ Facilitates re-engineering of USAR C2
- ✓ Converts TDA positions to TOE

Payback

1. One-Time Cost:	\$26.7M
2. Net of Costs and Savings:	\$2.4M
3. Recurring:	-\$7.2M
4. NPV:	-\$63.9M
5. Payback Yrs /Break Even Yr:	4/2012

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Minimal impact
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Candidate #USA-0168



Candidate Recommendation: Inactivate the 63rd and the 90th Regional Readiness Commands (RRC). Activate the Southwest Regional Readiness Sustainment Command headquarters at Moffett Field, CA. Activate a Sustainment Bde in Camp Douglas, Little Rock, AR. Relocate the 95th Division (Institutional Training) from Oklahoma City OK, to Fort Sill, OK. Relocate the 91st Division (Training Support) from Camp Parks, CA to Fort Hunter Liggett, CA.

Justification

- ✓ Single Service strategic consolidation
- ✓ Single Service active and reserve activity consolidation or collocation
- ✓ Transforms USAR Command and Control
- ✓ Consolidates multiple TDA headquarters
- ✓ Enhances AT/FP, HLS, recruiting and retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Ranked in first quartile of RC proposals
- ✓ Facilitates re-engineering of USAR C2

Payback

1. One-Time Cost:	\$45M
2. Net of Costs and Savings:	\$25.8M
3. Recurring:	-\$5.6M
4. NPV:	-\$27.1M
5. Payback Yrs /Break Even Yr:	10/2015

Impacts

- ✓ Criterion 6 – Minimal impact
- ✓ Criterion 7 – Minimal impact
- ✓ Criterion 8 – Low Environmental Risk (no significant issues)

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	<input type="checkbox"/> De-conflicted w/Services



Housing Requirement

- Percent of officers accompanied – 72%
- Percent of enlisted accompanied – 55%
- Percent of families on post – installation specific data from ACSIM
- Net change in officer population
- Net change in enlisted population

$$\text{Req} = (\Delta \text{off pop} \times 0.72 + \Delta \text{enl pop} \times 0.55) (\% \text{ on post})$$



RCI Costs

- Determine project scope based on housing requirement
- Available income to finance debt (BAH)
- Recurring costs
 - Sustainment
 - Private partner profit
 - Reserve
- Available debt payment is income minus costs
- Determine possible loan amount based on payment

Government Investment = Scope – Loan

Transforming Through Base Realignment and Closure



Sustainment

- Sustainment is the maintenance and repair activities necessary to keep a facility in good working order over a 50 year cycle life.
- Includes
 - Regularly scheduled adjustments and inspections
 - Preventive maintenance tasks
 - Emergency response and service calls for minor repairs.
 - Regular roof replacement
 - Refinishing wall surfaces, tile and carpeting
 - Repairing HVAC systems
- Doesn't include
 - Restoration and modernization
 - Environmental compliance
 - Grounds maintenance and custodial services

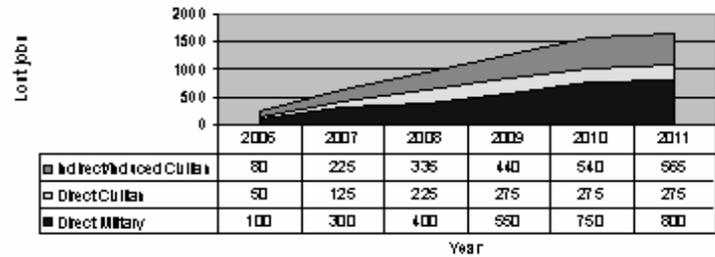




Activity: Camp Swampy
 Economic Region of Influence: Midsouth MSA

ROI population, 2004 est.:	300,000
ROI employment, 2003 actual:	20,000
Base direct employment:	1,075
Base/ROI employment:	5.4%
Estimated direct and indirect/induced job change over closure period:	-1640
Estimated job change/ROI employment	-8.2%

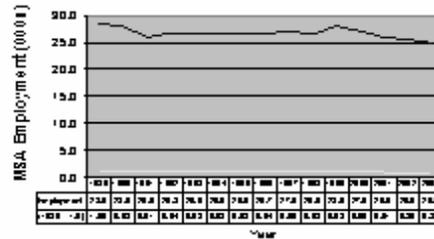
Cumulative Job Losses



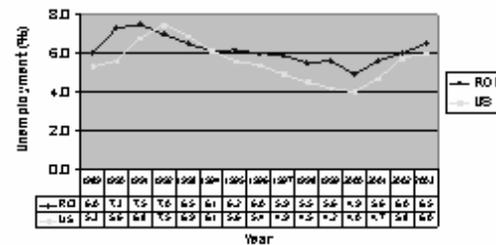
Job losses & context (tabular)

Job losses (graphical)

Total Employment

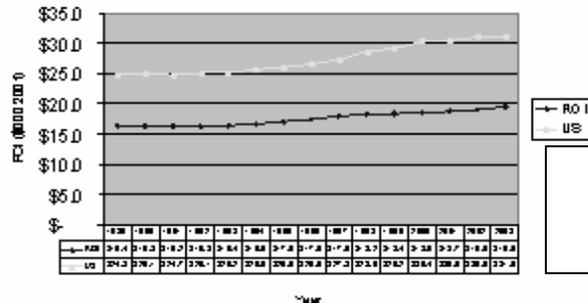


Unemployment rate



Context (graphical)

Per-capita income



and Closure

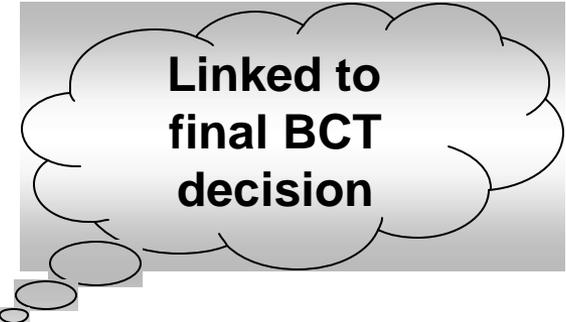
Deliberative



Stationing 5th Special Forces Group



- Stationing options:
 - 5th SFG at NAS Fallon
 - 5th SFG at MCAS Yuma
 - 5th SFG at Yuma Proving Ground
- Awaiting verification of capacity (Buildable Acres, Maneuver Acres, & Ranges) at NAS Fallon and MCAS Yuma from Navy





JCSG Candidate Recommendations



Transforming Through Base Realignment and Closure



Budget Update



Transforming Through Base Realignment and Closure



Candidate #USA-0136

Candidate Recommendation: Moves the Army War College from Carlisle Barracks to Fort Leavenworth. Closes Carlisle Barracks.

Justification

- ✓ Consolidates officer strategic and operational education Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives
- ✓ Lowest 6 Year Total Cost – Mil Pay
- ✓ Closes Carlisle Barracks
- ✓ Army supported

Military Value

- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Leavenworth.
- ✓ MVI: Leavenworth (64), Carlisle Barracks (76)

Payback

1. One-Time Cost:	\$69.9M
2. MILCON:	\$36.7MM
3. NPV / NPV-Mil Pay:	-\$554.0M/ -197.1M
4. Payback Yrs/Break Even Yr:	1 / 2009
5. Steady State/ - Mil Pay:	-\$48.4M/-20.3M
6. Mil/Civ Reductions:	255 / 230
7. Mil/Civ/Stu Relocated:	287 / 341 / 508

Impacts

- ✓ Criterion 6 –
- ✓ Criterion 7 – Medium risk. Of the ten attributes evaluated three declined (Cost of living, Employment and Safety).
- ✓ Criterion 8 – Air Quality issues – Non-Attainment for Carbon Monoxide, and new source review required.

✓ Strategy	✓ Capacity Analysis / Data Verification (On going)	<input type="checkbox"/> JCSG Recommended	<input type="checkbox"/> De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification (On going)	✓ Criteria 6-8 Analysis (Criterion 6 pending completion)	<input type="checkbox"/> De-conflicted w/Services



JCSG Sub-Contracted Proposal Update



- Education & Training
 - Accepted 5 Proposals
 - Maneuver Center (Benning)
 - Net Fires Center (Sill)
 - CSS Center (Lee)
 - Aviation Log to Rucker
 - Army War College to Leavenworth

- RDAT&E
 - Lifecycle Management Center



JCSG Sub-Contracted Proposal Update



OSD#	ScenarioTitle
HSA-0055	Co-locate FORSCOM & USARC - Fort Eustis
HSA-0060	Relocate FORSCOM (Peterson AFB)
HSA-0124	Move FORSCOM (Pope AFB)
HSA-0102	Relocate FORSCOM (Carson)
HSA-0092	Relocate Army Materiel Command(AMC)-Redstone
HSA-0065	Consolidate Army Test and Evaluation Command (ATEC) Headquarters - Aberdeen PG
HSA-0077	Consolidate/Co-locate Inst Mgmt Agencies and Army Service Providers - Ft. Lee & Others
HSA-0107	Consolidate/Co-locate Inst Mgmt Agencies and Army Service Providers - Aberdeen & Others
HSA-0057	Co-locate TRADOC - Fort Eustis/Fort Story
HSA-0040	Move USARC (Detrick)
HSA-0050	Co-Locate USARPAC with PACFLT and PACAF
HSA-0110	Relocate USARPAC to Schofield Barracks
HSA-0105	Relocate USA Space and Missile Defense Command (SMDC) Headquarters - Peterson
HSA-0081	Relocate USA Space and Missile Defense Command (SMDC) Headquarters (Redstone)
HSA-0069	Co-locate Miscellaneous Army Leased Locations
HSA-0118	Co-locate Miscellaneous Army Leased Locations - Alternate

Transforming Through Base Realignment and Closure



RC Enclaves on Army Installations



INSTALLATION	ARNG ENCLAVE INTEREST	USAR ENCLAVE INTEREST
Ft Huachuca	Keep Existing Facilities	Existing Facilities, Ranges, Training Areas
Red River AD	Existing / plus proposed AFRC	Retain Existing Facilities, Ranges, Training Areas, proposed AFRC
Letterkenny AD	None	Retain Existing Facilities, Ranges, Training Areas
Picatinny Arsenal	Keep Existing Facilities	None
Bluegrass AD	Existing/ plus proposed AFRC	Existing Facilities, Proposed AFRC
Watervliet Arsenal	Keep Existing Facilities	None
Walter Reed AMC	None	Keep Existing Facility if 2290th USAR Hospital can not be relocated in local area
Ft McPherson	None	USARC Headquarters if it can not be relocated to Ft Detrick
Ft Gillem	Keep Existing Facilities	Keep Existing Facilities
Rock Island Arsenal	None	Tenant unit
Charles Kelley Support Activity	None	Existing facilities if USAR Northeast C2 proposal is not approved
USAG Selfridge	None	Keep Existing Facilities
Ft Shafter	None	Existing Facilities if 9th RRC can not relocate with USARPAC to Pearl Harbor

Transforming Through Base Realignment and Closure



RC Enclaves on Army Installations



INSTALLATION	ARNG ENCLAVE INTEREST	USAR ENCLAVE INTEREST
Ft Bliss	Existing / plus proposed AFRC	Existing Facilities, Ranges, Training Areas plus proposed AFRC
Ft Lewis	Existing / plus proposed AFRC	Existing Facilities, Ranges, Training Areas and proposed AFRC
Ft Hood	Existing / plus traing areas and proposed AFRC	Existing Facilities, Ranges, Training Areas, Proposed AFRC
Yuma PG	None	Retain Ranges and Training Areas
Ft Bragg	Existing/ plus training areas	Existing Facilities, Ranges, Training Areas
Ft Stewart / Hunter Army Airfield	Existing / plus training areas	Retain Existing Facilities, Ranges, Training Areas
Ft Wainwright	Keep Existing Facilities	Retain Existing Facilities, Ranges, Training Areas
Ft Carson	Existing/ plus training areas	Existing Facilities, Ranges, Training Areas
Dugway PG	Existing / plus training areas	Existing Facilities, Ranges, Training Areas
Ft Benning	Existing facilities / plus training areas and proposed AFRC	Existing Facilities, Ranges, Training Areas plus proposed AFRC
Ft Campbell	Existing facilities / plus training areas and proposed AFRC	Existing Facilities, Ranges, Training Areas plus proposed AFRC
Ft Irwin	Existing / plus training areas	Existing Facilities, Ranges, Training Areas
Ft Knox	Existing / plus traing areas and proposed AFRC	Existing Facilities, Ranges, Training Areas and proposed AFRC
Ft Riley	Existing / plus training areas	Retain Existing Facilities, Ranges, Training Areas
Ft Drum	Existing/ plus training areas	Existing Facilities, Ranges, Training Areas
Ft Polk	Existing / plus training areas	Retain Existing Facilities, Ranges, Training Areas
Aberdeen PG	Keep Existing Facilities	Existing Facilities, Ranges, Training Areas
Schofield Barracks	Existing / plus training areas	Retain Existing Facilities, Training Areas
Ft Sill	Existing / plus proposed AFRC	Existing Facilities, Ranges, Training Areas and proposed AFRC
Ft AP Hill	Existing / plus training areas	Existing Facilities, Ranges, Training Areas

Transforming Through Base Realignment and Closure



U.S. ARMY

RC Enclaves on Army Installations



INSTALLATION	ARNG ENCLAVE INTEREST	USAR ENCLAVE INTEREST
Ft Dix	None	Existing Facilities, Ranges, Training Areas
Ft Mc Coy	Existing / plus training areas	Retain Existing Facilities, Ranges, Training Areas
Ft Richardson	Existing /plus additional RC facilities	Retain Existing Facilities, Ranges, Training Areas
McAlester AAP	Accommodate Proposed AFRC	Existing Facilities, Training Support Facility, proposed AFRC
Ft Jackson	Existing / plus training areas	Existing Facilities, Ranges, Training Areas
Ft Rucker	Keep Existing Facilities	Retain Existing Facilities, Ranges, Training Areas
Ft Eustis	None	Existing Facilities, Ranges, Training Areas, Hangar Space
Ft Lee	None	Existing Facilities, Ranges, Training Areas
Redstone Arsenal	Existing / plus proposed AFRC	Existing Facilities, Training Support Facility, proposed AFRC
Ft Gordon	Existing/ plus training areas	Existing Facilities, Ranges, Training Areas
Tobyhanna AD	None	Existing Facilities, Training Support Facility
Crane AD	None	Keep Existing Facilities
Ft Belvoir	Existing / plus additional RC centers	Existing Facilities
Ft Leonard Wood	Keep Existing Facilities	Retain Existing Facilities, Ranges, Training Areas
Ft Sam Houston	Keep Existing Facilities	Keep Existing Facilities
Ft Monmouth	None	Keep Existing Facilities
Ft Meade	None	Keep Existing Facilities
West Point	None	Retain Existing Facilities, Ranges, Training Areas
Ft Detrick	Accommodate Proposed AFRC	Existing Facilities, proposed AFRC, proposed new USARC headquarters location
MOT Sunny Point	None	Existing Facilities, Training Areas (rail unit)
Pine Buff Arsenal	Accommodate Proposed AFRC	Keep Existing Facilities, Proposed AFRC
Ft Leavenworth	Keep Existing Facilities	Retain Existing Facilities
Ft Hamilton	Existing / plus proposed AFRC	Existing / plus proposed AFRC
Iowa AAP	Accommodate Proposed AFRC	Accommodate Proposed AFRC
Scranton AAP	None	Keep Existing Facilities
Ft Buchanan	Existing/ plus proposed AFRC	Existing Facilities, plus proposed AFRC
Tripler AMC	None	Tenant USAR Hospital unit

Transforming Through Base Realignment and Closure



Budget Levels

	Totals	Per POM Year
IGPBS	\$2.50	
Wedge	\$2.00	
MILCON & Other	\$4.97	\$ 0.85
TOTAL	\$9.47	
1/3 1-6 Yr Savings	\$1.95	
TOTAL	\$11.42	\$ 1.15
Additional Scenarios	\$2.42	
TOTAL	\$13.84	\$ 1.55
(all dollars in Billions, less MILPAY)		

PBD 753 Impact?

FY06-11 POM
\$680B Total
~\$113B/yr

Transforming Through Base Realignment and Closure



Tradeoffs

Tradeoff Scenario		New Scenarios	
Info Support Center	\$.517	Maneuver Center	\$.634
AC/ RC with no Payback	\$.718	CSS Center	\$.814
Others?	?	7th SFG (EGLIN)	\$.129
	\$1.258	LCM	\$.691
Relaxed Assumptions		HQDA Leased Facilities	\$.156
<div style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">1/2~\$.97</div> Savings	} \$1.166		\$2.424
Military Salary?			
Additional Wedge?			
	\$2.424		

1/3~\$1B

Transforming Through Base Realignment and Closure

03 January 2005
BRAC 2005 SRG# 25
SECRETARY OF THE ARMY CONF ROOM, 3D572

PURPOSE:

- To provide updates
- To present:
 - Issues for Discussion
 - Prioritization of Army Proposals

ACTIONS:

Dr. College opened the meeting by welcoming the group and immediately began the briefing. He reviewed the BRAC decision cycle timeline, noting that the IEC will now meet every other month. VCSA commented that the IEC will have three meetings: February, March and April.

Dr. College then reviewed the decisions from SRG 24, including the decision to retain Ft. Hamilton and the need to clarify the Net Fires Center at Ft. Sill.

Issues for Discussion:

Family Housing: Refinement of analysis has resulted in more than \$1 Billion in family housing costs now incorporated into COBRA. RCI generates one-time costs; family housing costs are carried in a separate column. Bottom line, we now have better estimates of costs in this area.

Military to Civilian and Reserve Component Guard conversions: These conversions will cause NPV less military salary savings to be underestimated. After TABS adjustments, 1,400 positions were eliminated from TABS proposals, leaving a total of 7,700 Active Component positions eliminated.

Ft. Benning Capacity: Both TRADOC and FORSCOM have no issue with basing the Armor Center, MI Center and a UA at Ft. Benning. Ranges may be reconfigured to accommodate additional training requirements.

Recommendation to move Armor Center and Maneuver School to Ft. Benning stands.

VCSA noted this was hard to believe. The issue may be in gunnery and individual weapons ranges.

Dr. College noted there is a digital range complex going to Benning which will help take up some of the load.

Ft. Huachuca: Dr. College noted that if the MI school is moved from Ft. Huachuca, it will still require a large enclave for its other missions.

03 January 2005

SRG #25

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(CONTD)

He recommended retaining the MI school at Huachuca and not attempting to close the installation. The SRG approved retaining the MI school at Huachuca.

ARNG UA distribution: Dr. College noted that the impact of UA basing on ARNG training generated the most concern at Ft Drum, Ft Polk and Ft Riley; however, there does not appear to be any serious conflict.

LTG Schultz noted that the UAs appeared to fit well with the ARNG training requirements. ORTC will need to be synched for readiness.

Dr. College noted this will be discussed within the BRAC veil for informed decisions.

Operational Army: Dr. College then presented potential courses of action for the laydown of Brigade Combat Teams and Units of Action, noting that the challenge was the placement of the 17th Heavy Brigade. Options included: place a 5th Heavy Brigade at Ft. Bliss; station the Heavy Brigade at Ft. Irwin in addition to the NTC unit; Declare the unit already at Ft Irwin the 17th Heavy Brigade; station the brigade at Ft. Benning. Dr. College recommended COA 1 (place the unit at Ft. Bliss as the 5th Heavy Brigade.)

VCSA noted that if the Eastern European Task Force stands up, there will always be a brigade overseas.

After discussion, COA 1 was approved by the SRG.

Dr. College then noted that \$3.6 B is funded for IGPBS, with a unfinanced requirement of \$1.6B. He noted that Army costs include all SUAs coming back with their brigades.

Dr. College then addressed whether the 32nd AAMDC had to move with the ADA School to Ft. Bliss. The recommendation was that it would not have to move. The SRG approved this recommendation.

Dr. College noted that on March 16, OSD must send its Force Structure to Congress. The Army's 43 brigades must be reflected and TABS will ensure that Army BRAC scenarios reflect the moves needed for the basing input.

Criterion 6: Dr. College then noted that OSD is using the same tool to measure community impact as has been used in the past BRACs. In addition, RC enclave analysis is now incorporated into COBRA, to correct a deficiency identified by GAO in past BRACs.

03 January 2005
SRG #25
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(CONTD)

Louisiana Army Ammunition Plant: Dr. College briefed that Congress has authorized transfer to civilian control by legislation, and recommended deleting Louisiana AAP from the list of Army installations. The SRG approved this recommendation.

Dr. College then reviewed the list of candidate recommendations. The SRG approved the Human Resource Center at Ft. Knox. The SRG determined to not support movement of USARPAC to Pearl Harbor.

Dr. College then briefed the cost rollup known to date, and discussed the OSD BRAC Wedge. He reviewed the budget, potential trade-offs and risk mitigation in balancing what the Army can achieve through BRAC versus the costs. Dr. College recommended forwarding all current Candidate Recommendations, totaling \$9.54B to OSD. The SRG approved this plan.

Dr. College concluded by presenting the Way Ahead, noting that January will focus on integration of Army Candidate Recommendations with those from the JCSGs.

SECRETARY, DR Craig College
RECORDER, Ms. Stephanie Hoehne