DCN: 3788

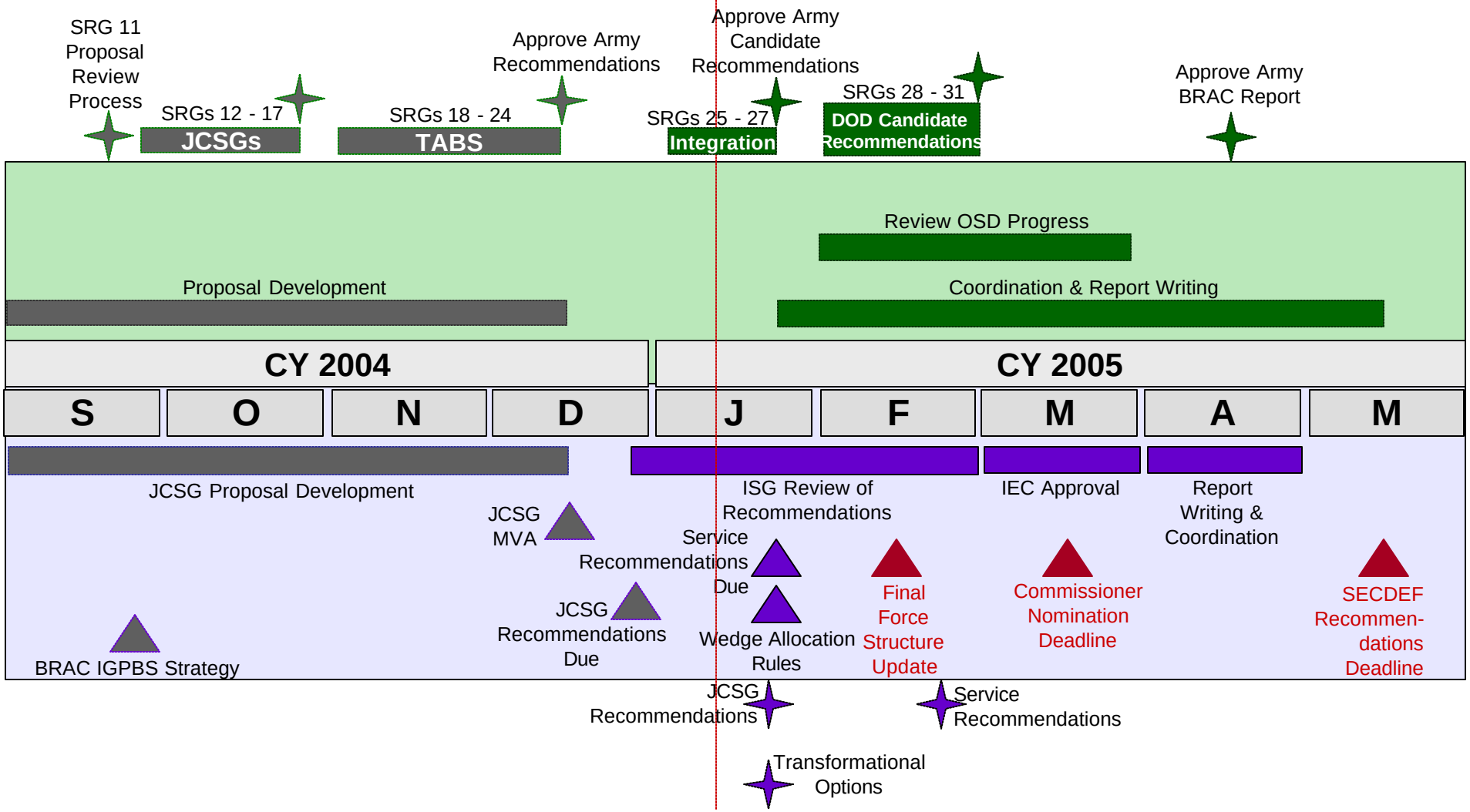
BRAC SRG #26

11 January 2005

Purpose & Agenda

- Present for information:
  - Timeline Update
- Present for review:
  - Topics for Discussion
  - Candidate Recommendations
    - Headquarters and Support Activities
  - Army Hot Spots
- Recommendations
- Way Ahead

BRAC Timeline



BRAC SRG Schedule

18 Jan	Review of DoD Candidate Recommendations I
1 Feb	Review of DoD Candidate Recommendations II
8 Feb	Review of DoD Candidate Recommendations III
15 Feb	Review of DoD Candidate Recommendations IV
22 Feb	Review of Capacity, MVI, MVP & Surge

Decisions from SRG #25

- Approved Transformation of the Operational Army Force Structure proposal: 5 BCT/UAs at Ft Bliss
- Approved proposal to move an Aviation BDE to Ft Riley
- Approved moving the ADA Center & School to Ft Sill without the 32nd AAMDC (remains at Ft Bliss)
- Approved deleting Louisiana AAP from the Army's installation study list
- Directed that TABS discontinue work on Info Center at Ft Gordon

Approved forwarding Army primary scenarios (less the Info Center) to the EOH for approval

Topics for Discussion

Topics for Discussion SRG #26

- Stationing of 5th SFG
- CONUS Staging of BCT sets
- Environmental Remediation
- Cash Flow
- Results from EOH Briefing
- Army Candidate Recommendations Transmittal Memo

Stationing 5th Special Forces Group

- Navy indicated MCAS Yuma and NAS Fallon are not viable stationing options for the 5th SFG
- Options:
  - Re-engage with USMC
    - Preferred Solution
  - 5th SFG at Yuma Proving Ground
    - Collocate with Military Free Fall School and Special Operations Terminal Air Controller Course
    - Gain additional support from MCAS Yuma (26 Miles)
    - One-time Cost: $367.6M NPV: $551.3M

Stationing 5th Special Forces Group

- Case for Yuma Proving Ground:
  - Better training, less quality of life at Yuma
  - Frees training resources at Ft Campbell for an additional BCT
  - 160th Avn continues to support 5th SFG from Ft Campbell
    - Refuel training and navigation training a plus
  - Good idea but can continue to be successful at Ft Campbell
- Bottom Line:
  - Access to YPG's vast terrain, airspace and improved training ranges
  - Access to MCAS Yuma and AF Goldwater Range Complex
  - Access to health care, child care, and larger BX and commissary

Recommendation: Pursue options for final decision at 18 January BRAC SRG

CONUS Staging of BCT Sets

- Requirement is approximately 400 – 500K square feet of warehouse space for 2 armor and 2 infantry battalions
- TABS is analyzing the specific requirement to store at Davis Monthan AFB and Marine Corps Logistics Base Barstow with the Supply & Storage JCSG

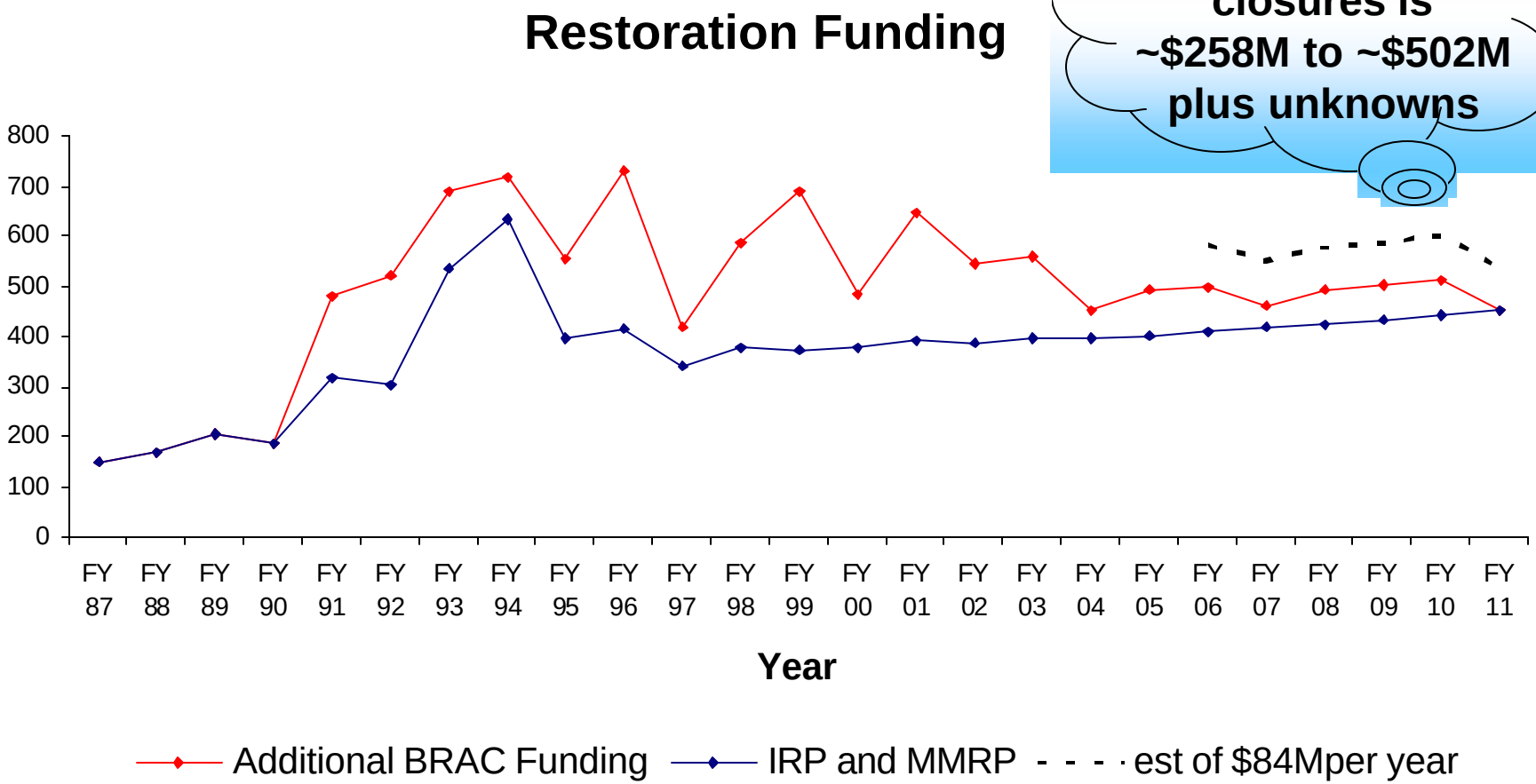
Bottom Line: Sufficient capacity exists within the inventory to store 2 BCT sets in CONUS

Environmental Cost Estimates

- Environmental clean up costs are reported to Congress annually and include:
  - Installation Restoration Program (IRP) costs -- Restoration of non-munitions contamination - hazardous substances, pollutants, and contaminants
  - Military Munitions Response Program (MMRP) costs -- Restoration of UXO and munitions constituents on closed, transferred, or transferring ranges
- Do not include any restoration on operational ranges (active or inactive) because the Army does not budget them for restoration until after the decision to close or transfer
- Budget Policy
  - Program environmental cleanup as a priority
  - Since 1990, BRAC restoration funding controlled separately

Restoration Budgeting ($M)

Cost to complete for 27 proposed closures is ~$258M to ~$502M plus unknowns

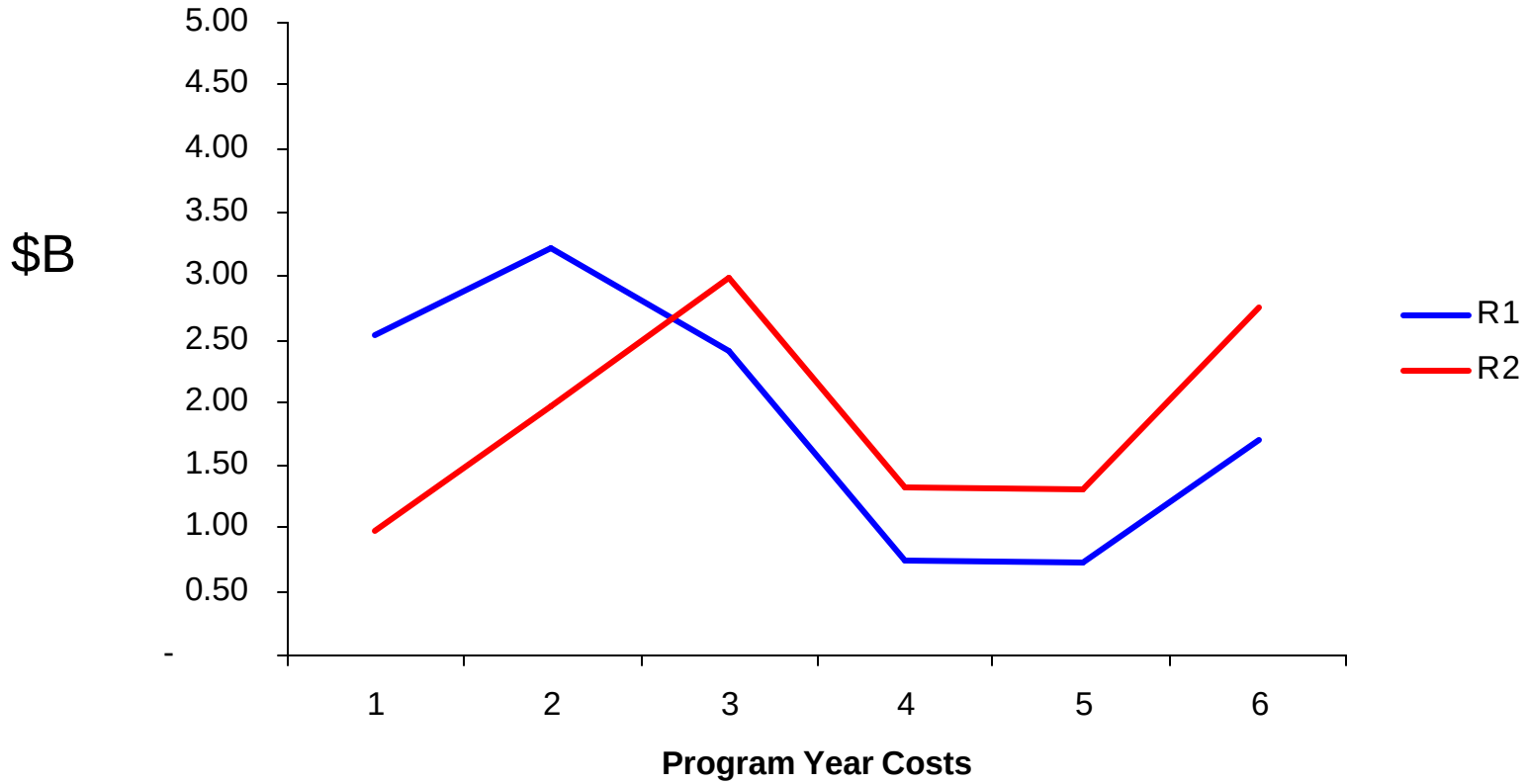


Cash Flow: Alternative Views

- Maximize Savings and Greatest NPV : The big savings are from Germany. If IGPBS is delayed, so are the savings. Delay "no-pay-backs" to year 6
  - (R1) Accelerate construction at Riley and Bliss to take 3 years
  - (R2) R1 and limit first year's budget to one billion and second year's budget to two billion
- Buy Transformation: Pull no-pay-backs forward buys Transformation, but increases short term costs and decreases savings
  - (R3) Force all "no-pay-backs" to complete by the third year
- Level: Push scenarios with no pay back as late as possible but a more leveled budget will require spreading these scenarios over multiple years
  - (R4) Spread non-pay-backs over years 4-5-6
  - (R5) R4 and limit 1st and 2nd years' budgets tp $1B and $2B

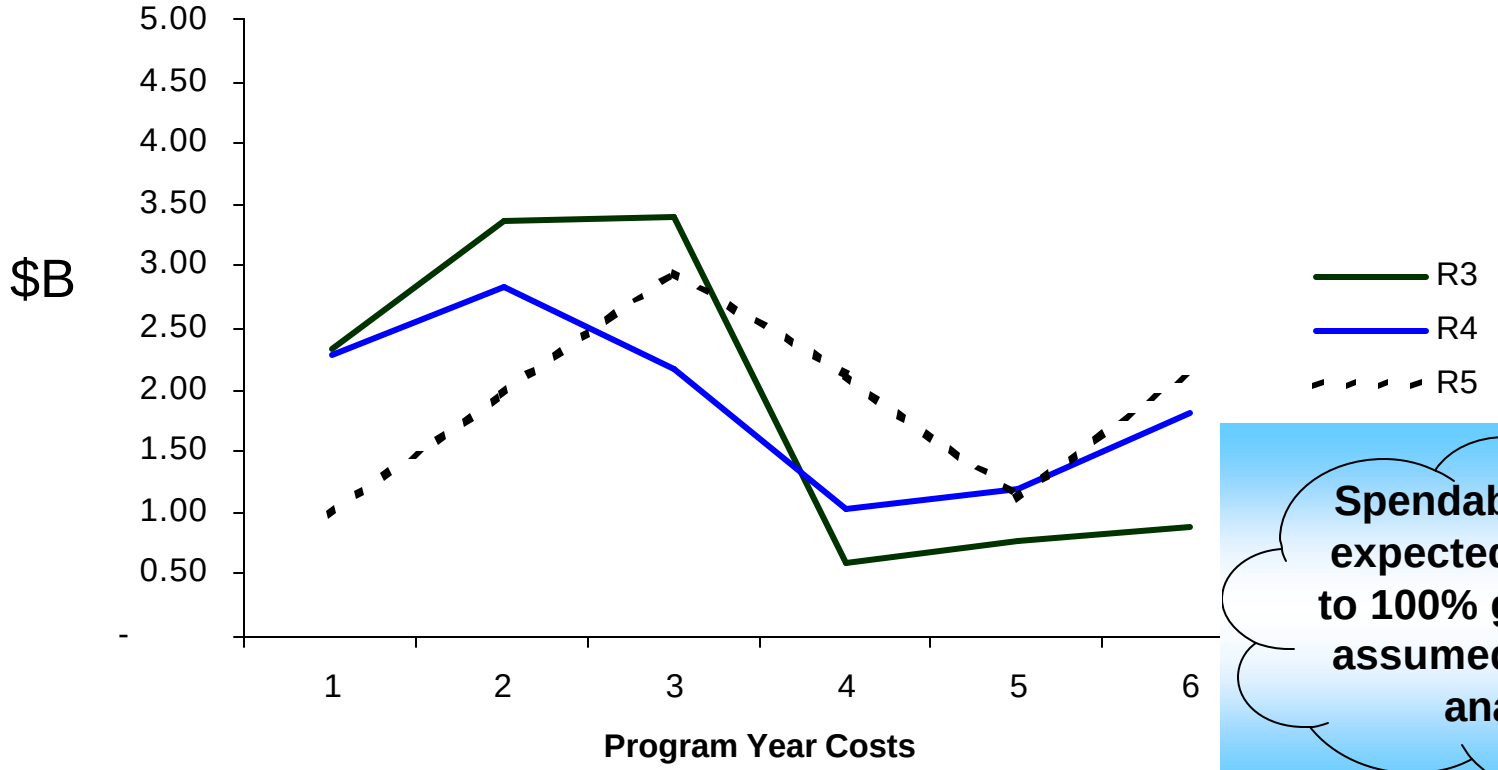
Recommendation: during initial planning, accelerate IGPBS, level other actions.

Example Cash Flows (Maximize Savings and Greatest NPV)



- R1: Accelerate Ft Bliss and Ft Riley (max savings non-MILPAY = $5.5B)
- R2: limit year 1-$1B, year 2-$2B (lose 19.3% off max)

Example Cash Flows (Buy Transformation and Leveling)



Spendable savings expected to be 50% to 100% greater than assumed in budget analysis

- R3 Force all "no payback" by year 3 (lose 11.9% off max)
- R4 Spread all "no payback" year 4-5-6 (lose 10.7% off max)
- R5 R4 and limit budgets for yr1-2 (lose 20.1% off max)

Results of EOH Briefing

Primary Proposal Inventory

Proposal Inventory	AC	RC	Totals
Number of Scenarios	33	141	174
Potential Cost			
One Time ($B)	$8.7	$2.7	$11.4
6-Year Net ($B)	$.1	$1.6	$1.7
Potential 20-Year NPV ($B)	-$20.6	-$1.1	-$21.7
Active Component Military Positions Returned to Operational Army	6,702	2,984	9,686
Civilian Positions Eliminated	7,221	441	7,762
Closures	27	421	448
Realignments	14	18	32

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	$2.4	($3.8)	$0.6	($0.5)	$0.9	$1.9	($0.1)	3,719	1,169
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	$11.4	($21.7)	$1.7	($2.6)	($9.2)	$5.0	($2.0)	6,702	7,762

* Some personnel savings are duplicative of other competing alternatives

Total Scenarios	174
Total Closures	448
Total Realignments	32

(Negative Numbers) = Savings

Budget Level All Scenarios

	Totals	Per POM Year
- IGPBS	$ 2.50	
- Wedge	$ 2.00	
MILCON & Other	$ 6.89	$1.15
TOTAL:	$ 11.39	
- 1/3 Savings (1-6 Yr)	$ (1.90)	
Adjusted Total:	$ 9.49	

Adjusted MILCON & Other	$ 4.99	$0.83
(All dollars in billions, less Military Pay)		

PBD 753 Impact?

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

Sec Army Guidance

- Approved all Army candidate recommendations
  - Directed Army to resolve the 5th SFG issue
- Supported presented JCSG candidate recommendations except one
  - Did not support move of USARPAC to NAS Pearl Harbor nor the closing of Ft Shafter

Goal: Receive final decisions and sign out Army candidate recommendations on 18 January, 1600-1800

Army Candidate Recommendations Transmittal Memo

Transmittal Memo Outline

- Army is pleased to submit its candidate recommendations for the consideration of the IEC
- Army has worked hard with the JCSGs on candidate recommendations in their areas
- Army supports:
  - Army candidate recommendations
  - JCSG candidate recommendations for which Army sub-contracted
  - Other JCSG candidate recommendations with which Army assisted the JCSGs
- Cost and other analyses will continue, and we look forward to working these and other issues

Army Owned Candidate Recommendations

Operational Army	• Transformation of the Operational Army Force Structure
	• 5th Special Forces Group to TBD
	• 7th Special Forces Group to Eglin, AFB FL
Institutional Training	• Drill Sergeant Consolidation at Fort Jackson
	• USMA Prep School to West Point
Headquarters Activities	• Close Fort Monroe
	• Close Fort McPherson
	• Close Fort Gillem
	• ~~Close Fort Shafter~~
RDAT&E	• Relocate Cold Regions Test Center (CRTC) headquarters from Ft Wainwright to Ft Greely

Army Owned Candidate Recommendations

Materiel & Logistics	• Close Sierra Army Depot
Reserve Component	• USAR C2 Proposal – NORTHEAST
	• USAR C2 Proposal – NORTHWEST
	• USAR C2 Proposal – SOUTHEAST
	• USAR C2 Proposal – SOUTHWEST
	• 137 other Proposals

Army Sub-Contracted Scenarios

Education and Training	• US Army War College to Fort Leavenworth
	• Net Fires Center at Fort Sill
	• CSS Center at Fort Lee
	• Maneuver Center at Fort Benning
	• Aviation Log School to Fort Rucker
Technical	• Army Soldier/Land System LCM Center (two site scenario)

Army Supported Scenarios

Headquarters and Support Activities	• TRADOC to Eustis/Story
	• FORSCOM to Pope AFB, NC
	• AMC to Redstone
	• ~~Collocate USARPAC w/PACFLT & PACAF (Pearl/Hickham)~~
	• USARC to Detrick
	• 1st and 3rd Armies to Ft Dix
	• HQDA Leased Activities to Arlington Hall, Ft Belvoir, APG
	• Create Army HRC at Ft Knox
Education and Training	• Move U.S. Army Prime Power School to Fort Leonard Wood
Industrial	• Close and Leaseback Watervliet Arsenal
Materiel & Logistics	• Close Army Ammunition Plants (Kansas, Lonestar, Mississippi, and Riverbank)
	• Close Chem Demil Sites (Deseret, Pueblo, Newport, and Umatilla)
	• Close Hawthorne Army Depot

HSA Candidate Recommendations

Briefed to the
Infrastructure Steering Group
January 7, 2005

HSA JCSG Road Map

Geo-clusters & Functional

- Correctional Facilities
- Civilian Personnel Offices
- Defense Agencies
- ✓ Financial Management
- ✓ Military Personnel Centers
- ✓ Installation Management (12 of 14)

Mobilization

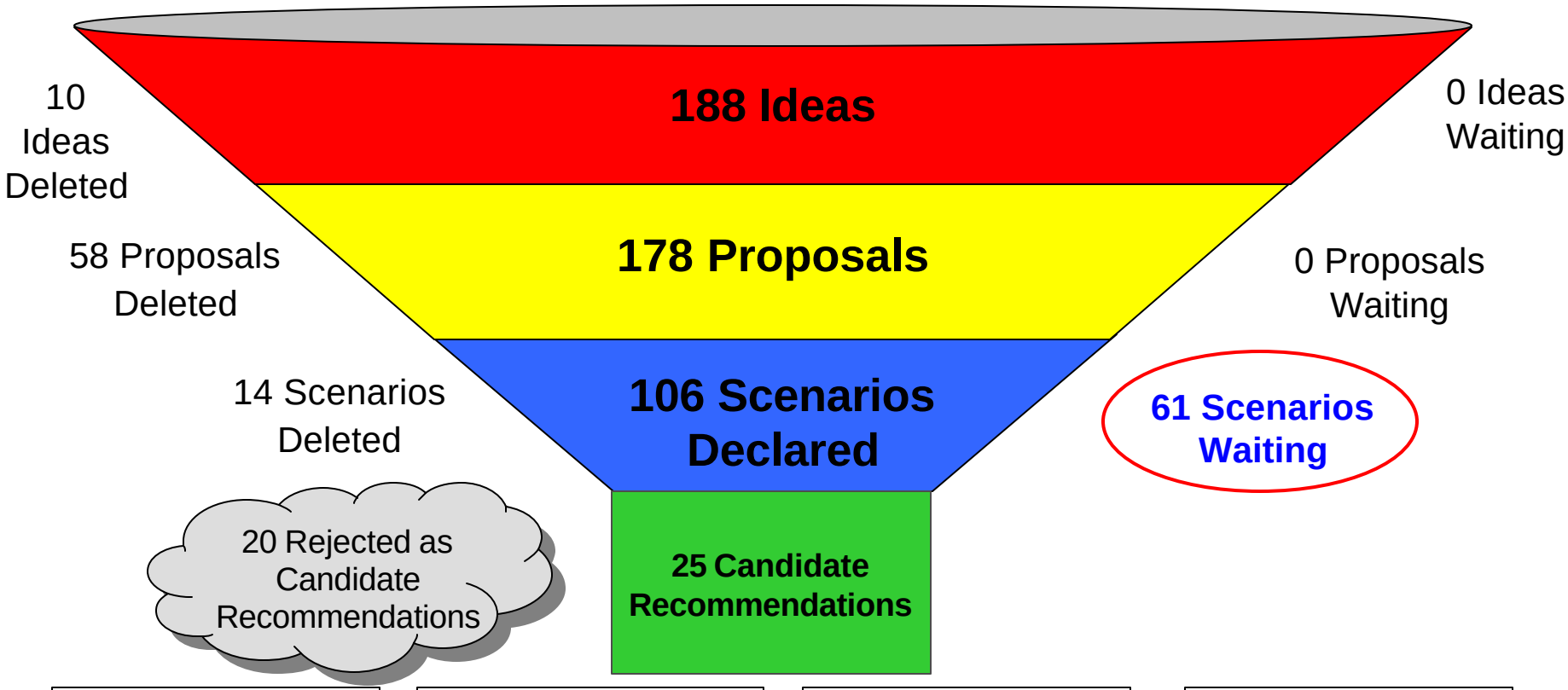
- Mobilization

Major Admin & HQ

- Combatant Commands
- Major Admin & HQ
- Reserve & Recruiting Commands

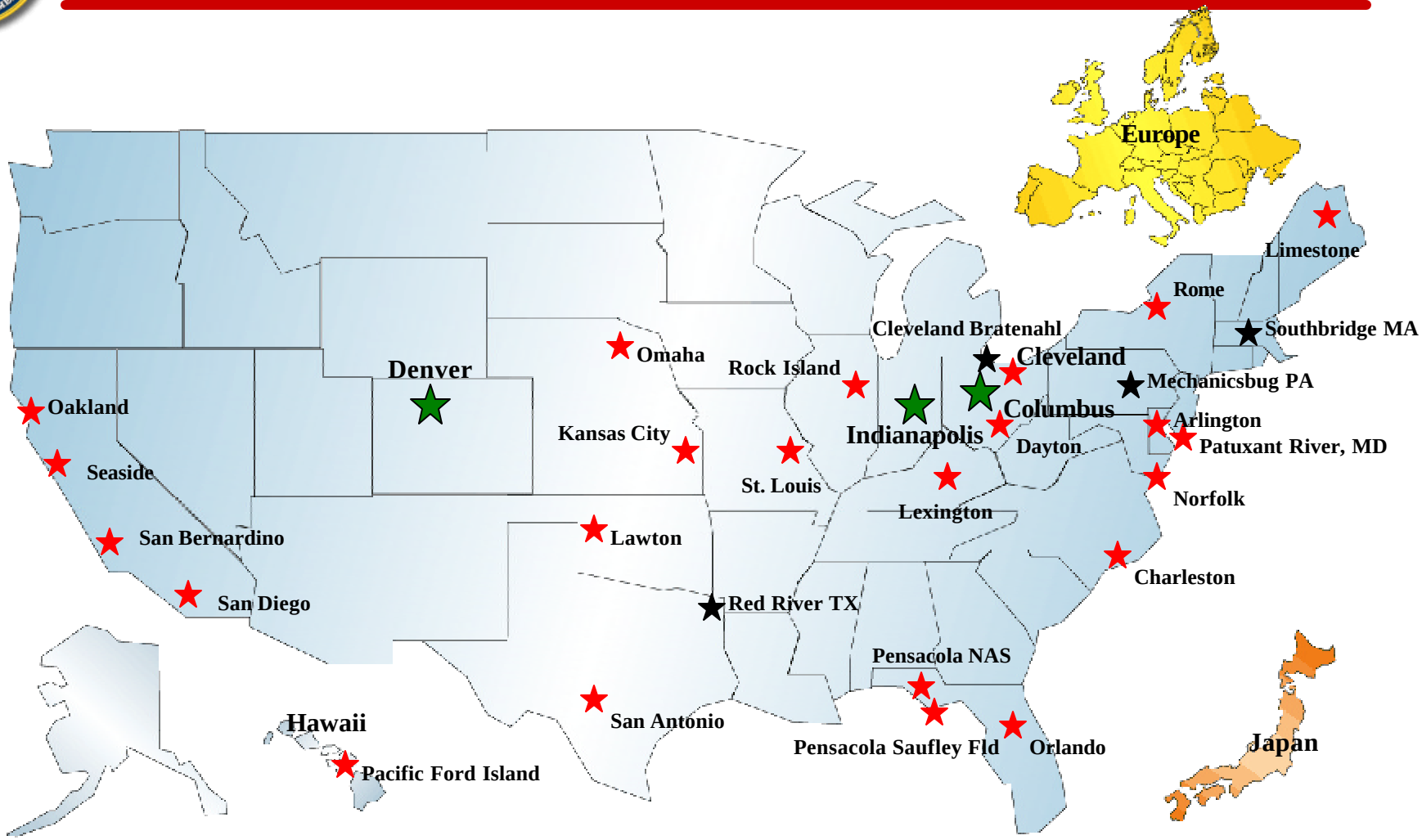
Statistics

HSA JCSG Currently has:



__ ISG Approved & Prep for IEC	__ ISG Approved, but on Hold for Enabling Scenario	__ ISG On Hold for Addl Info or Related Candidate Recommendation	__ ISG Disapproved – Note Conflict(s) to be Considered & Resolved

DFAS -- 26 Locations to 3 Locations



Green – Retained Sites
Red – Closed Sites
Black – Special Purpose Sites

Candidate # HSA0018 – Defense Finance & Accounting Service (DFAS)

Candidate Recommendation: Close 21 DFAS locations by relocating and consolidating all functions to the Defense Supply Center-Columbus, OH, the Buckley AF Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Realign DFAS Arlington, VA, by relocating/consolidating functions same as above, and retain minimum essential liaison staff. Realign DFAS Cleveland, OH, by relocating/consolidating functions same as above, and retain an enclave for Military Retired and Annuitant Pay Services contract function. Realign DFAS Columbus, OH; Denver, CO, and Indianapolis, IN by relocating portions of the Accounting Operation, Military, and Commercial Pay functions and supporting functions among the three locations to implement strategic redundancy.

Justification

- ✓ Supports DFAS Transformation Plan.
- ✓ Mission consolidation - "Unit Cost" reduction.
- ✓ DFAS out of NCR (399); retains small liaison staff (6).
- ✓ Gaining sites meet DoD AT/FP standards.
- ✓ Maximizes facility/business operation efficiencies, mitigates man-made & natural disasters/challenges.
- ✓ Eliminates excess capacity, Admin 51% or 2.084M GSF and Warehouse 75% or .568M GSF.

Military Value

- ✓ Military Value among 30: Denver 3; Columbus 9; Indianapolis 12
- ✓ Prior Avg. MV: = .621; Resultant Avg. MV: = .689
- ✓ Military Judgment and Business Process Review analysis results: optimizes economies of scale/synergistic efficiencies to maximize potential for unit cost reductions and improve service, and minimizes risk of man-made and natural disasters/ challenges.

Payback

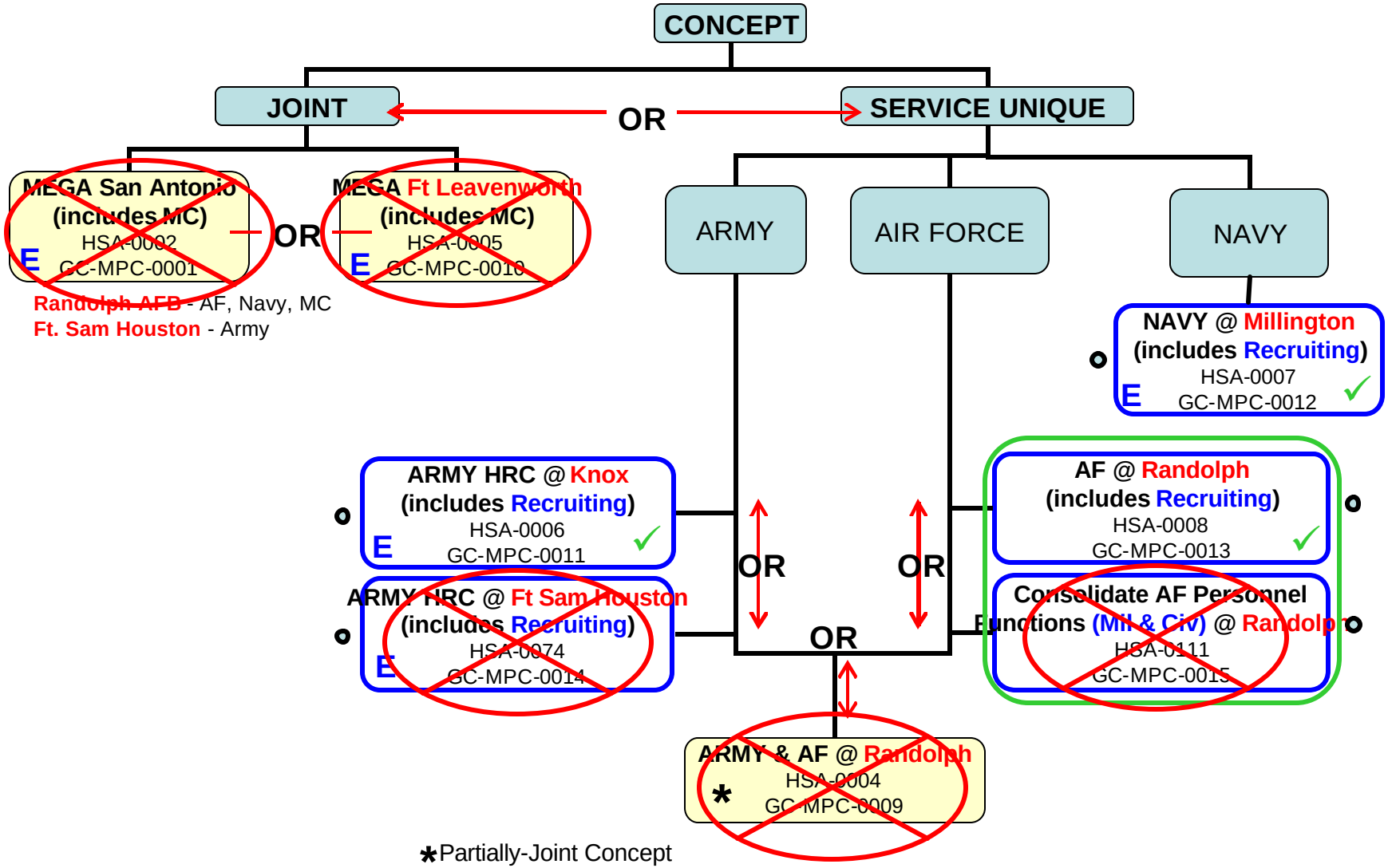
1.	One Time Cost:	$293M
2.	Net Implementation savings:	$134M
3.	Annual Recurring savings:	$120M
4.	Payback period:	Immediate
5.	NPV savings:	$1.233B

Impacts

- ✓ Criterion 6: -72 to -1888 jobs; less than 0.1% to 1.08%.
- ✓ Criterion 7: No issues.
- ✓ Criterion 8: No issues.
- ✓ Other risks associated with implementation: Workforce, space availability, operating costs.

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

Military Personnel Centers



Military Personnel & Recruiting Scenario Candidate Strategy

Losing Locations		*Gaining Locations (Current Resident Activity)*
Army (HSA-0006) HR Command, Alexandria HR Command, St Louis HR Command, Indianapolis Accessions & Cadet Commands, Ft Monroe	→	USA Recruiting Command, Ft Knox
Navy (HSA-0007) Navy Reserve Personnel & Navy Recruiting, New Orleans	→	Navy Personnel & Recruiting, NSA Mid-South (Millington)
Air Force (HSA-0008) AF Reserve Personnel, Buckley AF Reserve Recruiting, Robins	→	AF Personnel & Recruiting, Randolph

Candidate # HSA-0006 Create an Army Human Resources (Personnel & Recruiting) Center of Excellence at Fort Knox

Candidate Recommendation: Close Army Human Resources Command leased facilities in Alexandria, Virginia, Indianapolis, Indiana, and St. Louis, Missouri, relocating and consolidating all functions at Fort Knox, Kentucky. Realign Fort Monroe, Virginia, by relocating Army Accessions Command and Cadet Command to Fort Knox, Kentucky.

Justification

- ✓ Enables mission consolidation of Active & Reserve personnel center functions.
- ✓ Co-location of Recruiting functions improves personnel life-cycle management.
- ✓ Eliminates excess capacity and leased space

Military Value

- ✓ Recruiting function: Fort Monroe 100/147; Fort Knox 12/147
- ✓ Military Personnel: Ft Knox was selected because of its high overall military value as the current location of the US Army Recruiting Command, which offers synergies with the military personnel function.

Payback

1. One Time Cost:	$99.0 M
2. Net Implementation Savings:	$462.5 M
3. Annual Recurring Savings:	$145.5 M
4. Payback Period:	Immediate
5. NPV (savings):	$1.78 B

Impacts

- ✓ Criterion 6:
  - ✓ DC Area ROI : - 3,734 jobs; 0.1%
  - ✓ St Louis ROI: - 4,171 jobs; 0.3%
  - ✓ Indianapolis ROI: - 226 jobs; less than 0.1%
  - ✓ Norfolk ROI: - 820 jobs; less than 0.1%
- ✓ Criterion 7: Proximity to Louisville mitigates child care, housing, and medical issues
- ✓ Criterion 8: Overall, no known environmental impediments.
- ✓ Other Risks Associated with Implementation: Skilled civilian workforce availability in concentrated GS-series.

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG/ MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

Candidate # HSA-0007 Create a Navy Human Resources (Personnel & Recruiting) Center of Excellence at Millington

Candidate Recommendation: Realign Naval Support Activity New Orleans, Louisiana by relocating the Navy Reserve Personnel Command, Enlisted Placement and Management Center, and the Navy Recruiting Command office to Naval Support Activity Mid-South, Millington, TN. Consolidate the relocating Navy Reserve Personnel Command and the Enlisted Placement and Management Center with the Navy Personnel Command at Naval Support Activity Mid-South, Millington, TN. Consolidate the relocating Navy Recruiting Command office with the Navy Recruiting Command office currently at Naval Support Activity Mid-South, Millington, TN.

Justification

- ✓ Enables mission consolidation of Active & Reserve personnel center functions.
- ✓ Improves personnel life-cycle management and eliminates excess capacity.

Military Value

- ✓ NSA New Orleans 0.713.
- ✓ NSA Mid-South in Millington 0.729.
- ✓ Military judgment: Co-location of Personnel & Recruiting Commands favored Millington.

Payback

1. One Time Cost:	$13.7 M
2. Net Implementation Cost:	$2.2 M
3. Annual Recurring Savings:	$6.3 M
4. Payback Period:	2 Years
5. NPV (savings):	$ 57.4 M

Impacts

- ✓ Criterion 6: - 771 jobs; 0.1%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No environmental impediments

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

Candidate # HSA-0008 Create an Air Force Human Resources (Personnel & Recruiting) Center of Excellence at Randolph

Candidate Recommendation: Realign Buckley Annex, Denver, Colorado by relocating the Air Reserve Personnel Center to Randolph Air Force Base, Texas and consolidating it with the Air Force Personnel Center at Randolph Air Force Base, Texas. Realign Robins Air Force Base, Georgia by relocating Air Force Reserve Recruiting Service to Randolph Air Force Base, Texas.

Justification

- ✓ Same transformational strategy for Personnel & Recruiting as applied to the Army & Navy.
- ✓ Enables mission consolidation of Active & Reserve personnel center functions and elimination of excess capacity.
- ✓ Co-location of Recruiting functions improves personnel life-cycle management.

Military Value

- ✓ Personnel: Buckley Annex, 0.476; Randolph AFB, 0.723.
- ✓ Recruiting: Military judgment dominated over quantitative scores.
  - ✓ Co-location of Personnel Centers, Recruiting Commands, and Education & Training Command at a single location provides the greatest overall value for the Department.

Payback

1. One Time Cost:	$32.0 M
2. Net Implementation Cost:	$31.8 M
3. Annual Recurring Savings:	$ 1.1 M
4. NPV (cost):	$17.0 M
5. Payback Period:	86 Years

Impacts

- ✓ Criterion 6:
  - ✓ Denver ROI: - 692 jobs; less than 0.1%
  - ✓ Warner Robins ROI: -263 jobs; 0.4%
- ✓ Criterion 7: Crime Rate at Randolph higher than the national average. No other issues.
- ✓ Criterion 8: Environmental impediments may exist: historic properties, land use constraints, and T/E species.

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG/ MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

Installation Management

Joint Bases (JB)

JB @ Dix/McGuire/Lakehurst
HSA-0011
GC-IM-0003 ✓

JB @ Bragg/Pope
HSA-0009
GC-IM-0001 ✓

JB @ Elmendorf/Richardson
HSA-0015
GC-IM-0007 ✓

JB @ Andrews/Washington
HSA-0012
GC-IM-0004 ✓

JB @ Anacostia/Bolling/NRL
HSA-0013
GC-IM-0005 ✓

JB @ Myer/Henderson Hall
HSA-0014
GC-IM-0006

JB @ Pearl Harbor/Hickam
HSA-0016
GC-IM-0008 ✓

JB @ Monmouth/Earle Colts Neck
HSA-0075
GC-IM-0018 ✓

JB @ Dobbins/Atlanta
HSA-0119
GC-IM-0019

✓

JB @ Guam
HSA-0XXX
GC-IM-00XX

Consolidations

Consolidate Charleston AFB & NWS Charleston
HSA-0032
GC-IM-0009 ✓

Consolidate Lackland AFB, Ft. Sam Houston, & Randolph AFB
HSA-0017
GC-IM-0014 ✓

Consolidate South Hampton Roads Installations
HSA-0034
GC-IM-0012 ✓

Consolidate North Hampton Roads Installations
HSA-0033
GC-IM-0013 ✓

IM RECOMMENDATION ASSUMPTIONS

- Recommendations are not prescriptive-ICC will establish implementation policy
- Real Property transfer not implied
- BOS functional components not considered absolute-exceptions based on scenario specific situations
- Range of projections for personnel reductions developed for each scenario. Lower values from Scenario Data Call used.

HSA-0011: Establish Joint Base McGuire-Dix-Lakehurst

Candidate Recommendation: Realign Ft. Dix and Naval Air Engineering Station Lakehurst by relocating the installation management functions/responsibilities to McGuire AFB, establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for all Base Operating Support (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration & Modernization for the new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 262 positions and associated footprint)
- ✓ Establishes first tri-service joint base.
- ✓ Supports complementary missions of McGuire/Dix - mobility/power projection platform.
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ McGuire AFB - .206
  - ✓ Ft Dix - .201
  - ✓ NAVAIRENGSTA Lakehurst - .136
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs:	$11.3M
2. Net Implementation savings:	$90.3M
3. Annual Recurring savings:	$22.3M
4. Payback period:	Immediate
5. NPV (savings):	$290.7M

Impacts

- ✓ Criterion 6:
  - ✓ Dix ROI: -182 (89 direct/ 93 indirect); less than 01%
  - ✓ Lakehurst ROI: -284 (173 direct/111 indirect); less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0009: Establish Joint Base Bragg-Pope

Candidate Recommendation: Realign Pope AFB by relocating the installation management functions/responsibilities to Ft. Bragg, establishing Joint Base Bragg-Pope. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization for the new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancies and creates economies of scale
- ✓ Potential for personnel and footprint reductions (minimum of 84 positions and associated footprint)
- ✓ Supports complementary missions: power projection platform/mobility
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Ft Bragg - .538
  - ✓ Pope AFB - .184
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One Time Cost:	$1.0M
2. Net Implementation savings:	$32.8M
3. Annual Recurring savings:	$7.4M
4. Payback period:	Immediate
5. NPV (savings)	$99.1M

Impacts

- ✓ Criterion 6: -141 jobs (84direct/60 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0015: Establish Joint Base Elmendorf-Richardson

Candidate Recommendation: Realign Ft. Richardson by relocating the installation management functions/responsibilities to Elmendorf AFB, establishing Joint Base Elmendorf/Richardson. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 224 positions and associated footprint)
- ✓ Supports complementary missions: power projection platform/mobility
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Elmendorf AFB - .230
  - ✓ Ft Richardson - .189
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs::	$7.7M
2. Net Implementation savings:	$78.9M
3. Annual Recurring savings:	$19.0M
4. Payback period:	Immediate
5. NPV (savings):	$249.5M

Impacts

- ✓ Criterion 6: -412 jobs (224 direct/188 indirect); -0.16%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0012: Establish Joint Base Andrews-Washington

Candidate Recommendation: Realign Naval Air Facility Washington by relocating the installation management functions/responsibilities to Andrews AFB, establishing Joint Base Andrews-Naval Air Facility Washington. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 30 positions and associated footprint).
- ✓ Eliminates a base within a base and establishes single installation management responsibility for consolidated footprint

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Andrews AFB - .222
  - ✓ COMNAVDIST Washington - .342
- ✓ Military judgment: Transfer of NAF installation management functions to Andrews AFB, will provide greatest overall military value to DoD

Payback

1. One time costs:	$496K
2. Net Implementation savings:	$6.3M
3. Annual Recurring savings:	$1.5M
4. Payback period:	Immediate
5. NPV (savings):	$19.7M

Impacts

- ✓ Criterion 6: -30 jobs (18 direct/12 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0013: Establish Joint Base Anacostia-Bolling-NRL

Candidate Recommendation: Realign Bolling AFB by relocating the installation management functions/responsibilities to Naval District Washington at the Washington Navy Yard, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL). The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 119 positions and associated footprint).
- ✓ Eliminates a base within a base
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ NAVDIS Washington (includes Anacostia and NRL). - .342
  - ✓ Bolling AFB - .214
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs:	$2.9M
2. Net Implementation savings:	$45.7M
3. Annual Recurring savings:	$10.6M
4. Payback period:	Immediate
5. NPV (savings):	$140.7M

Impacts

- ✓ Criterion 6: -200 jobs (119 direct/81 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0016: Establish Joint Base Pearl Harbor-Hickam

Candidate Recommendation: Realign Hickam AFB by relocating the installation management functions/responsibilities to Naval Station Pearl Harbor, establishing Joint Base Pearl Harbor-Hickam. The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 277 positions and associated footprint)
- ✓ Maximizes joint utilization of infrastructure
- ✓ Military value greater for Naval Station Pearl Harbor based on predominance and facilities efficiencies

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ NAVSTA Pearl Harbor - .395
  - ✓ Hickam AFB - .229
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs:	$6.3M
2. Net Implementation savings:	$123.2M
3. Annual Recurring savings:	$28.3M
4. Payback period:	Immediate
5. NPV (savings):	$376.3M

Impacts

- ✓ Criterion 6: -510 jobs (277 direct/233 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0075: Establish Joint Base Monmouth/Earle Colts Neck

Candidate Recommendation: Realign Naval Weapons Station Earle Colts Neck by relocating the installation management functions/responsibilities to Ft. Monmouth and establish Joint Base Monmouth-Earle Colts. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 75 positions and associated footprint)
- ✓ Share military housing.
- ✓ Military value analysis greater for Monmouth based on size and PW efficiencies.

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Ft Monmouth - .136
  - ✓ WPNSTA Earle - .074
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1.	One time costs::	$1.6M
2.	Net Implementation savings:	$29.4M
3.	Annual Recurring savings:	$6.8M
4.	Payback period:	Immediate
5.	NPV (savings):	$90.7M

Impacts

- ✓ Criterion 6: -126 jobs (75 direct/51 indirect) Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0010: Establish Joint Base Lewis-McChord

Candidate Recommendation: Realign McChord AFB by relocating the installation management functions/responsibilities to Ft. Lewis, establishing Joint Base Lewis-McChord. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization for the new joint base.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ High potential for personnel and footprint reductions (minimum of 432 positions and associated footprint)
- ✓ Supports complementary missions: power projection platform/mobility
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Ft Lewis - .355
  - ✓ McChord AFB - .208
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One Time Cost:	$6.2M
2. Net Implementation savings:	$218.2M
3. Aual Recurring savings:	$46.6M
4. Payback period:	Immediate
5. NPV (savings):	$634.8M

Impacts

- ✓ Criterion 6: -776 jobs (422 direct/354 indirect); -.23%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0032: Consolidate Charleston AFB and NAVWPNSTA Charleston

Candidate Recommendation: Realign Naval Weapons Station Charleston by relocating the installation management functions/responsibilities to Charleston AFB, SC. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 264 positions and associated footprint)
- ✓ Military value analysis marginally higher for Charleston AFB based on larger operational mission

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Charleston AFB - .186
  - ✓ NAVWPNSTA Charleston - .184
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1.	One time costs::	$5.1M
2.	Net Implementation savings:	$69.9M
3.	Annual Recurring savings:	$21.9M
4.	Payback period:	Immediate
5.	NPV (savings):	$267.4M

Impacts

- ✓ Criterion 6: -501 jobs (217 direct/ indirect) Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

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

HSA-0017: Consolidate Lackland AFB, Ft Sam Houston and Randolph AFB

Candidate Recommendation: Realign Ft. Sam Houston and Randolph AFB by relocating the installation management functions/responsibilities to Lackland AFB. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

Justification

- ✓ Eliminates redundancy of installation management functions and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 199 positions and associated footprint).
- ✓ Military value analysis greater for Air Force based on predominance and efficiency.
- ✓ Supports complementary missions: training

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Lackland AFB - .296
  - ✓ Ft Sam Houston - .233
  - ✓ Randolph AFB - .205
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs:	$5.1M
2. Net Implementation savings:	$63.3M
3. Annual Recurring savings:	$15.081M
4. Payback period:	Immediate
5. NPV (savings):	$198.4M

Impacts

- ✓ Criterion 6: -382 jobs (189 direct/183 indirect) Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG/ MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

HSA-0034: Consolidate South Hampton Roads Installations

Candidate Recommendation: Realign Ft. Story by relocating the installation management functions/responsibilities to Naval Mid-Atlantic Region. The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 21positions and associated footprint)
- ✓ Ft Story's small size and distance from Ft Eustis makes transfer to Navy ideal candidate for consolidation

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Eustis - .247
  - ✓ NAVSTA Norfolk – .412
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs:	$300K
2. Net Implementation savings:	$8.8M
3. Annual Recurring savings:	$2.0M
4. Payback period:	Immediate
5. NPV (savings):	$26.6M

Impacts

- ✓ Criterion 6: -44 jobs (21 direct/23 indirect) Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG/ MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

HSA-0033: Consolidate North Hampton Roads Installations

Candidate Recommendation: Realign Ft. Eustis and Ft. Monroe by relocating the installation management functions/responsibilities to Langley AFB. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

Justification

- ✓ Eliminates redundancy of installation management functions and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 217 positions and associated footprint)
- ✓ Military value analysis greater for Langley based on large population associated with operational mission and headquarters

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Langley AFB - .249
  - ✓ Ft Eustis - .247
  - ✓ Ft Monroe - .110
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Payback

1. One time costs::	$6.3M
2. Net Implementation savings:	$67.5M
3. Annual Recurring savings:	$16.3M
4. Payback period:	Immediate
5. NPV (savings):	$213.8M

Impacts

- ✓ Criterion 6: -501 jobs (217 direct/ indirect) Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG/ MilDep Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

IM Costs & Savings Summary

Scenario	Gaining Service	One Time Cost ($M)	NPV Savings ($M)	Steady State Savings ($M)
Bragg/Pope	Army	1.0	99.1	7.4
Lewis/McChord	Army	6.2	634.8	46.6
Monmouth/Earle	Army	1.6	90.7	6.8
Hampton South	Navy	.3	26.6	2.0
NDW/Bolling	Navy	2.9	140.7	10.6
Pearl/Hickam	Navy	8.6	374.2	28.2
Andrews/NAF	Air Force	.5	19.7	1.5
Charleston	Air Force	6.6	265.9	21.9
Elmendorf/Richardson	Air Force	7.7	249.5	19.0
Hampton North	Air Force	8.2	212.0	16.3
McGuire/Dix/Lakehurst	Air Force	11.3	290.7	22.3
San Antonio	Air Force	6.4	171.7	13.3
Total		61.3	2575.6	195.9

Army Hot Spots

Army "Hot Spots"

- "Hot Spots" – Defined as Army installations negatively impacted WRT:
  - Available Installation Capacity
  - Army Transformation, Doctrine, or Processes
  - Cost
- Updated weekly based on JCSG Candidate Recommendation submissions

Example - Fort XX

Requirements: Summary of Puts and Takes

Scenario	Personnel Adjs		Admin Sq Ft Req	Avail Sq Ft
	Soldiers	Civilians		74,000
XXX-000 Scenario Title 1	25	200	30,000	44,000
XXX-000 Scenario Title 2	-50	-150	-25,000	69,000
XXX-000 Scenario Title 3	100	250	50,000	19,000
XXX-000 Scenario Title 4	-22	-100	-15,000	34,000
XXX-000 Scenario Title 5	300	400	55,000	-21,000
totals	353	600	95000	-21,000

- -21,000 Sq Ft requires YYYY buildable acres; XXXX buildable acres are available at Fort XX
- There is/is not a capacity issue
- Other facilities issues as appropriate

Example – Fort XX Comments

- Does not support Army Transformation
  - Violates UEx planning
- Violates Army Business Process
  - Violates LCM policy
- Costs for Scenario #1 are inaccurate
  - Fails to include housing requirements

Recommendations

- Approve structure of the Army Candidate Recommendations Transmittal Memo
- Integrate additional JCSG scenarios as they become available
- Continue COBRA refinements
- Revisit Prioritization based on EOH guidance and JCSG and COBRA updates

SRG Way Ahead

18 Jan	Review of DoD Candidate Recommendations I
1 Feb	Review of DoD Candidate Recommendations II
8 Feb	Review of DoD Candidate Recommendations III
15 Feb	Review of DoD Candidate Recommendations IV
22 Feb	Review of Capacity, MVI, MVP & Surge

20 Jan 05
Sec Army signs out Army candidate recommendations

ISG/IEC Way Ahead

Month	ISG	IEC
January	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

Backups

OSD Prioritization (Draft)

Wedge Allocation (draft)

- Objective: Determine candidate recommendations that OSD will support with wedge dollars
- Two-Step Process
  - Valuation: Value recommendations based on attributes that reflect DoD priorities
  - Allocation: Allocate funding based on valuation

Valuation – Weighting (draft)

- Recommendations assessed against three attributes for wedge allocation
- Weights for each Goal should convey ISG/IEC priorities
- Attributes:
  - Transformation and/or Joint
  - Cost and Savings
  - Efficiency

Valuation Attributes Hierarchy

1. Transformation: Multi-service/Defense Agency consolidations, collocations, and IEC/ISG priorities
2. Cost and Savings: Fiscal improvements
3. Efficiency: Decreases in DoD footprint

Is this the right hierarchy?

Transformation: Metrics Hierarchy

1. ISG/IEC priorities
2. Consolidations
3. Collocations

- Multi-service/Defense Agency over Single Service within above hierarchy

Transformation

ISG/IEC priorities>> Consolidations>> Collocations

Multi-service/Defense Agency >> Single Service

Recommendation: Approve hierarchy

Cost and Savings: Metrics Hierarchy

1. Short-term savings
2. Payback
3. Long-term Net Present Value

Costs and Savings

Net Costs/Savings 6yr >> Payback>> NPV

Recommendation: Approve hierarchy

Efficiency: Metrics Hierarchy

1. Square footage
2. Acres

Efficiency

Square footage >> Acres

Recommendation: Approve hierarchy

11 January 2005
BRAC 2005 SRG# 26
SECRETARY OF THE ARMY CONF ROOM, 3D572

PURPOSE:

- To provide updates

- To present:
  - Decisions from SRG 25
  - Topics for Discussion
  - Headquarters and Support Activities JCSG Candidate Recommendations
  - Army Hot Spots

ACTIONS:

Dr. College opened the meeting by welcoming the group and immediately began the briefing. He briefly reviewed the BRAC Calendar, noting that the first phase of the integration is in process and that the Commission will be chosen in March.

Dr. College then reviewed the decisions from SRG 25. The SRG determined that further analysis was required before they could support Tech 48 that created Soldier and Ground Systems Life Cycle Management at Aberdeen Proving Ground. The SRG approved the Transformation of the Operational Army Force Structure proposal which stations 5 BCT/UAs at Ft Bliss. The SRG approved the proposal to move an Aviation BDE to Ft Riley. The SRG approved moving the ADA Center & School to Ft Sill without the 32nd AAMDC (remains at Ft Bliss). The SRG approved deleting Louisiana AAP from the Army's installation study list. The SRG directed that TABS discontinue work on Info Center at Ft Gordon. The SRG approved forwarding Army primary scenarios (less the Info Center) to the EOH for approval.

Topics for Discussion:

Dr. College then introduced the topics for discussion:

- Stationing of 5th SFG: Navy and USMC have indicated that stationing of 5th SFG and MCAS Yuma is problematic given future DoN-centric plans at MCAS Yuma. He proposed that the VCSA reengage USMC on possible stationing at MCAS Yuma. Alterative is to station 5th SFG at Yuma Proving Ground. This option costs more but has greater NPV and makes sense for Transformation. VCSA decided that if MCAS Yuma is not possible then 5th SFG will not move. VCSA will reengage ACMC on MCAS Yuma.
- CONUS Staging of BCT sets: TABS is analyzing the specific requirement to store BCT sets at Davis Monthan AFB and Marine Corps Logistics Base Barstow with the Supply & Storage JCSG. Need to clarify storage

requirements vis-à-vis Sierra Army Depot to determine if a feasible alternative exists.

- Environmental Remediation: The SRG discussed conservation conveyance, Early Transfer Authority, and working with Local Reuse Authorities for a smooth transfer of property. Mr. Prosch noted that ACSIM is working on an implementation guide which includes a host of BRAC transfer tools.
- Cash Flow: Dr. College presented the BRACAS model used by BRACD that models possible ways to spread out BRAC implementation to reduce costs and maximize savings.
- Results from EOH Briefing: Dr. College reviewed the outcome of the EOH meeting. The Secretary of the Army approved all Army candidate recommendations and supported presented JCSG candidate recommendations except HSA proposal to move USARPAC to NAS Pearl Harbor and close Ft Shafter. Mr. Tison noted that this proposal has been submitted to OSD by the HSA JCSG and will be discussed at the ISG. VCSA indicated that USARPAC is growing in size and that the Navy will want to use Ft Shafter for its own growth in Hawaii if we move out. Mr. Tison detailed the strength of the HSA proposal by adding that Shafter is a single function base, room to build exists at Pearl Harbor, and the proposal saves money. Mr. Tison assured the group that HSA's intention is to vacate Shafter and take the savings, not to offer the land to the other Services. Army reps to the ISG will object to the relocation of USARPAC and closure of Ft. Shafter at the ISG/IEC.
- Army Candidate Recommendations Transmittal Memo: Dr. College reviewed the outline of the transmittal memo and the list of Army candidate recommendations. Next, Dr. College reviewed the JCSG proposals that were subcontracted to the Army. VCSA voiced support for TECH JCSG proposal: Army Soldier/Land System LCM Center (two site scenario). TECH still working on the details. VCSA raised concerns about HSA JCSG proposal: USARC to Ft Detrick making sense for the Army. Mr. Tison added that the proposal has not yet been deliberated by the HSA principles.

Headquarters and Support Activities JCSG Candidate Recommendations

Mr. Tison presented HSA JCSG candidate recommendations briefed to the Infrastructure Steering Group January 7, 2005. Ms Baldwin inquired about how HSA's Joint basing proposals will be implemented. Mr. Tison explained that many issues and procedures needed to be worked prior to and during execution. Generally, one of the Services would assume responsibility for all Base Operating Support (with the exceptions of Health and Military Personnel Services), and the O&M portion of Sustainment, Restoration & Modernization for the new joint base. Joint basing is not a budget transfer. Then, Ms. Baldwin asked if levels of service across Services would be an issue. Mr. Tison explained that a process will have to be coordinated – if a greater level of service is required, then the requestor would pay more.

Army Hotspots

Dr. College then reviewed Army Hotspots for the SRG.

Recommendations

Dr. College then presented the TABS recommendations, i.e., approve the structure of the Army Candidate Recommendations Transmittal Memo, integrate additional JCSG scenarios as they become available, continue COBRA refinements and revisit Prioritization based on EOH guidance and JCSG and COBRA updates. The SRG approved these recommendations.

Dr. College concluded by presenting the Way Ahead.

SECRETARY, Dr. Craig College
RECORDER, Ms. Sarah R. Zullo