BRAC SRG #6

25 February 2004

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Agenda

- **Status Updates**
  - TABS/JCSGs
  - ISG/IEC
  - SRG
- **Military Value (MV) Attributes**
  - Criteria
  - BRAC 95 and 05 Compared
  - The BRAC 05 Approach in Detail
- **Review input into POM06-11**

TABS & JCSGs Status Update

MVA	• TABS briefed senior leaders on Military Value attributes. • 6 JCSGs briefed the ISG.
Way Ahead Near Term	• TABS completes Data Call #1 and Military Value design. • JCSGs finalize Military Value design.
Way Ahead Long Term	• Complete the Capacity Analysis based on Data Call #1. • Distribute Data Call #2 in April 2004.

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ISG/IEC Status Update

Oversight	• Final Selection Criteria published in the Federal Register 12 February. • Begin JCSG Military Value briefs 17 February.
24 FEB ISG	• Education & Training JCSG Military Value briefing.
Way Ahead March	• Finish reports due to Congress with the budget (force structure plan, installations inventory, excess capacity analysis).

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SRG Status Update

29 JAN SRG	• SRG approved BRAC Objectives. • SRG approved the Army Vision.
Way Ahead 4 MAY SRG	• Approve Capacity Analysis.
Way Ahead Long Term	• Approve Army Military Value analysis. • Approve Army BRAC Recommendations.

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Purpose

- **To seek approval for the relative ordering of Military Value (MV) attributes that TABS will use to rank order Army installations.**
- **To seek approval of BRAC requirements for input into POM06-11.**

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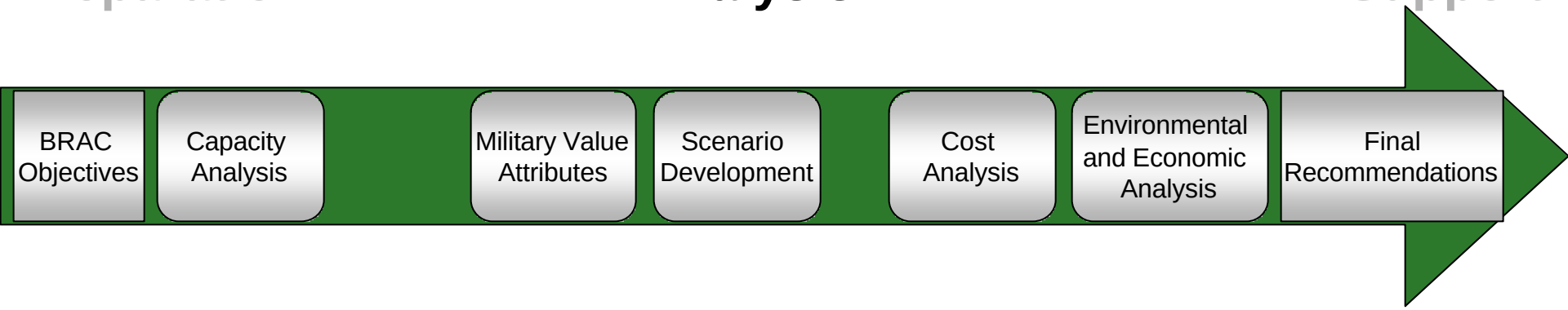
BRAC Analytical Process

Preparation → **Analysis** → Support



- MV attributes are installation characteristics which, when combined, distinguish one installation from another in terms of their ability to support BRAC Objectives.
- MV is not a list of closure candidates and should not include all stationing related characteristics.

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Why are Military Value Criteria Important?

- The BRAC 05 law, Section 2913(b)(1-5), specifies that “the selection criteria prepared by the Secretary [of Defense] shall ensure that military value is the primary consideration in the making of recommendations for closure or realignment”.
- The Commission may change a recommendation only if it determines “that the Secretary [of Defense] deviated substantially from the force-structure plan and final criteria in making recommendations” (Section 2903(d)(2)(B)).

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Military Value Criteria

1. The current and future mission *capabilities* and the impact on operational readiness of the Department of Defense's total force, *including impact on joint warfighting, training, and readiness.*
2. The availability and condition of land, facilities and associated airspace *(including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions)* at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future requirements at both existing and potential receiving locations *to support operations and training.*
4. The cost *of operations* and the manpower implications.

2005 changes

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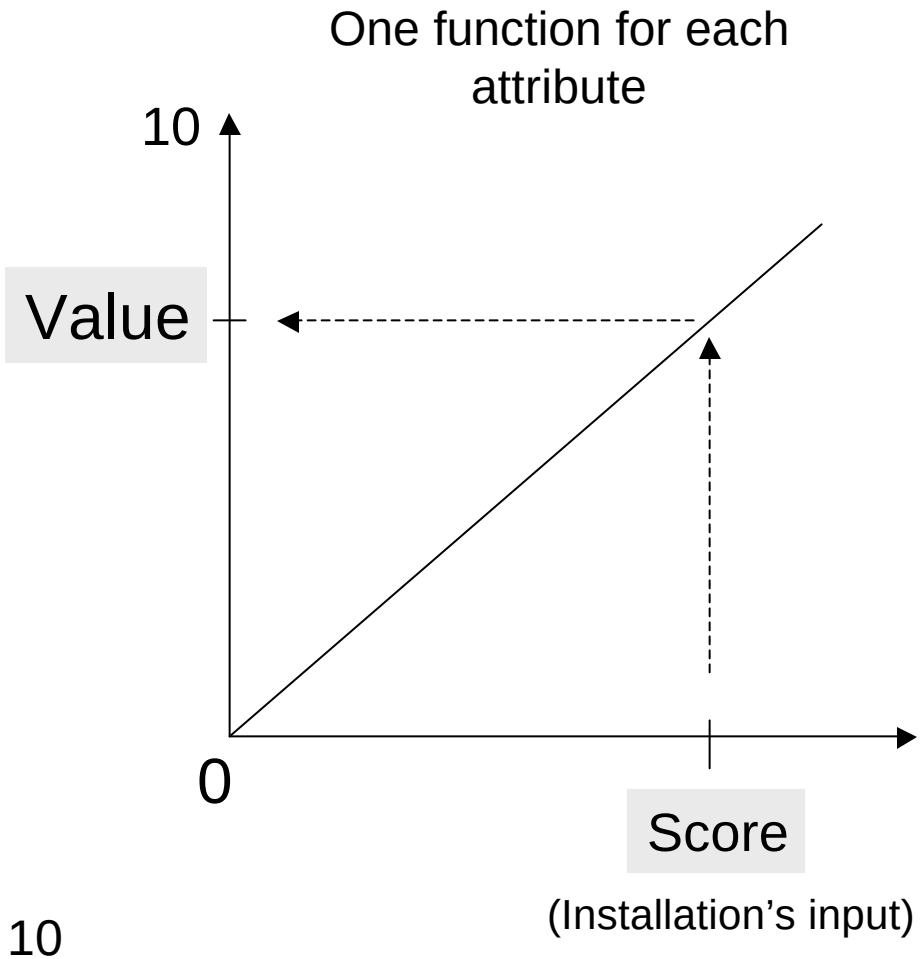
Military Value Calculation

- Process steps include
  - Select A_i
  - Select w_i
  - Assign A_i to DOD Criteria 1-4
- To calculate MV
  - Find the score for an attribute
  - Convert the score to a value
  - Sum the weight of each attribute multiplied by the value for each attribute
  - $MV_i = \Sigma_i\, w_i\, V(A_i)$, max MV of 10

  OR
  - $MV_i = \Sigma_i\, W_i\, \Sigma\, w_i\, V(A_i)$, max MV of 10



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BRAC 95 Installation Assessment

- 13 Installation Categories
- 57 attributes
  - A different set of attributes for each category
  - Some attributes used in multiple categories
- Weighting was “Top Down”
  - Assigned weights judgmentally to Criteria 1-4, which were the same for each installation category
  - Assigned different weights to the same attributes in different categories and for each criterion
- Military value calculation
  - Installations ranked from best to worst within only 1 of the 13 categories

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What did we do in BRAC 95?

Attribute and Weight		
DOD #1	A_1	w_1
	A_2	w_2
W_1	.	.
	.	.
	A_7	w_7
DOD #2	A_8	w_8
	A_9	w_9
W_2	.	.
	.	.
	A_{13}	w_{13}
DOD #3	A_{14}	w_{14}
	A_{15}	w_{15}
W_3	A_{16}	w_{16}
	A_{17}	w_{17}
DOD #4	A_{19}	w_{19}
	.	.
	A_{21}	w_{21}
W_4	A_{22}	w_{22}
	A_{23}	w_{23}

100%

Installation Categories

Commodity (9)
Ports (3)
Ammo Production (8)
Depots (4)
Medical Centers (3)
Maneuver (11)
Trng Schools (14)
Major Trng (10)
C2/Admin (15)
Prof. Schools (4)
Ammo Storage (8)
Proving Grounds (4)
Industrial Facilities (4)

97 Installations

Attribute and Weight		
DOD #1	A_2	w_2
	A_3	w_3
W_1	.	.
	.	.
	A_7	w_7
DOD #2	A_8	w_8
	A_{10}	w_{10}
W_2	.	.
	.	.
	A_{13}	w_{13}
DOD #3	A_{14}	w_{14}
	A_{15}	w_{15}
W_3	A_{16}	w_{16}
	A_{18}	w_{18}
DOD #4	A_{19}	w_{18}
	.	.
	.	.
W_4	A_{21}	w_{21}

100%

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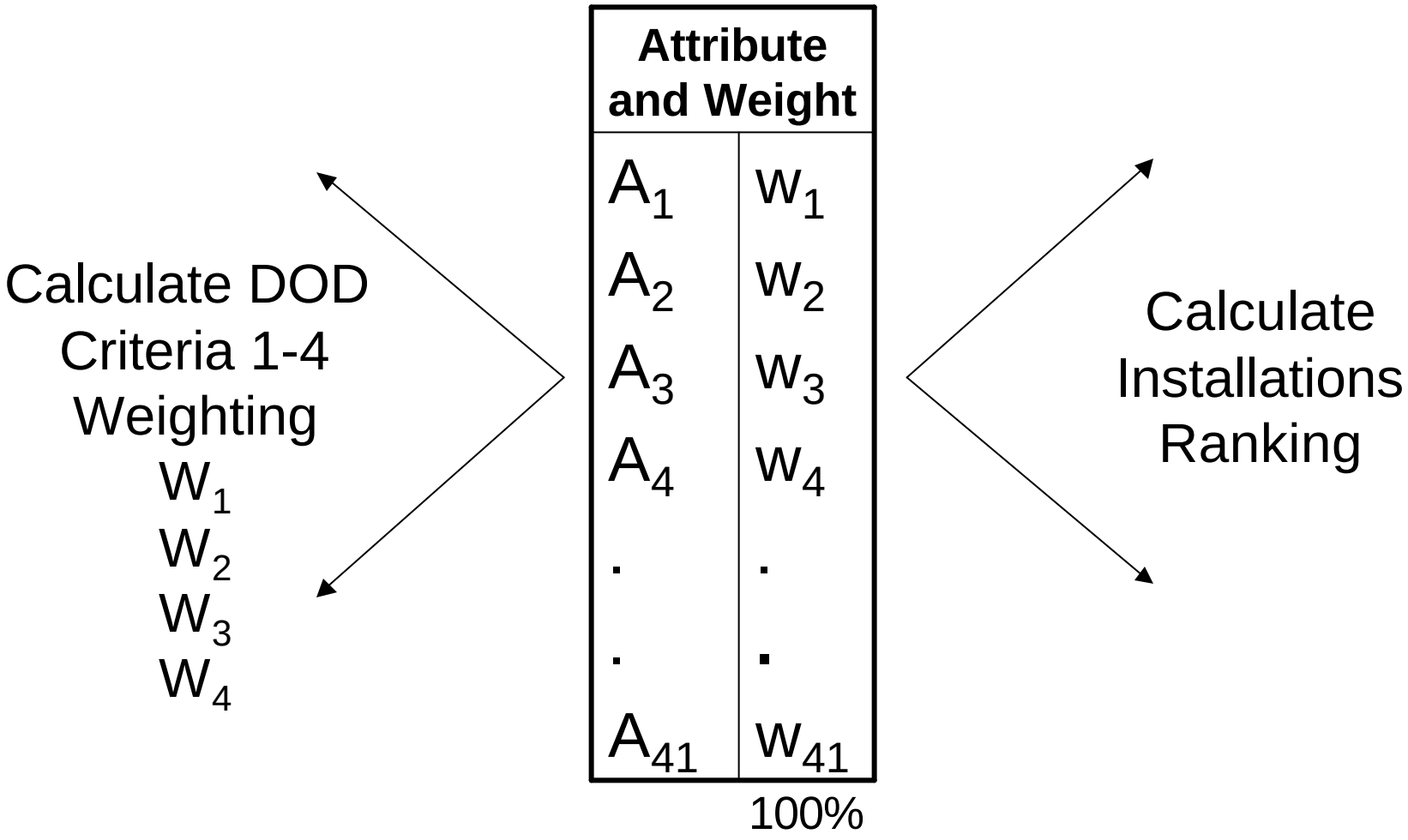
BRAC 05 Installation Assessment

- 1 Installation Category
- 41 attributes
  - Evaluate all installations against all attributes
- Weighting is “Bottom Up”
  - Only assign weights to individual attributes
  - Calculate weights for DOD Criteria 1-4
- Military value calculation
  - Installations ranked from best to worst as a single group
  - Can rank any sub-set of installations

What do we do in BRAC 2005?



Key Modeling Differences

- **Fewer Attributes (41 vs. 57)**
  - Too many attributes in BRAC 95; several made no difference
  - Fewer attributes enables focus on important characteristics
- **Focus (current and future vs. mostly current)**
  - Increased focus on an installation's potential missions
  - Permits examination for Army Transformation
- **Categories (1 group vs. 13 categories)**
  - BRAC 95's 13 stove-pipes prevented analysis across categories
- **Weighting (bottom up vs. top down)**
  - BRAC 95: military judgment at multiple levels, for 13 categories increased level of subjectivity
  - BRAC 2005 bottom up approach is easier for GAO and AAA to replicate

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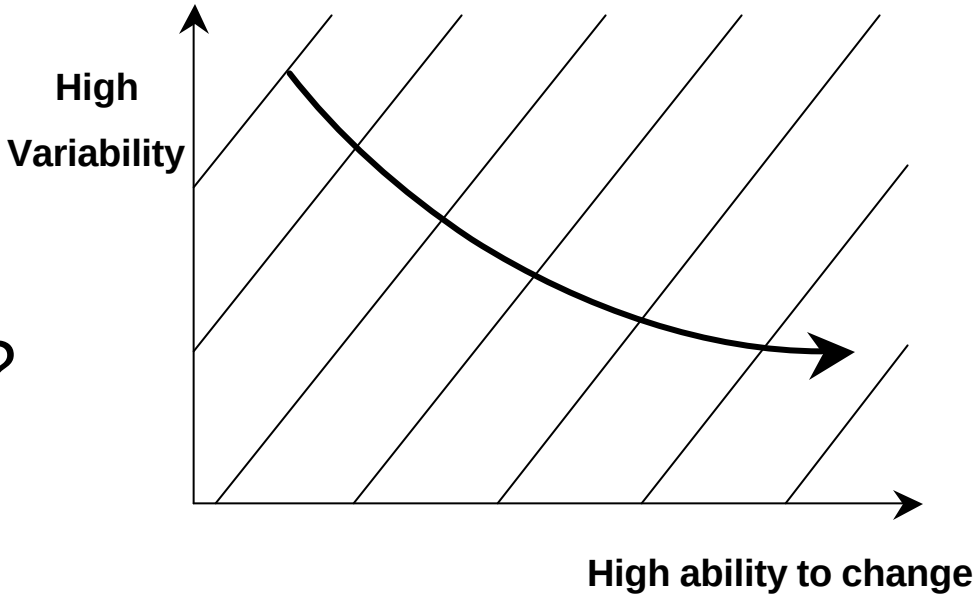
Weighting Military Value Attributes



What did we try to do?

- Be less subjective.
- Be technically sound.
- Ensure attributes have meaning.

Why is the "ability to change" important?

- Important attributes that cannot "change" have higher value.
- Ability to change is similar to ability to acquire, the harder to change/acquire the more valuable/important.

Importance	Attribute area	Ability to change
High	Maneuver lands	Can not change
Medium	Environmental Permits	State and local coordination
Low	Admin facilities	Can change with dollars

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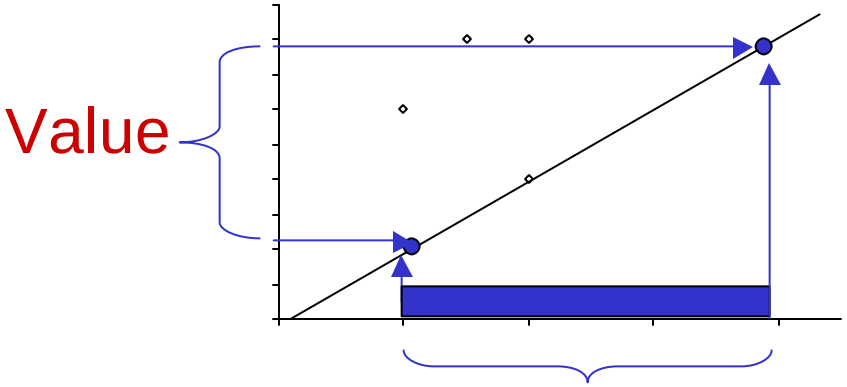
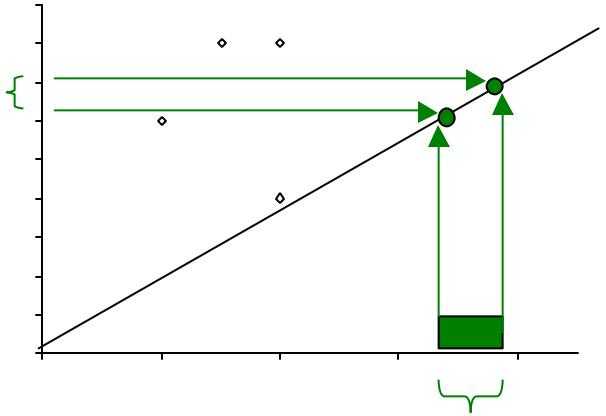
Why is "variability" important?





Score

Greater Variability

Score

Lower Variability

- Variability is a screen for <u>discrimination</u> – if all installations have exactly 1000 square feet of xx then xx is not a discriminator.
- Attributes with low variability are candidates to drop from the analysis, regardless of importance.

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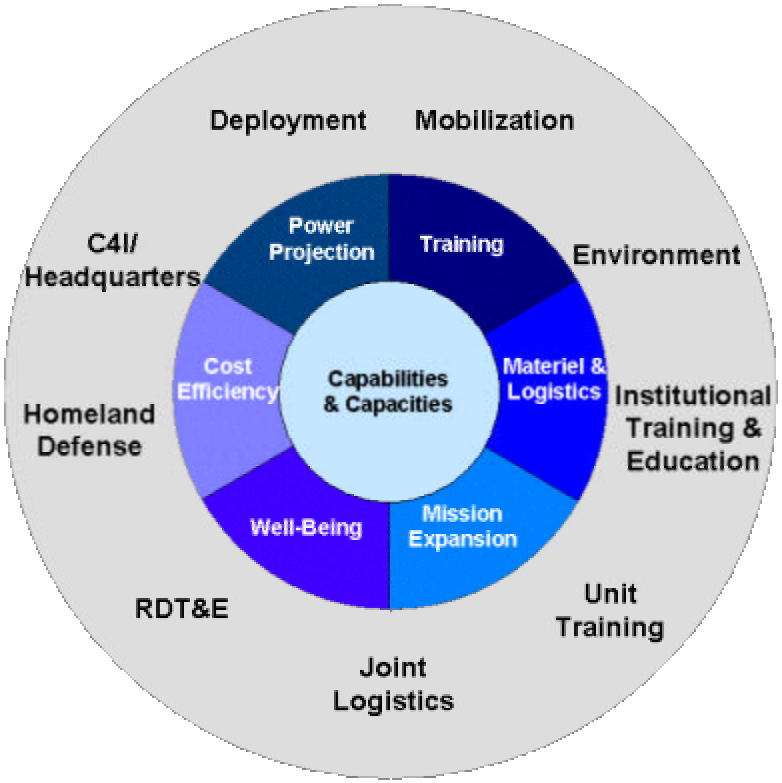
Why Update Army's BRAC 95 Attributes?

- **A changed environment**
  - 9-11
  - Force protection/homeland defense
  - Information technology
  - Encroachment
- **Transformation of the Current and Future Armies**
  - Future force/FCS
  - Force Structure (UAs)
  - Return of overseas forces
  - Force stabilization/Soldier well being
  - Joint basing emphasis
- **Need to reinvest remains important**
  - Excess infrastructure
  - Privatization



10 Years of a Changing World

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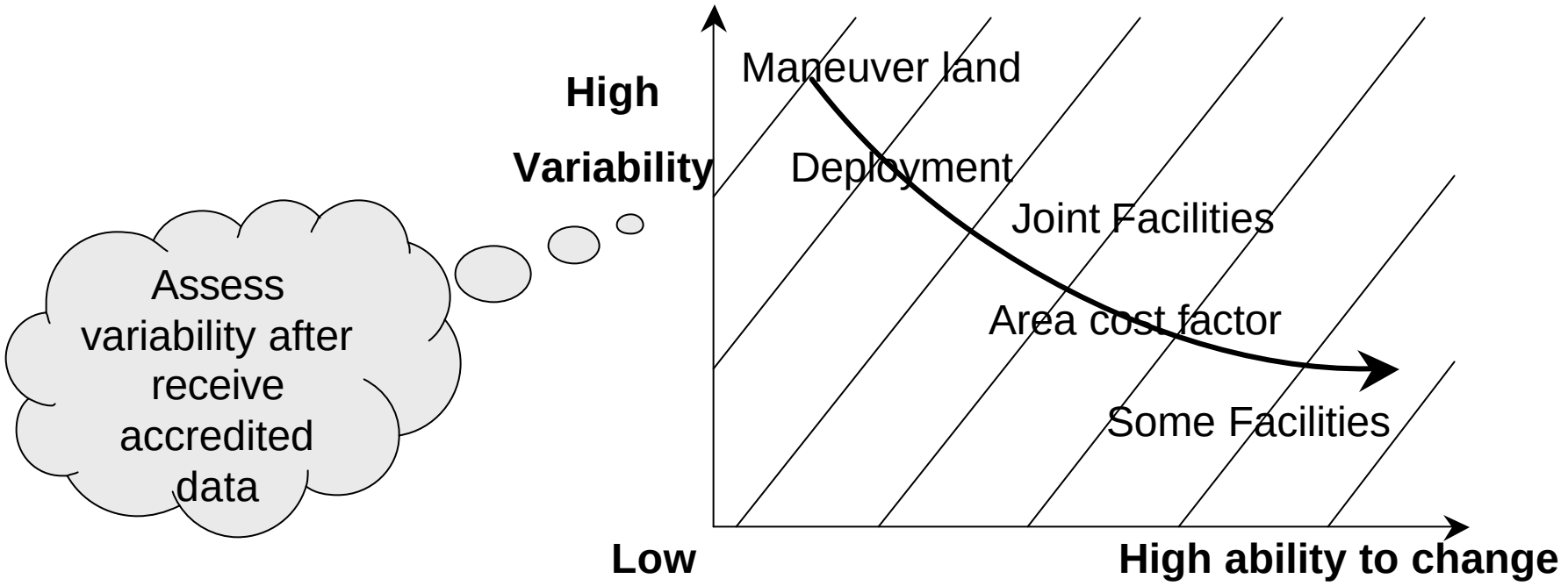
MVA Attribute Relative Importance



- Attribute position based on variability and the Army's ability to change the attribute
- Hardest to change – high variability = most value
- Easiest to change – low variability = least value

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Attribute Relative Importance

High Level	
Heavy Maneuver Area	Joint Workload
Direct Fire Capability	Joint Facilities
Indirect Fire Capability	Variable Cost Factor
Light Maneuver Area	Brigade Capacity
Force Deployment	Environmental Elasticity
Materiel Deployment	Critical Infrastructure Proximity
Buildable Acres	Accessibility
Joint Airspace	RDTE Mission Diversity
Test Ranges	

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Attribute Relative Importance

Medium Level	
Soil Resiliency	Munitions Production Capability
Water	MOUT Capabilities
Crime Index	Area Cost Factor
Affordability	Mobilization History
Housing Availability	Connectivity (IT)
Urban Sprawl	Air Quality
Workforce Availability	Noise Contours
In-State Tuition Policies	Employment Opportunities
Maintenance/Manufacturing	C1 Target for focus facilities

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Attribute Relative Importance

Low Level
Medical Availability
Supply and Storage Capacity
Operations/Admin Facilities
Ammunition Storage Capacity
Applied Instructional Facilities
General Instructional Facilities

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Attribute Comparison Summary

	BRAC 95-BRAC 05	G8-BRAC 05
Same or enhanced	29	16
Concept used	8	4
Included in scenarios	9	14
Not included in MVA or scenarios	11	0

Benchmark against BRAC 95 and G8 UA Stationing Study to illustrate consistency

Relative Weighting

Criteria	DOD Definition	Main Points	Weighting
DoD #1:	• Current and future mission requirements • Impact on operational readiness, joint war fighting, and training	• Train the troops for near-term readiness • Well-being as part of near-term readiness	**29%**
DoD #2:	• Availability and condition of land, facilities and airspace • Throughout a diversity of climate and terrain areas • Staging areas for homeland defense missions	• Land, facilities and condition thereof • Well-being from land, facilities and condition thereof	**28%**
DoD #3:	• Contingency, mobilization, and future requirements	• Contingency missions • Mitigate future risk	**33%**
DoD #4:	• Cost of operations and manpower implications	• Cost of operations • Manpower implications	**10%**

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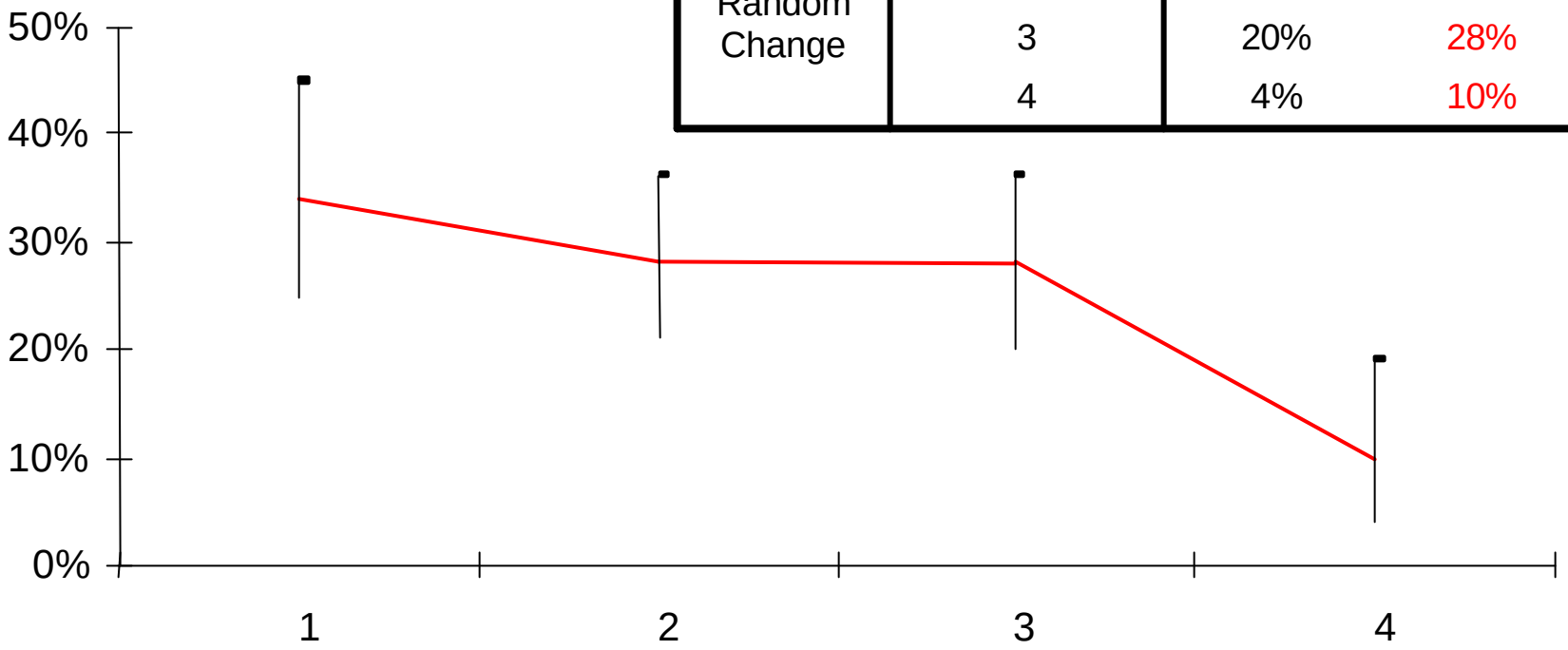
Sensitivity Analysis

Random changes in an attribute's weight continued to generate a consistent range for a criterion's weight.

	DoD Criteria	MIN	AVG	MAX
Allow Random Change	1	25%	34%	45%
	2	21%	28%	36%
	3	20%	28%	36%
	4	4%	10%	19%



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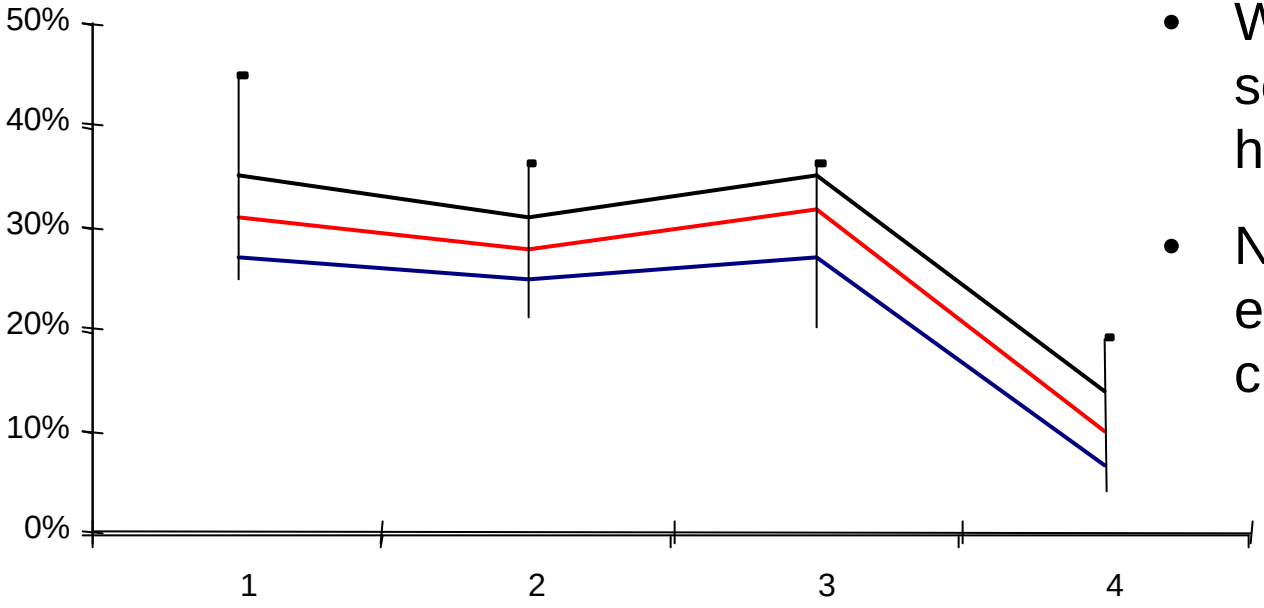
Sensitivity Analysis Cont.

	Criteria	Min	AVG	MAX
Allow change +/- importance	1	27%	31%	35%
	2	25%	28%	31%
	3	27%	32%	35%
	4	7%	10%	14%



- Changes in an attribute's importance level produce reasonable changes in overall weight.
- We will examine sensitivities when we have accredited data.
- No significant changes expected with a criterion's weight

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DOD Criteria Weights

DOD Criteria	BRAC 95	BRAC 2005
1	45%	29%
2	23%	28%
3	12%	33%
4	20%	10%

Increased focus on Criterion #3

- Future mission
- Risk mitigation

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BRAC 2005 POM FY06 – 11 Requirements

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Issue

How do we determine the right level of requirements for BRAC 2005 to populate the FY06-11 FYDP?

Why are we doing this?

- Following PPBE process to develop FY06-11 requirements.
- Requirements approved through the PPBE SRG.
- PEGs apply funding.
- PPBE SRG approves/disapproves funding.
- However, because this is sensitive data we need to make the decisions here in the BRAC SRG.

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Requirements Development Approach

- OSD believes that there is approximately 20-25% excess capacity.
- We assumed that this round will equal or exceed all four previous rounds of BRAC combined (equals ~25% reduction).
- Developed requirements based on the cost of the four previous rounds of BRAC and then normalized for inflation (equals $5.7B across the POM).

$B	FY06	FY07	FY08	FY09	FY10	FY11	*FY12+	FY06-11
	0.6	1.6	1.4	1.1	0.6	0.4	1.5	5.7

*** Cost to Complete**

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POM Way Ahead

- **February – April**
  - Develop proposed BRAC funding and bill payers from Army resources.
  - Develop strategy for capturing OSD BRAC wedge funds.
- **Subject to requirements of POM cycle - Brief SRG on principles and potential savings/bill payers.**

Recommendations

- **Approve the attributes.**
- **Approve the analytical process.**
- **Approve relative importance of the military value attributes.**
  - If certified data indicate different variability in an attribute, then TABS will adjust the attribute's relative importance level.
  - If these changes are significant, we will brief that to the SRG.
- **Approve BRAC requirements for input into the POM06-11.**

BACKUP SLIDES

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Draft Selection Criteria

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities *in the vicinity of military installations.*
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.
8. The environmental impact*, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities*.

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BRAC 95 Categories/Attributes

Both	Major Training	Maneuver
Average Age of Facilities	Barracks (UPH)	Barracks(UPH) & Family Housing
BASOPS/Mission Population*		Family Housing Cost per Dwelling
Buildable Acres		VHA
Cost of Living Index*		
Deployment Network*		
Encroachment*		
Env. Carrying Capacity		
Impact Acres		
Information Mission Area Infrastructure		
Locality Pay Factor*		
Maneuver Acres*		
Mechanized Maneuver Acres*		
MCA Cost Factor		
Mobilization Capacity*		
% Permanent Facilities		
Ranges		
Reserve Training*		
Special Airspace		
Work Space		

*Attribute Weights differed between categories

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BRAC 95 Assessment

Installation Types

Attributes	Maneuver Installations	Major Training Installations	Command, Control, Admin Installations	Training Schools	Ammo Production Installations	Ammo Storage Installations	Commodity Installations
Maneuver Acres	■	■					
Ranges	■						
Deployment Network	■				■		
OPS/ Admin Facilities			■				■
Accessibility			■				
Production Capacity					■		
R & D Facilities							■
Total Workspace				■			
Info. Mission Area			■				
Cost of Living Index	■	■	■				
BASOPS Factors		■	■	■	■	■	

■ Factors that are statistically significant for a particular installation type

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BRAC 95 Ineffective Attributes

Attribute	Reason Ineffective
Quantity Distance	All installations scored the same
Ranges (MOUT)	Yes/no answer; 5 of 1000 points
Environment (Air Quality)	Yes/no answer; 15 of 1000 points
Deployment (Railhead (Mnvr))	All installations scored 0
Ranges(Atk Helo(Mnvr))	All installations “yes”
Excess Capacity-Storage (Industrial)	All installations scored 0
Deployment	Measured in miles to infrastructure

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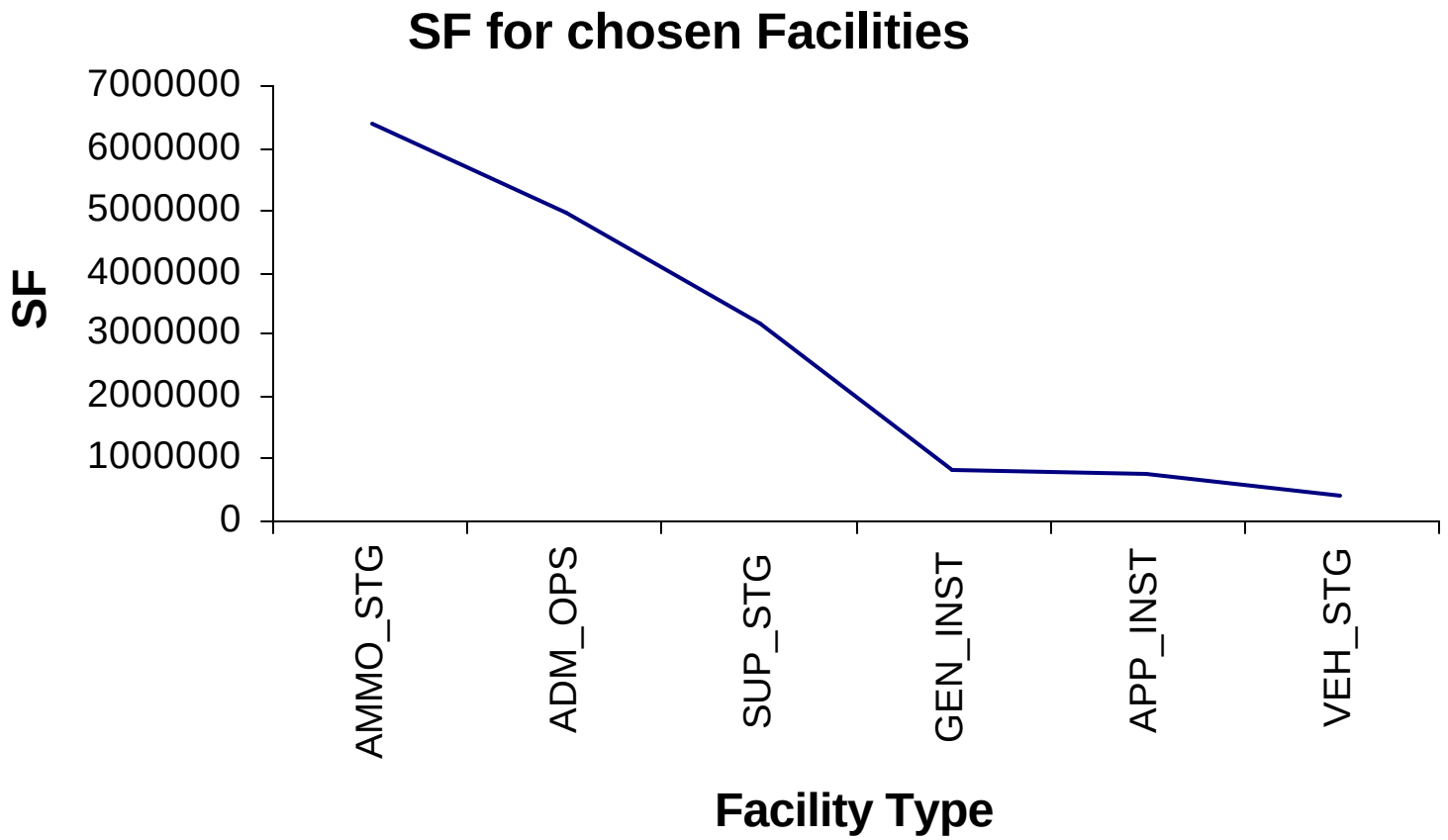
BRAC 95 Ineffective Attributes



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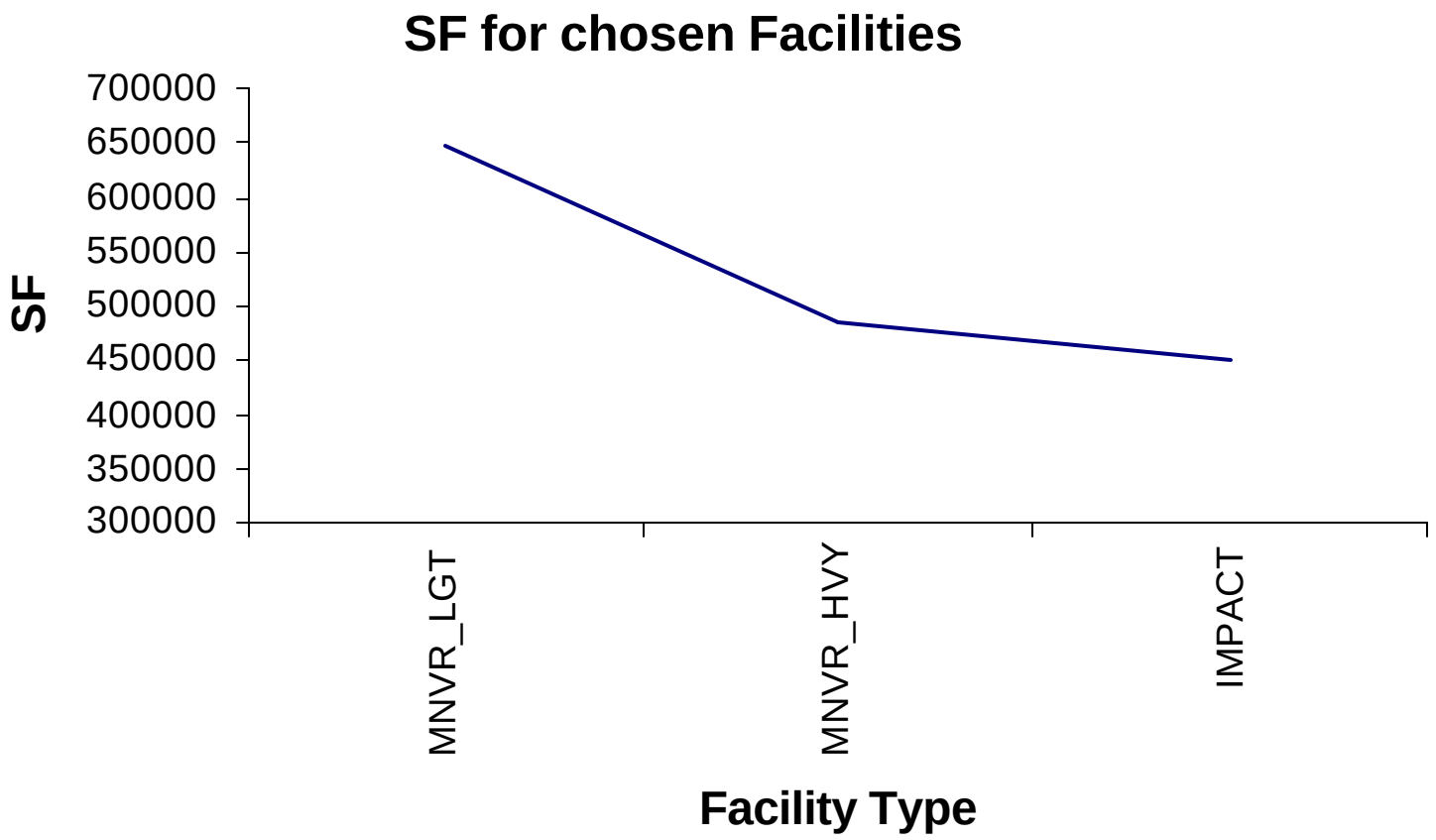
Variability Example



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Attribute Relative Importance

Most Important (Ranked 1)
Heavy Maneuver Area
Direct Fire Capability
Buildable acres

Ranked 2
Indirect Fire Capability
Light Maneuver Area
Materiel Deployment
Force Deployment
Joint Airspace
Test Ranges

Ranked 3
Joint Workload
Joint Facilities
Variable Cost Factor
Brigade Capacity
Environmental Elasticity
Critical infrastructure proximity
Accessibility
RDTE Mission Diversity

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Attribute Relative Importance

Ranked 4
Soil resiliency
Water
Crime Index
Affordability
Housing Availability
Urban Sprawl
Workforce Availability
In-state Tuition Policies
Maintenance/Manufacturing
Munitions Production Capability
Area Cost Factor

Ranked 5
MOUT Capabilities
Mobilization History
Connectivity
Air Quality
Noise Contours
Employment Opportunities
C1 TGT for facilities

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Attribute Relative Importance

Ranked 6
Supply and Storage Facility
Operations/Admin Facilities
Ammunition Storage Capacity
Medical Availability

Ranked 8

Ranked 7
Applied Instructional Facilities
General Instructional Facilities

BRAC95 – BRAC05 Mapping

BRAC 1995 Attribute	Map	BRAC 2005 Attribute	Remarks
BASOPS/Mission Population		BASOPS Variable Cost Factor	Uses variable costs.
Deployment Network		Deployment Brigade; Material	Includes total time to AOR.
Envir. Carrying Capacity; Encroachment		Urban Sprawl; Water; Noise; Air; Soil	
Applied; General Instructional Facilities		Applied; General Instructional Facilities	Expandability factor added.
Maneuver Acres; Mech. Man. Acres		Heavy Man. Area; Light Man. Area	
Special Airspace		Joint Airspace	
Ammunition Storage		Ammunition Storage	
Buildable Acres		Buildable Acres	
Cost of Living Index; Locality Pay Factor		Affordability	
Infrastructure		Brigade Capacity; Environmental Elasticity	1995 measured current utilities; 2005 measures “expandability”.
R&D Facilities; T&E Ranges; T&E Diversity; T&E Ranges		RDT&E Diversity; RDT&E Ranges	
Impact Acres		Indirect Fire Capability	Expanded.
MCA Cost Factor		Area Cost Factor	
Ops/Admin Facilities		Ops/Admin Facilities	Expandability factor added.
Information Mission Area		Connectivity	Includes 2005 technology & expandability.

Same or enhanced (22)	Concept used (0)	Not included in MVA (0)	Included in scenario (0)

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BRAC95 – BRAC05 Mapping (Cont'd)

BRAC 1995 Attribute	Map	BRAC 2005 Attribute	Remarks
Capacity Production; Capacity Maint.; Maintenance Flexibility; Production Flex.		Maintenance/Manufacturing; Munitions Production	
Capacity Supply; Supply & Storage Facilities		Supply & Storage Capacity	
Accessibility		Accessibility	Includes proximity to DoD installations & airports.
Ranges (MOUT)		Direct Fire Capability; MOUT	Uses range area capabilities not specific range types; separates MOUT
Healthcare Index; Patient Care Facilities		Medical Care Availability	Measures availability not cost/Army Facility space.
Available Workforce		Workforce Availability	Education level factor added.
Barracks/Housing (3)		Housing Availability	Uses availability not total SF.
Mobilization Capability		Mobilization History	Uses historical Mob loads; 1995 re-valued specific attributes IAW Mob value.
		Crime Index; Employment Opportunities; In-state Tuition Policies	1995 did not include a goal for well being; these attributes (and others above) address it.
		Joint Facilities	
		C1 for Target Facilities	Quality measure for key facilities metric.

Same or enhanced (7)	Concept used (8)	Not included in MV (0)	Included in scenario (0)	In MVA not BRAC 95 (5)

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BRAC95 – BRAC05 Mapping (Cont'd)

BRAC 1995 Attribute	Map	BRAC 2005 Attribute	Remarks
Normal Throughput; Mobilization Throughput; Special Cargo Capacity; Piers and Wharfs; Staging Areas; Support Facilities			All applied exclusively to "Ports". 2005 has only one port in its study list.
Medical Research Facilities			Not covering Medical research facilities.
Quantity Distance			Not discriminating
VHA			No longer used in the Army
Average Age of Faciltities; % Permanent Facilties			Not good measure of relative MV.
Excess Capacity Production; Maintenance; Supply			Considered in Scenario analysis.
Family House Cost per Dwelling			Considered in Scenario analysis.
IBOE; Mission Overhead			Cost factors only for DBOF installations, using BOS/COBRA factors.
Maintenance Facilities; Workspace			Considered in Scenario analysis.
Reserve Training			Considered in Scenario analysis.

Same or enhanced (0)	Concept used (0)	Not included in MVA (4)	Included in scenario (9)	Used for Ports/Med Ctrs only (7)

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MVA – G8 Stationing Study Mapping

G8 Stationing Study Attribute	Map	BRAC 2005 Attribute	Remarks
Force on Force / Maneuver Lands	1	Heavy Man. Area; Light Man.Area	
Digital Ranges (Table XIII&XII); Combined Arms Collective Training Facility (CACTF); MOUT	1	Direct Fire Capability; Indirect Fire Capability; MOUT	MVA uses range area capabilities not specific range types
Deployability (8)	2	Deployment Brigade; Material	MVA includes time to AOR
Army Airspace Command & Control (A2C2)	2	Joint Airspace	
Quality of Life: MWR, Child Care, PX, Commissary, Housing, Chapel	3	Well Being; C1 Target for focus Facilities	MVA includes off-post factors
Availability of Workforce	4	Workforce Availability	
Barracks/Housing	4	Barracks; Family housing	
Environment and Encroachment	4	Urban Sprawl; Env. Restrictions	Criteria 8 – numerous noise, water, energy, land
Admin facilities/I3;Fixed Tactical Internet (FTI)	5	Ops/Admin facilities; Connectivity	
Storage Facilities; CL III & V	6	Supply & Storage Capacity; Ammunition Storage Capacity	MVA macro focus – industrial base
Battle Command Training Center (BCTC)		None	Addressed within scenario and/or COBRA not MVA.
Dining Facilities; Maintenance Facilties			
Air Field requirements			
Costs (8)			
Force Structure Implications			
Operational Risk; Readiness Impact; Joint Capability			

Same or enhanced (17)	Concept used (4)	Not included in MV (0)	Included in scenario (13)

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DoD Criteria – MVA Capabilities

Capabilities / Criteria	Training	Power Projection	Materiel & Logistics	Well Being	Cost Efficiency	Mission Expansion	% of total Attributes
DoD #1: Mission readiness (30)	13	4	4	6	2	1	73%
DoD #2: Land and facilities (28)	13	6	6		1	2	68%
DoD #3: Contingency, mobilization, & future requirements (27)	10	5	5	1		6	66%
DoD #4: Costs and manpower (7)			2		5		17%

# of attributes within each capability applied to DOD Criteria

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DOD Criteria #1 - Attributes

Attributes (29)		
Direct Fire	Soil Resiliency	Crime Index
Indirect Fire	Water Quantity	Affordability
MOUT	Force Deployment	Medical Availability
Heavy Maneuver	Material Deployment	Housing Availability
Light Maneuver	Accessibility	In-State Tuition Policies
Joint Airspace	Connectivity	Employment Opportunities
General Inst Facilities	Munitions Production	Workforce Availability
Applied Inst Facilities	Joint Workload	C1 Target for Focus Facilities
Air Quality	Supply & Storage Capacity	Urban Sprawl
Noise Contours	Ammunition Storage Capacity	

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DOD Criteria #2 - Attributes

Attributes (28)		
Direct Fire	Soil Resiliency	Munitions Production
Indirect Fire	Water Quantity	Joint Workload
MOUT	Mobilization History	Maintenance/Manufacturing
Heavy Maneuver	Force Deployment	Supply&Store Capacity
Light Maneuver	Material Deployment	Ammunition Storage Capacity
Joint Airspace	Ops/Admin Facilities	Joint Facilities
General Inst Facilities	Accessibility	Buildable Acres
Applied Inst Facilities	Connectivity	Brigade Capacity
Air Quality	RTDE Mission Diversity	
Noise Contours	Test Ranges	

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DOD Criteria #3 - Attributes

Attributes (27)		
Direct Fire	Water Quantity	Joint Workload
Indirect Fire	Mobilization History	Supply&Store Capacity
MOUT	Force Deployment	Ammunition Storage
Heavy Maneuver	Material Deployment	Medical Availability
Light Maneuver	Accessibility	Buildable Acres
Joint Airspace	Connectivity	Brigade Capacity
Air Quality	RTDE Mission Diversity	Environmental elasticity
Noise Contours	Test Ranges	Urban Sprawl
Soil Resiliency	Munitions Production	Critical Infrastructure Proximity

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DOD Criteria #4 - Attributes

Attributes (7)
Joint Workload
Maintenance/Manufacturing
Workforce Availability
Joint Facilities
C1 Target for Focus Facilities
Area Cost Factor
Variable Cost Factor

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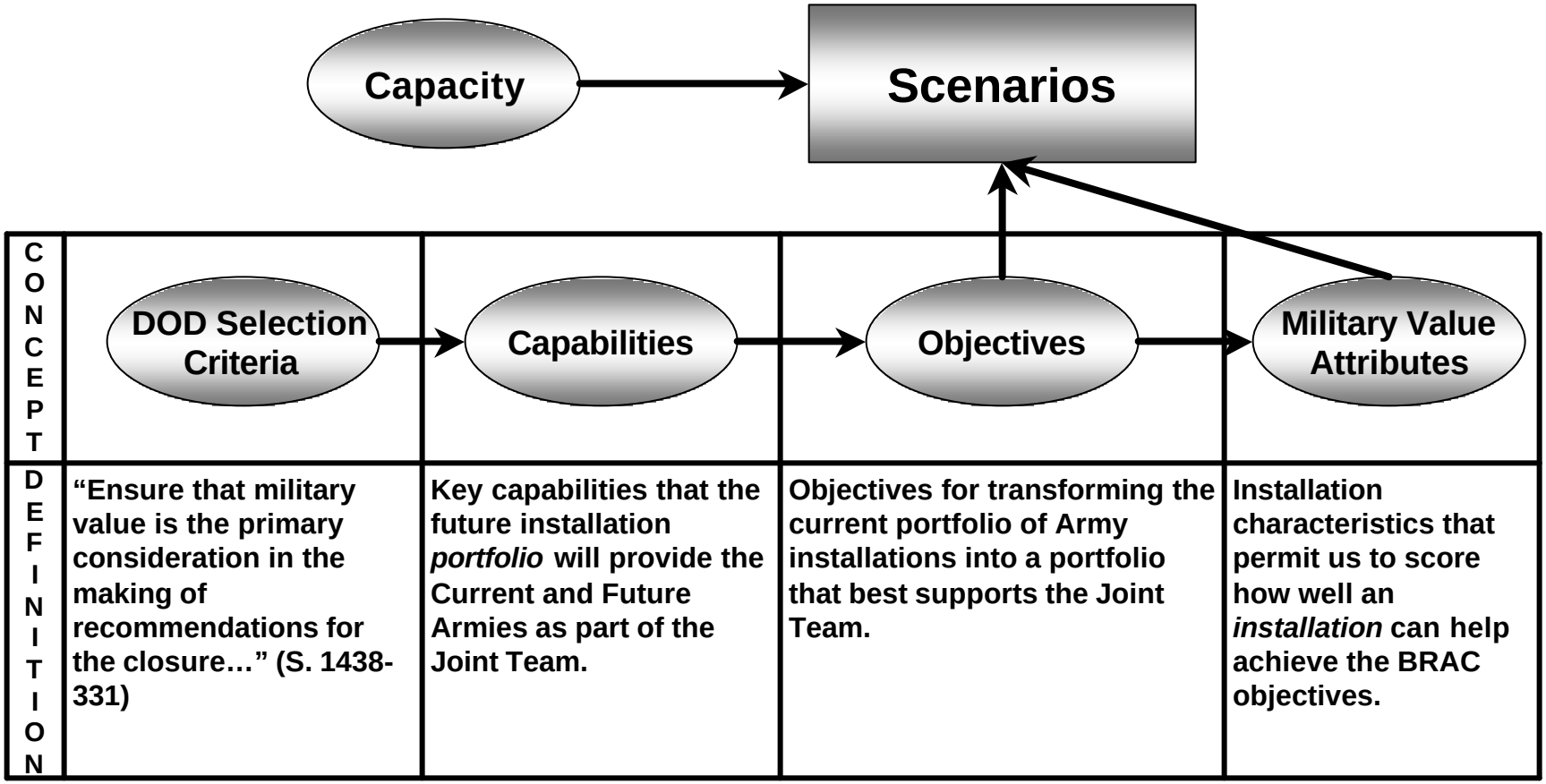
MV Concepts Lead to Scenario Development



CONCEPT	DOD Selection Criteria	Capabilities	Objectives	Military Value Attributes
DEFINITION	"Ensure that military value is the primary consideration in the making of recommendations for the closure…" (S. 1438-331)	Key capabilities that the future installation *portfolio* will provide the Current and Future Armies as part of the Joint Team.	Objectives for transforming the current portfolio of Army installations into a portfolio that best supports the Joint Team.	Installation characteristics that permit us to score how well an *installation* can help achieve the BRAC objectives.

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Environmental Attributes

Summary by Function

	Environment				Encroachment	
Attribute	**Air**	**Water**	**Soil**	**Energy**	**Internal**	**External**
Air Quality	X					X
Noise Contours						X
Soil Resiliency			X		X	
Water Quantity		X				X
Buildable Acres					X	
Elasticity	X	X	X	X	X	
Urban Sprawl						X

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POM BACKUPS

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Developing Army BRAC Requirements

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	*YR 7+	TOTAL
BRAC 88	164,774	393,611	366,930	253,571	12,830	84,890		1,276,606
BRAC 91	59,300	358,821	391,467	178,039	358,073	233		1,345,933
BRAC 93	36,407	129,008	68,284	25,956	18,717	5,782		284,154
BRAC 95	230,636	438,994	391,399	475,539	147,617	287,905	1,431,451	3,403,541
TOTAL	491,117	1,320,434	1,218,080	933,105	537,237	378,810	1,431,451	6,310,234
	FY06	FY07	FY08	FY09	FY10	FY11		
Adjusted for inflation	608,471	1,579,402	1,446,838	1,076,160	606,030	416,599	1,476,033	7,209,479

* Cost to Complete computations

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Army Installations- Post BRAC

1998 DoD Report to Congress

Installation Category	Approx. Excess Capacity
Maneuver	2 – 14%
Major Training, AC	22%
Major Training, RC	1%
Administrative	0 – 19%
Industrial	38%
Schools	38 – 39%
Test & Eval, Labs	39 – 62%
Aggregate % - Army Excess Capacity	20 – 28%

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Comparison to Previous BRACs

Admin – 25	Total Cost $1.4B	14 in Current Baseline
Industrial – 29	Total Cost $2B	34 in Current Baseline
Schools – 4	Total Cost $800M	17 in Current Baseline
T&E Labs – 6	Total Cost $600M	7 in Current Baseline
Training – 8	Total Cost $350M	3 in Current Baseline
Training, RC – 10	Total Cost $100M	2 in Current Baseline
Maneuver – 1	Total Cost $800M	11 in Current Baseline
	Total $6.1B	

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Direct Fire Capability

Definition: Maximum direct-fire weapon system capability of an installation's associated range complex.

Purpose: Measures the ability of an installation's ranges and impact areas to support direct-fire weapons training.

Methodology: Calculate the acreage of the installation's impact area and the maximum caliber direct-fire weapon systems that can fire on specified ranges.

	WEAPON SYSTEM CAPABILITY		
IMPACT AREA (1000s ACRES)	<= 50 Cal	> 50 Cal <120mm	>= 120mm
< = 10	1	3	5
>10 and <= 30	3	5	7
> = 30	5	7	10

Joint – Current/Future – Capability Based

Indirect Fire Capability

Definition: The ability of the installation to support indirect fire/non-line-of-sight weapons training.

Purpose: Measures the ability of the installation's ranges and impact areas to support indirect fire/non-line-of-sight weapons training.

Methodology: Calculate the maximum caliber indirect fire weapons/non-line-of-sight systems. Calculate the maximum distance that the maximum weapons system can fire into the installation's impact area.

	WEAPON SYSTEM CAPABILITY				
STANDOFF (KM)	<= 120mm	> 120mm	MLRS	Air Delivered >= 500lb	Patriot
< = 10	1	5	6	7	X
> 10 and <= 30	2	6	7	8	9
> 30	3	7	8	9	10

Joint – Current/Future – Capability Based

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MOUT Capabilities

Definition: Measures the installation's ability to support MOUT

Purpose: To determine the installation's ability to support MOUT training given the size of the MOUT facility and the number of buildings associated with the training site(s).

Methodology: Calculate the acreage of the installation's MOUT facilities and the number of associated buildings.

	Number of Bldgs		
Size of MOUT Facilities	<=8 Bldgs	<=16 Bldgs	>16 Bldgs
<5 Acres	1	3	5
>=5 and < =20 Acres	3	5	7
>20 Acres	5	7	10

Joint – Current – Capability Based

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Heavy Maneuver

Definition: Measures the total acreage and the largest contiguous heavy maneuver area associated with the installation available for maneuver and training of mechanized formations.

Purpose: Determines the installation's ability to support training and maneuver of mechanized forces. This attribute adds weight for larger contiguous areas within the overall training area.

Methodology: Calculate the acreage of the installation's heavy maneuver area as defined in the current training area regulations.

	TOTAL HVY MVR AREA (1000s ACRES)				
Largest Contiguous Area	<10	>10-50	>50-100	>100 - 500	> 500
< = 10	1	2	3	4	6
>10 and < = 50	X	3	4	5	7
>50 and < = 100	X	X	6	7	8
>100 and < = 500	X	X	X	8	9
>500	X	X	X	X	10

Joint – Current/Future – Capability Based

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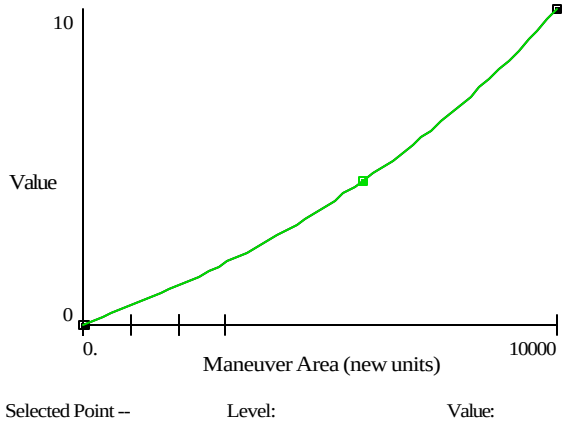
Light Maneuver Area

Definition: The acreage of the installation available for the maneuver and training of light formations.

Purpose: Measures the installation's ability to support training of light forces.

Methodology: Calculate the acreage of the installation's light maneuver area as noted on the current training area regulations.



Joint – Current/Future – Capability Based – Acres

Joint Airspace

Definition: The volume of airspace available for training that is a part of or controlled by the installation.

Purpose: Measure the maximum altitude in FT AGL (higher = greater value) and total square miles of the maneuver land "footprint," i.e., airspace controlled by the installation including areas associated with a maneuver rights agreement.

Methodology: Calculate the acreage of the airspace controlled by the installation as noted in the current training area regulations.

	Airspace (FT AGL)		
Ground Footprint (SQ MI)	< 5000	< 20000	>=20000
< = 25	1	3	5
25< and< = 100	5	7	8
100< and < = 350	7	8	9
> 350	8	9	10

Joint – Current/Future – Capability Based

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General Instructional Facilities

Definition: Total square footage (by quality condition) of general instructional facilities on an installation. Square footage of facilities that may be converted to general instructional facilities will also be included.

Purpose: Measures the existing capability of the installation to conduct training by considering general-purpose facilities used for or convertible facilities that could be used for general instruction.

Methodology: Calculate a General Instructional Facilities (GIF) score by taking into account the square footage of general-purpose instructional facilities (by quality condition), and the square footage of facilities that may be converted to general instructional facilities.

Equation: Score = (Green Factor)*(SF Green)+(Amber Factor)*(SF Amber)+(Red Factor)*(SF Red)+ (Convertible Factor)*(SF Convertible)

Joint – Current/Future – Capability Based – SF

Applied Instructional Facilities

Definition: Total square footage (by quality condition) of specialized training instructional facilities on the installation. Square footage of facilities that may be converted to applied instructional facilities will also be included.

Purpose: Measures the existing capability of the installation to conduct training by considering special purpose facilities used for or convertible facilities that could be used for applied instruction.

Methodology: Calculate an Applied Instructional Facilities score (AIF) by taking into account the quality and the square footage of applied instructional facilities (by quality condition) and the square footage of facilities that may be converted to applied instructional facilities.

Equation: Score = (Green Factor)*(SF Green)+(Amber Factor)*(SF Amber)+(Red Factor)*(SF Red)+ (Convertible Factor)*(SF Convertible)

Joint – Current/Future – Capability Based – SF

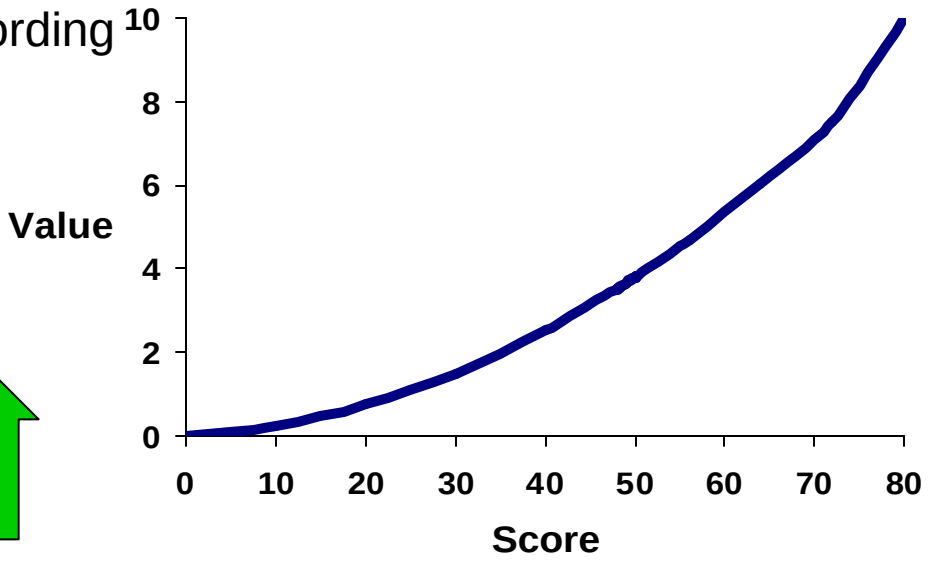
Air Quality

Definition: The air quality attainment status observed at a given installation.

Purpose: Air attainment quality is a quality of life issue for the soldiers and their families. Additionally, the attainment status places restrictions on any activities that may further degrade the quality of air.

Methodology: Determine the air attainment status for installations based on National Ambient Air Quality Standards (NAAQS) for the primary hazardous air pollutants (HAPs).

Equation: Score = sum of points according to attainment across 8 pollutants



Joint – Current/Future – Expandability Based

Noise Contours

Definition: The number of acres off-installation that are incompatible with current land use practices due to Noise Contour Levels II and III.

Purpose: Measures the degree of external encroachment placed on a given installation as a result of noise contours extending off-installation. It demonstrates the potential for military training to be adversely impacted because of incompatible land use practices.

Methodology: Determine the number of acres of incompatible land use off-installation for Noise Contour Levels II and III.

Equation: Score based on # of acres in contour zones adjusted by the size of the installation

Joint – Current/Future – Expandability Based

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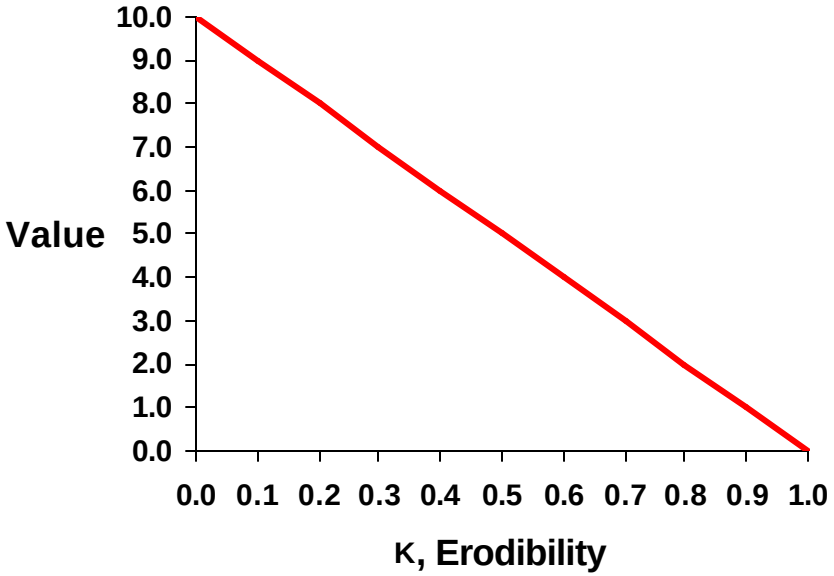
Soil Resiliency

Definition: A derived value of the resiliency of Army training areas.

Purpose: Measures the resiliency, condition, and erosion factors of an installation's training areas. Land Condition is the ecological state of the land. ATTACC uses erosion status (ES) as the measure of land condition.

Methodology: Determine the soil resiliency for an installation.



Joint – Current/Future
– Expandability Based

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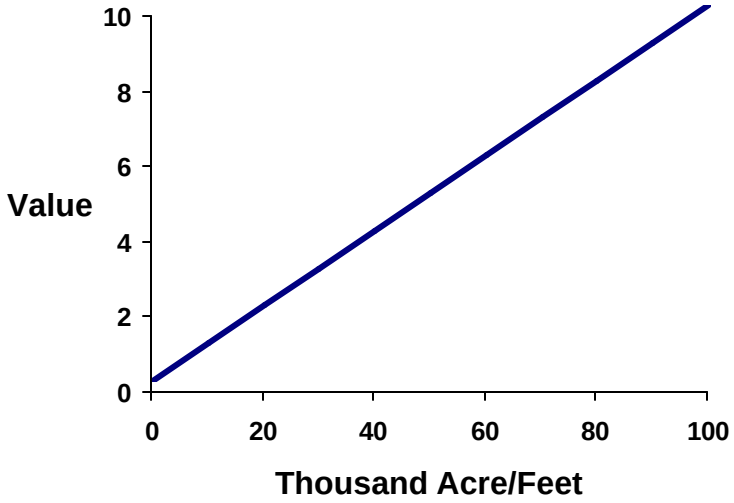
Water Quantity

Definition: A value of the potential availability for additional raw water resources.

Purpose: Measures the availability of raw resources within the geographic region of the installation.

Methodology: Determine the *additional available* raw water resources.



Joint – Current/Future
– Expandability Based

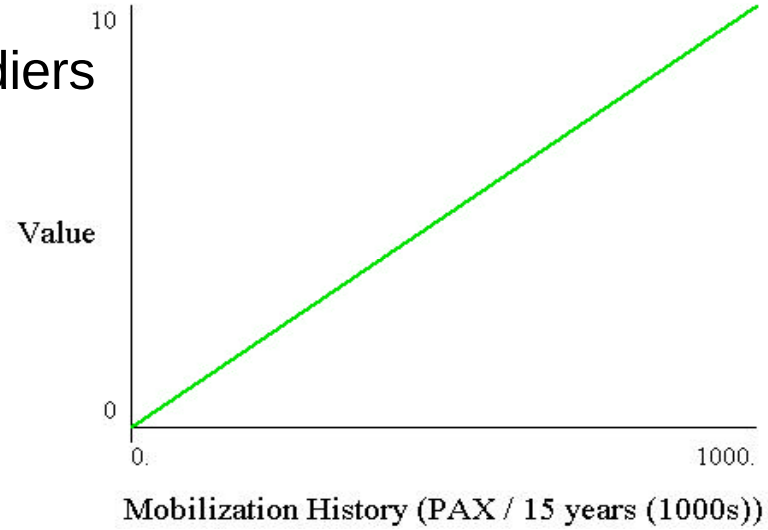
Mobilization History

Definition: The sum of the number of soldiers mobilized per year during a fifteen-year period.

Purpose: Measures the ability to provide Reserve Component mobilization and deployment capability for projecting power.

Methodology: Calculate the total number of Reserve Component soldiers mobilized per year on the installation for each of the past fifteen years.

Equations: Actual Load = Σ of RC soldiers mobilized per year over 15 years



Joint – Current/Future – Mobilization

Force Deployment

Definition: The time, in days, it takes a Unit of Action (UA) to deploy from the installation to a specific overseas theater location using various modes of transport.

Purpose: Provides single value, expressed in days, that measures the total capability of a given installation to support UA deployment to Europe, Southwest Asia (SWA), Northeast Asia (NEA), and East African Littoral (EAL).

Methodology: A "deployability" factor will be determined using the time required to outload a UA from the installation by either rail or motor, given its current infrastructure and material handling equipment, all the way to the sea port of debarkation in each of the 4 areas of operation.

Equation: Deployability Factor = $Time_{NEA}+Time_{SWA}+Time_{EAL}+Time_{EU}$

Joint – Current/Future – Deployment – Days

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Materiel Deployment

Definition: The time, in days, it takes a notional amount of materiel from the installation to deploy to specific overseas theater locations using various modes of transport.

Purpose: Provides single value, expressed in days, that measures the total capability of an installation to support material deployment to Europe, Southwest Asia (SWA), Northeast Asia (NEA), and East African Littoral (EAL).

Methodology: A "deployability" factor will be determined using the time required to outload a specified number of STONS from the installation by either rail or motor, given its current infrastructure and material handling equipment, all the way to the sea port of debarkation in each of the 4 areas of operation.

Equation: Deployability Factor = $Time_{NEA}+Time_{SWA}+Time_{EAL}+Time_{EU}$

Joint – Current/Future – Deployment – Days

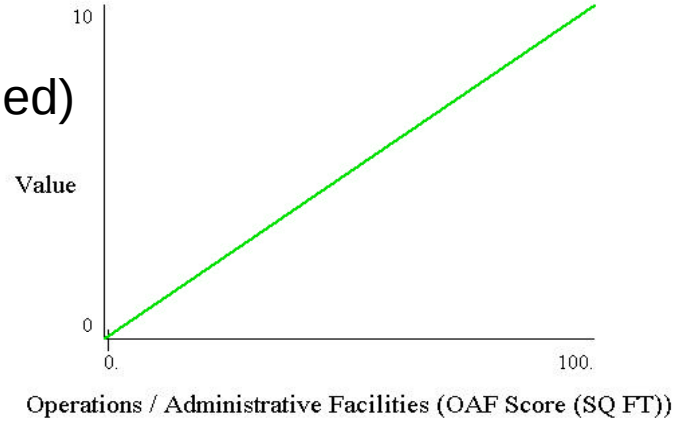
Ops/Admin Facilities

Definition: Total square footage and quality of operations and administrative facilities plus the square footage available that could be converted for use as Ops/Admin space.

Purpose: Measures the installation's current capability to accomplish operations and/or administrations missions

Methodology: Calculate an Ops/Admin Facilities score by summing the total SF of General Purpose Admin, Airfield Ops, Aviation Unit Ops, Brigade HQ, Battalion HQ, Company HQ, EOC and SCIF.

Equation: Score = Green Factor*(SF Green) + Amber Factor*(SF Amber) + Red Factor*(SF Red) + Conversion Factor*(SF Convertible)



Joint – Current/Future – Expandability – SF

Accessibility

Definition: The proximity to DoD installations and major military and civilian airports.

Purpose: Measures the installation's potential capability to conduct/support joint and homeland defense command and control missions.

Methodology: Values will be assigned based on the number of major DoD installations and major civilian and military airports and their relative proximity to the installation.

	INSTALLATIONS and AIRPORTS			
DISTANCE From Airports (AP) and Installations (INST) in miles	1 INST	1 AP **OR** 2 INST	1 INST AND 1 AP	>= 2 INST AND >= 1 AP **OR** >= 2 APs AND >= 1 INST
>120 – <=180	2	5	6	7
>60 - <=120	4	7	8	9
>0 - <=60	5	8	9	10

Joint – Current/Future – Sustainability

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Connectivity

Definition: The connectivity (existing and potential) of an installation to provide access to communications networks that support commercial cellular service, commercial long haul (fiber) network and intra-installation exchange.

Purpose: To measure installation's ability/capability to provide Army forces and business organization access to a robust high capacity and expandable network.

Methodology: A rating will be assigned to each of the four components of an installation's connectivity to derive the installation connectivity score (its on-post infrastructure, commercial wireless and long-haul fiber expandability, and the degree of frequency spectrum encroachment.

Equation: Connectivity Score = (I3 Score)*W_1 + (WA Wireless Score)*W_2 + (Long haul Score)*W_3 (Frequency Spectrum Score)*W_4

Joint – Current/Future – Sustainability

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RDTE Mission Diversity

Definition: Measures the level of an installation's mission variants in support of RDTE functions.

Purpose: Measures the level of diversity that an installation can support with regard to RDTE functions.

Methodology: An installation will receive value for supporting each of 13 Technical Capability Areas and for having the ability to replicate an operational environment (EM, Urban, Terrain, Platform, Weapon Systems, etc.)

Equation: Value = 2/3 * (Diversity) + 1/3 * (Environment)

Joint – Current/Future – Capability Based

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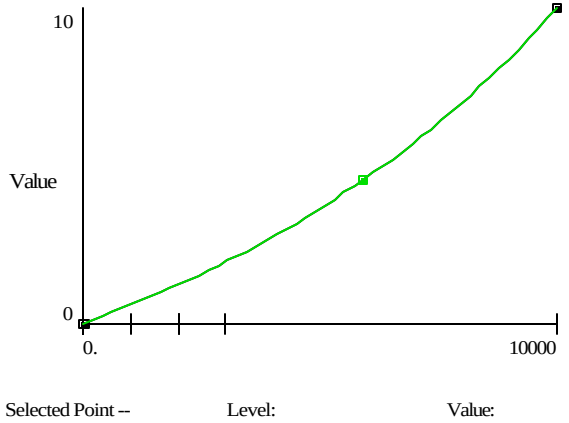
Test Range Capacity

Definition: Measures the size of a test range at an installation in support of RDTE functions.

Purpose: Measures the values of a test range at an installation in terms of its usable size.

Methodology: Collect usable size of the test ranges (in acres)



Joint – Current/Future – Capability Based – Acres

Munitions Production

Definition: Measures production capability as the number of munitions production sub-processes under three overarching processes (explosive, metal parts, and load-assemble-pack) that have been performed at the installation in the last two years.

Purpose: Identify the variety of munitions-related industrial-base sub-processes at an installation to measure both current capability and the capability to respond to future requirements.

Methodology: Compare the number of munitions sub-processes performed within the last two years within each process.

Equation: Score = sub-processes for explosives + sub-processes metal parts 2 + sub-processes LAP 3.

Joint – Current/Future – Sustainability – # Processes

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Ammunition Storage Capacity

Definition: The amount of an ammunition facility's total available and utilized explosive and inert storage capacity.

Purpose: Measures total and currently utilized storage capacity to determine available capacity for future storage requirements. Compare total and available values among installations.

Methodology: Determine an ammunition storage facility's total and utilized ammunition storage capacity.

Equation: Storage Score = .75 * (amount of current capacity) + .25 * (amount of excess capacity)

Joint – Current/Future – Sustainability – SF

Joint Workload

Definition: The amount of capacity used to perform Joint (inter-Service) workload and commercial partnership workload for maintenance and manufacturing operations (less munitions).

Purpose: Measures total workload and the subset being performed for the other services, and that partnered with industry. Demonstrates the ability of the depots and arsenals to support other services thus enhancing joint operational readiness, while also demonstrating public/private partnering.

Methodology: Compares workload for other services and partnered workload across installations.

Equation: Flex Score = 0.5 (Joint Workload) + 0.5 (Partnering Workload)

Joint – Current/Future – Sustainability – DLH

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Maintenance/Manufacturing

Definition: The amount of an installation's total capacity and capacity available for future work for maintenance and manufacturing operations (less munitions).

Purpose: Measures total capacity and capacity available for future work and compare those values among installations.

Methodology: Compares both total production capacity and capacity available for future work among installations.

Equation: Score = .75 * (Capacity) + .25 * (Excess Capacity)

Joint – Current/Future – Sustainability – DLH

Supply and Storage Capacity

Definition: The amount of a facility's total storage capacity and capacity available for future storage (less ammunition and wet tank storage).

Purpose: Measures total storage capacity and capacity available for future storage and compare those values among installations.

Methodology: Compares both total storage capacity and capacity available for future storage among installations.

Equation: Score = (Green Factor)*(SF Green)+(Amber Factor)*(SF Amber)+(Red Factor)*(SF Red) +(Excess Factor)*(SF Excess)

Joint – Current/Future – Capability Based – SF

Crime Index

Definition: The Uniform Crime Reporting (UCR) Program Crime Index is composed of selected offenses used to gauge fluctuations in the volume and rate of crime reported to law enforcement.

Purpose: Measure the index of crime near the installation.

Methodology: From the 2002 crime reports, determine the crime index of the county or counties surrounding incorporating the installation. (calculate mean if # counties >1)

Equation: Where n = number of counties

Joint – Current/Future – Well Being

Affordability

Definition: The comparison of living costs as a composite that includes grocery items, housing, utilities, transportation, healthcare, and miscellaneous goods and services.

Purpose: To determine the difference in living costs between counties by incorporating the installation and the national baseline.

Methodology: Determine the value by taking into account the ACCRA Cost of Living Index. (calculate mean if # counties >1)

Equation: Where n = number of counties

Joint – Current/Future – Well Being

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Employment Opportunities

Definition: The comparison of median income to the county unemployment rate. Median income will be defined as high, medium, and low.

Purpose: Evaluates family employment opportunities near the installation.

Methodology: A table assigns a value for the median unemployment rate for all surrounding counties and their median level income.

	Unemployment Rate (%)			
Income	>=8	5.9 < 8	4.1 < 5.8	0 < 4
Low	0	1	4	5
Med	0	2	5	7
High	0	3	7	10

Joint – Current/Future – Well Being

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Housing Availability

Definition: Percentage of available vacancies for homes and rentals in counties surrounding the installation.

Purpose: Determines the availability rate of vacancies and rentals surrounding the installation, which can be used to measure housing availability.

Methodology: Using the homeowner and rental vacancy rate, determine the mean value percent of housing availability.

Score =	(Green) Greater than 2% and Less than 3.5%	10
	(Amber) 1.5 - 2% and 3.5 - 6%	5
	(Red) less than 1.5% and greater than 6%	0

Joint – Current/Future – Well Being

Medical Care Availability

Definition: Ratio of population to number of beds on the installation and within 60 miles of the installation.

Purpose: Determine sufficient bed capacity for population.

Methodology: Using the HSS Database, determine the ratio of beds available to the population served of the county or counties surrounding incorporating the installation.

Equation: Where n = number of counties

$$\frac{\sum_{1}^{n} Index_i}{n}$$

Joint – Current/Future – Well Being

In-state Tuition Policies

Definition: The eligibility of Soldiers and family members to receive in-state educational benefits

Purpose: Determines the status of state education residency benefits to Soldiers and family members.

Methodology: Use the state policy residency requirements to determine the requirement for the state in which your installation is located.

	Personnel	
TUITION POLICY	Soldier	Family Member
Legal Resident	2	5
Stationed	5	8
Continuity	0	10

Joint – Current/Future – Well Being

Joint Facilities

Definition: The percent of the funding an installation receives to support other Services' units/activities as a function of the installation's budget.

Purpose: To provide an assessment of how Joint an installation is.

Methodology: Higher value is given for higher Joint use of an installation with a larger budget.

	Budget		
% of funding not Army	LOW	MED	HIGH
LOW	1	2	4
MED	2	4	7
HIGH	4	7	10

Joint – Current/Future – Sustainability

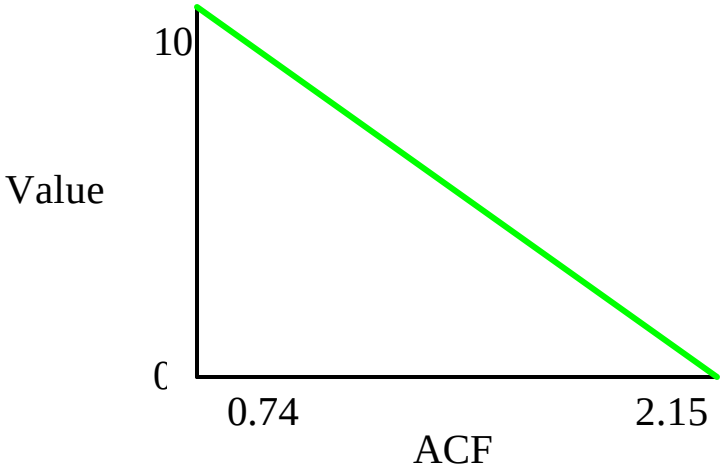
Area Cost Factor

Definition: A relative comparison of the costs for construction at the installation.

Purpose: Provides a comparative index for the cost to construct, modernize or expand a notional facility at an installation based on the combination of local construction costs.

Methodology: The ACF of an individual location reflects a relative cost comparison to the ACF of 1.00 for the national average of 96 base cities(two cities per state in CONUS).

Equation: N/A (Index Value)



Joint – Current/Future – Expandability

C1 Target for Focus Facilities

Definition: The installation's total funding required to achieve an ISR quality rating of C-1 for a focused set of facilities by 2010 as adjusted for size of installation.

Purpose: Measures an installation's overall facilities quality using the focused set of facilities.

Methodology: Compare the cost of bringing an installation's focus facilities to C1 by the total cost of bringing all of the installation's facilities to C1 (General Instruction Buildings, Tactical Vehicle Maintenance Shops, Trainee Barracks, Physical Fitness Centers, and Chapels), adjusted for the size of the installation.

Equation: Score = Focus Facilities to C1 Percentage Cost, adjusted for large, medium, or small installation

Joint – Current/Future – Expandability

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Variable Cost Factor

Definition: Variable base support cost factor per installation by authorized end-strength (military/civilian).

Purpose: Measures the relative variable cost of operating an installation by authorized end-strength.

Methodology: Use an average of FY01-03 installation execution data for Non payroll BOS(-), environmental, communications and family programs combined with the installation's facility sustainment cost and divided by total authorized end-strength to determine the Variable Base Support Cost factor per installation.

Equation: The FY01-03 average installation execution data for BOS (as defined above), added to the installation facility sustainment cost divided by the total FY03 military/civilian authorized end-strength.

Joint – Current/Future – Expandability

Buildable Acres

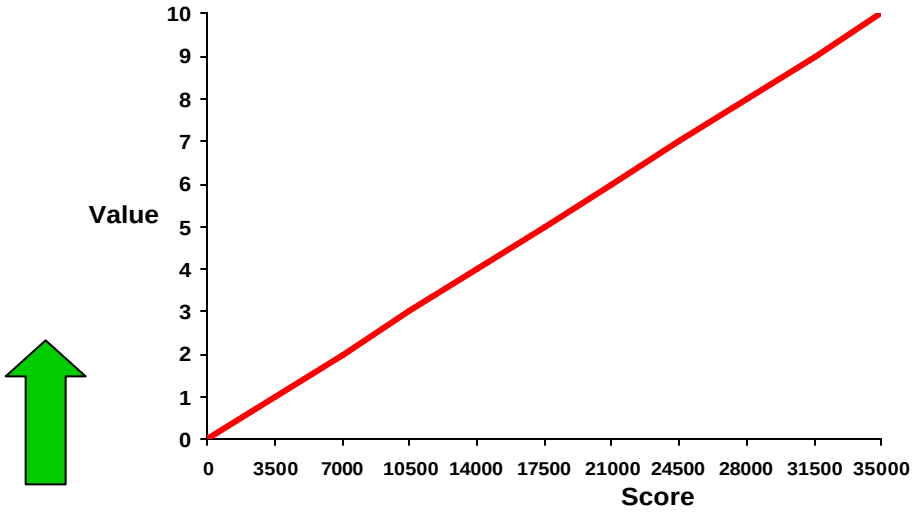
Definition: The gross number of buildable acres on an installation.

Purpose: Measures the degree of internal expansion available on an installation. This attribute demonstrates the degree to which an installation may expand given current constraints and land use practices.

Methodology: Buildable acres are land acres that are not already being used and are available to support new construction. A buildable acre must be free of environmental constraints (e.g., historical use restrictions, contamination, wetlands, incompatible encroachment, and man-made constraints such as ESQD arcs, airfield safety zones, AT/FP setbacks, etc.).

Equation: Gross Buildable Acres

Joint – Current/Future – Expandability



Brigade Capacity

Definition: The number of UAs that the installation could satisfy stationing requirements for given a low, medium, and high level of additional resources.

Purpose: To measure the installation's capacity and expandability in terms of infrastructure and land availability for housing additional forces.

Methodology: Determine a UA footprint and the quantity an installation can support

	BDE Capacity				
Added Effort	1	2	3	4	>=4
HIGH	1	1.5	2	5	8
MED	1.5	20	3	6	8.5
LOW	2	3	4	8	9
None	3	4	5	9	10

Joint – Current/Future – Expandability

Environmental Elasticity

Definition: A derived value for describing the elasticity of an installation that is the ability of an installation to absorb varying sizes of units for a given cost.

Purpose: Determine the environmental elasticity of an installation

Methodology: Develops a protocol using cost as a means to express the capacity of an installation to absorb soldiers. Measures degree of difficulty in terms of cost for stationing varying numbers of soldiers at an installation. (Water, waste, land, and energy)

Equation: Score = sum of measures over 4 environmental factors

Joint – Current/Future – Expandability

Urban Sprawl

Definition: A derived value for changes in land use.

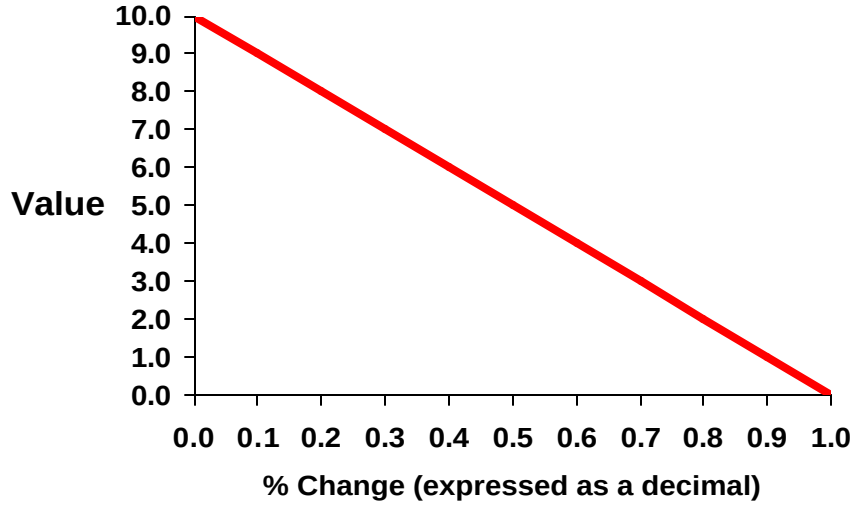
Purpose: Use GIS imagery to evaluate land use changes and encroachment along the edges of military installations.

Methodology: Determine land use land cover to identify the "difference" in land use patterns in the perimeter of installations over the course of the last decade.

Equation: % Change in Land

Use cover data (1992-2002)

Joint – Current/Future – Expandability



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Critical Infrastructure Proximity

Definition: The proximity to major metropolitan areas and selected infrastructure.

Purpose: Measures the installation's potential capability to support homeland defense missions, including military assistance for civil disturbance, natural disasters, CBRN&E accidents, terrorist incidents, and military assistance to civil law enforcement agencies.

Methodology: Determine the number of metropolitan areas and critical infrastructure that the installation is within 60 miles and 120 miles. (See the table below.) Value will be given based on the population (metropolitan areas) that the installation can cover and the critical infrastructure.

	Number of Critical Facilities/Metro. Areas (TBD)				
Distance from Installation (miles)	1	2	3	4	>=5
>61-<=120	1	2	4	6	8
<60	2	4	6	8	10

Joint – Current/Future – Responsiveness

Workforce Availability

Definition: The available workforce density of the counties bordering the installation compared to the weighted education level of that population.

Purpose: This is an indirect measure of the availability and the education level of the workforce in the surrounding community.

Methodology: Use labor force and education statistics to construct a value measure.

Equation: Score = .5*Associate% + %BS + 2*MS% + 3*PhD% , score is compared to the installation's available workforce in surrounding counties, score scaled from 1 to 10

Joint – Current/Future Expandability

THE ARMY BASING STUDY (TABS) GROUP

25 FEBRUARY 2004
BRAC 2005 SRG #6
SECRETARY OF THE ARMY CONF ROOM, 3D572

ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	**NAME**	**REPRESENTATED BY**
USA	HON Brownlee, CO-Chair	
VCSA	GEN Casey, CO-Chair	
ASA (ALT)	HON Bolton	MS Tina Ballard
ASA (I&E)	MR Prosch	
ASA (FMC)	HON Pack	MR Ernest Gregory
CG	HON Morello	MR Williams
DUSA	Vacant	
DAS	LTG Lovelace	BG Coggin
G-3	LTG Cody	MS Condon
G-4	LTG Christianson	BG Fletcher
G-8	LTG Griffin	MR Tison
ACSIM	MG Lust	
CAR	LTG Helmly	BG Profit
D, ARNG	LTG Schultz	COL Sweeney
TSG	LTG Peake	MG Farmer

SECRETARY, DR Craig College
RECORDER, Colonel William Tarantino

PURPOSE: To discuss the following:

- To seek approval for the relative ordering of Military Value (MV) attributes that TABS will use to rank order Army installations.

- To seek approval of BRAC requirements for input into POM 06-11.

25 February 2004
BRAC 2005 SRG #6
(CONTD)

Dr. College opened the meeting by welcoming the group and immediately started the briefing.

Dr. College presented the BRAC 2005 Military value process, criteria, and attributes to be used in the development of the Army installation assessment, all of which were approved by the SRG.

Dr. College presented a draft BRAC requirement for POM 06-11. The SRG approved the current as a "draft" but, requested additional information.

The VCSA made a point to highlight Stationing turbulence in the Army and the need to ensure TABS is informed.

TASKERS:

Dr. College is to provide the VCSA an information paper on the installation process.

The next BRAC 2005 SRG is scheduled for 4 May 2004 and will seek SRG approval on Capacity Analysis and the update to the PPBE Process and requirements determination.

SEATING CHART

SC - BRAC SRG #6.ppt