

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Under Secretary and Vice Chief of Staff to discuss BRAC 95 study candidates, August 8, 1994, 1500 hours.

1. The purpose of this meeting was to review the study candidates for base closure and realignment being proposed by The Army Basing Study (TABS) for more detailed analysis.
2. Principal attendees: Mr. Reeder, GEN Tilelli, LTG Dominy (Director of the Army Staff), LTG Blackwell (Deputy Chief of Staff for Operations and Plans), Mr. Baskir (Acting General Counsel), MG Little (Assistant Chief of Staff for Installation Management), and Mr. Johnson (Deputy Assistant Secretary for Installations and Housing). COL Jones (Director of TABS) presented the briefing.
3. COL Jones discussed the methodology for selecting study candidates and the milestones for the study process. He indicated TABS would report on the results of its initial analysis in 2 months to obtain further guidance before continuing its evaluation. TABS will assess the costs and savings associated with each scenario using the COBRA model and identify any environmental and local economic impacts. While all installations are initially eligible to be selected as study candidates, COL Jones said the proposed list considers both the results of the installation assessments along with the operational guidance expressed in the Army's stationing strategy. The proposed list includes installations both above and below the reporting threshold (300 direct hire civilians). He reminded the audience that the lengthy list of study candidates was not an endorsement of the closure or realignment of any specific installation. In response to a question, he remarked that there were opportunities to add additional study candidates at a later date, if necessary.
4. The Under Secretary directed TABS to present the briefing to the Secretary for review later in the week. Several changes were suggested to the format, not the content, of the briefing slides.

Enclosure  
- Briefing Slides

Mr. Nerger/697-1766  
Approved by: COL M. Jones

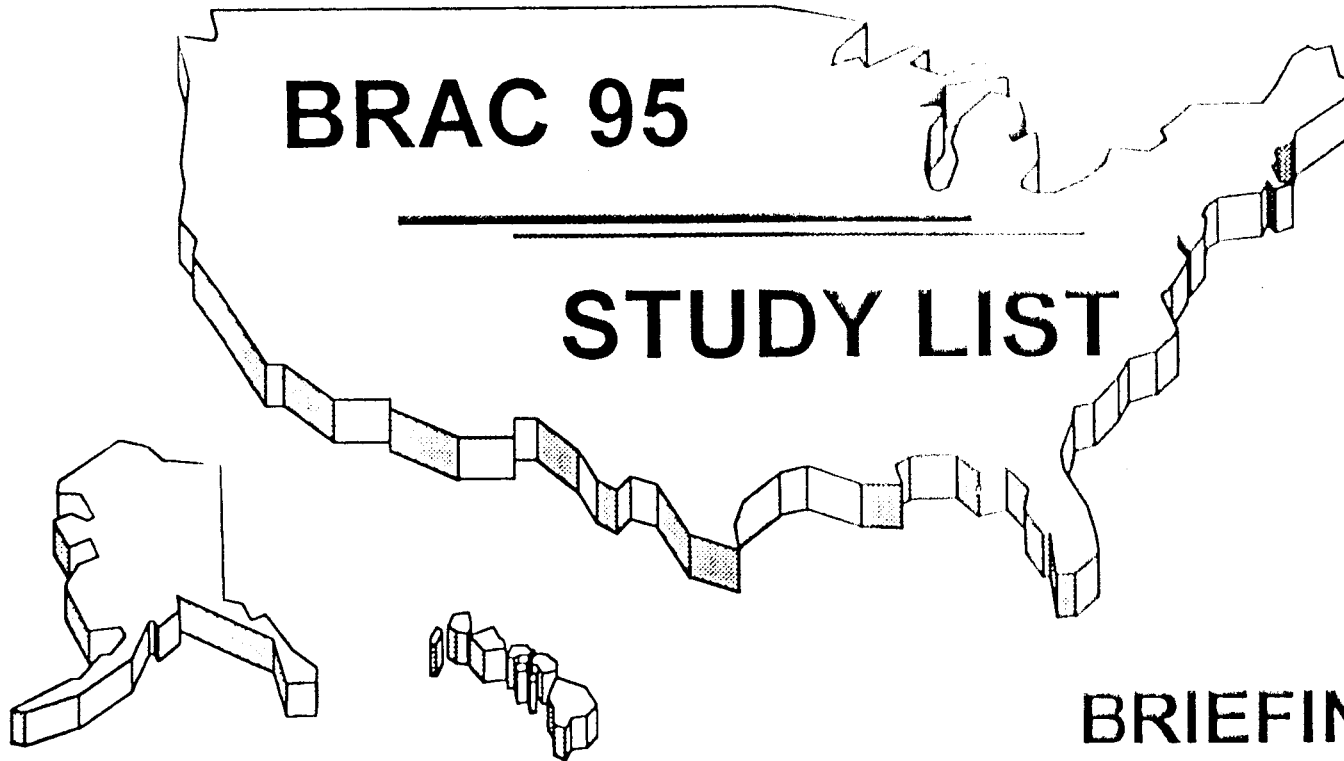


CLOSE HOLD / SENSITIVE

DIRECTOR OF MANAGEMENT  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES ARMY

**BRAC 95**

**STUDY LIST**



**BRIEFING**  
FOR  
USA AND VCSA

8 AUGUST 1994

7:10 AM  
8/8/94

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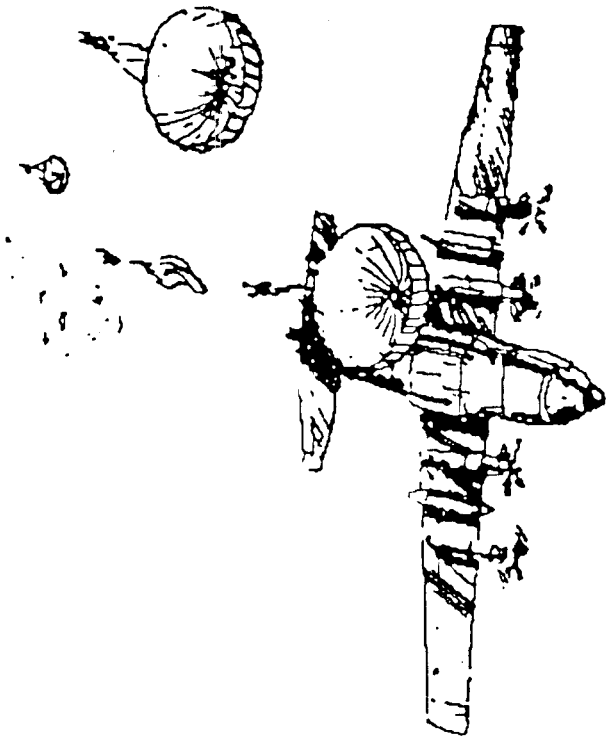
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THE ARMY BASING STUDY



# AGENDA

- BACKGROUND
- CATEGORY BY CATEGORY REVIEW
- WHAT NEXT?



## PURPOSE:

AZIMUTH CHECK ON THE INITIAL STUDY CANDIDATES FOR BRAC 95

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THE ARMY BASING STUDY



# THE ARMY BASING STUDY (TABS) MISSION

- DEVELOP METHODOLOGY FOR SELECTING INSTALLATIONS
- PREPARE THE ARMY'S BRAC PACKAGE FOR 1995
- ASSIST IN DEFENDING BRAC RECOMMENDATIONS

GOAL

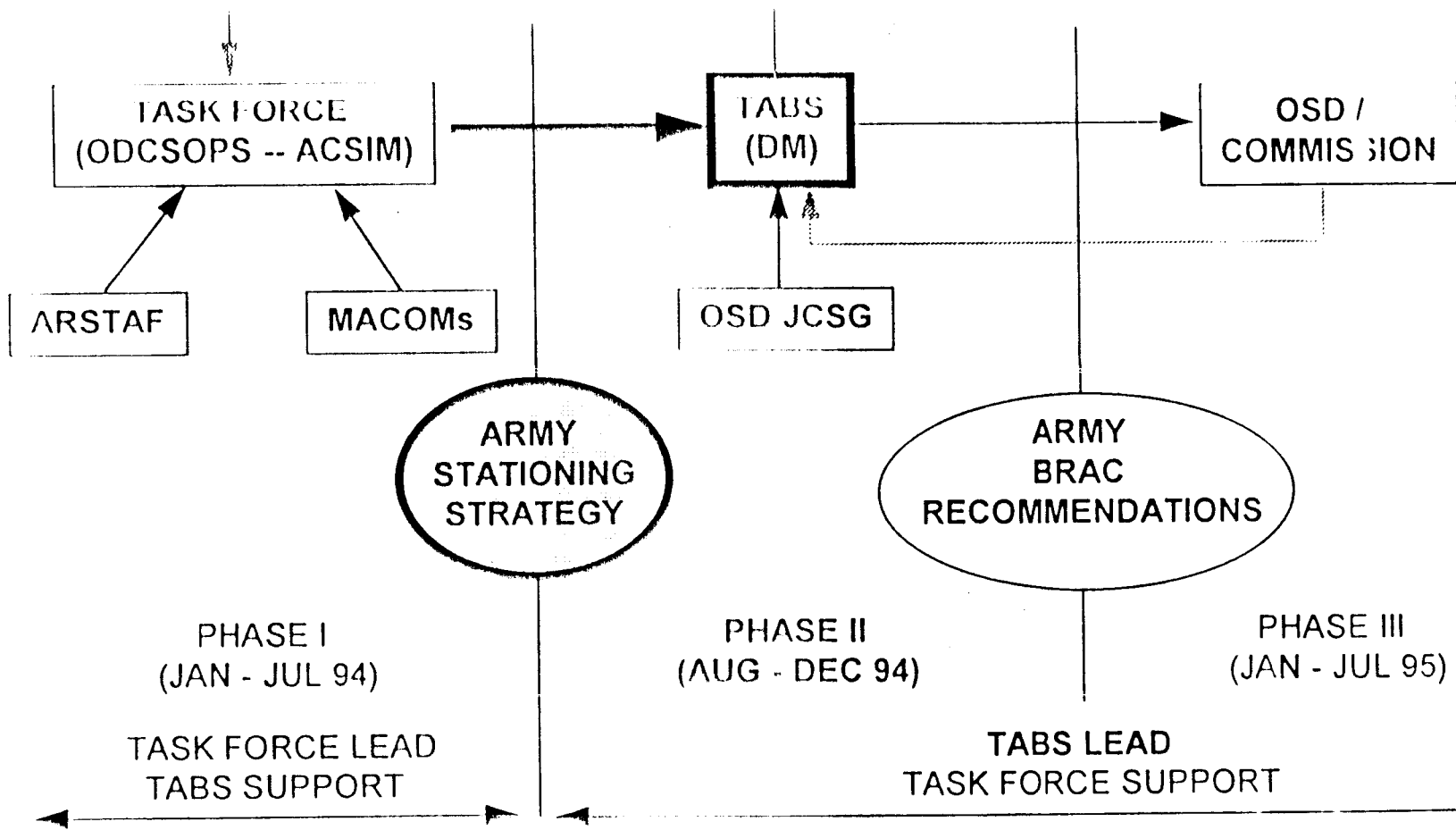
ELIMINATE EXCESS INFRASTRUCTURE THROUGH  
BASE CLOSURE/REALIGNMENT TO SUPPORT THE  
VISION OF THE ARMY OF THE 21st CENTURY.





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# BRAC 95 TABS PROCESS



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THE ARMY BASING STUDY



# BRAC TIME LINES LEADERSHIP REVIEWS

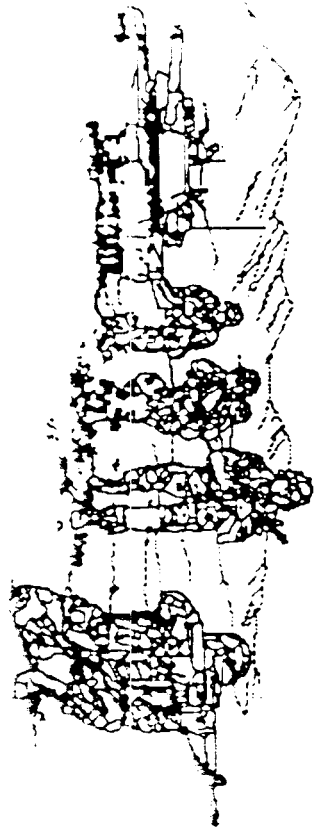
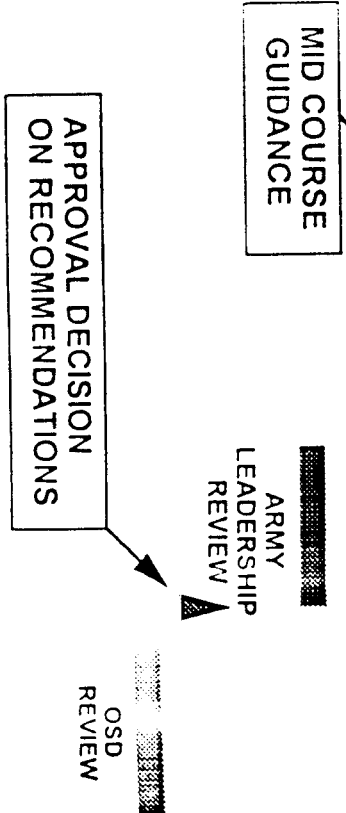
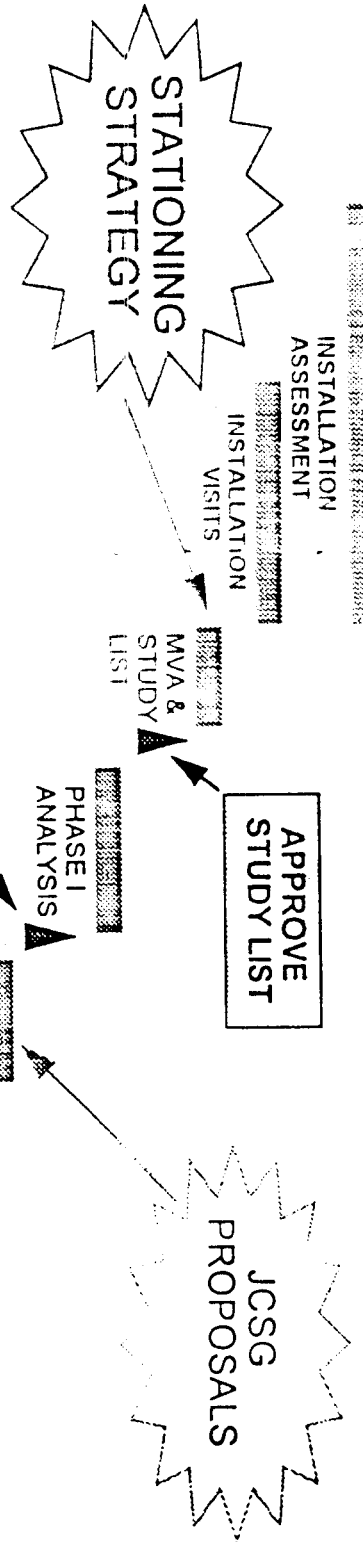
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1993

1994

1995

NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB



CLOSE HOLD / SENSITIVE

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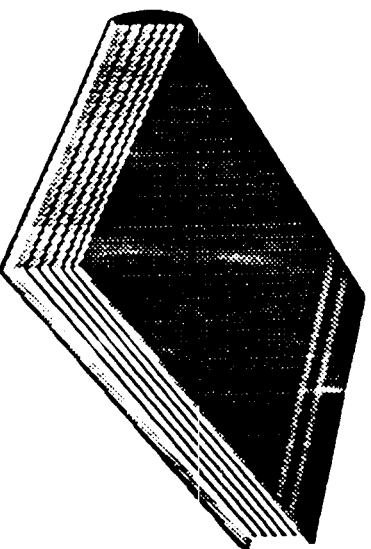
THE ARMY BASING STUDY



# THE STATIONING STRATEGY

## OPERATIONAL FRAMEWORK FOR STATIONING DECISIONS . . .

- "MAINTAIN CAPABILITY TO RAPIDLY DEPLOY AND SUSTAIN COMBAT FORCES"
- "ENSURE SUFFICIENT LAND AND RANGE FACILITIES TO SUPPORT TRAINING REQUIREMENTS;"
- "RETAIN CAPABILITY TO STATION THE BUR FORCE STRUCTURE IN THE UNITED STATES"
- "PROVIDE A FLEXIBLE INDUSTRIAL BASE CAPABLE OF PROVIDING CRITICAL SUPPLIES"
- "ELIMINATE EXCESS CAPACITY, MINIMIZE LEASED SPACE, COLLOCATE TENANTS TO INCREASE EFFICIENCY"



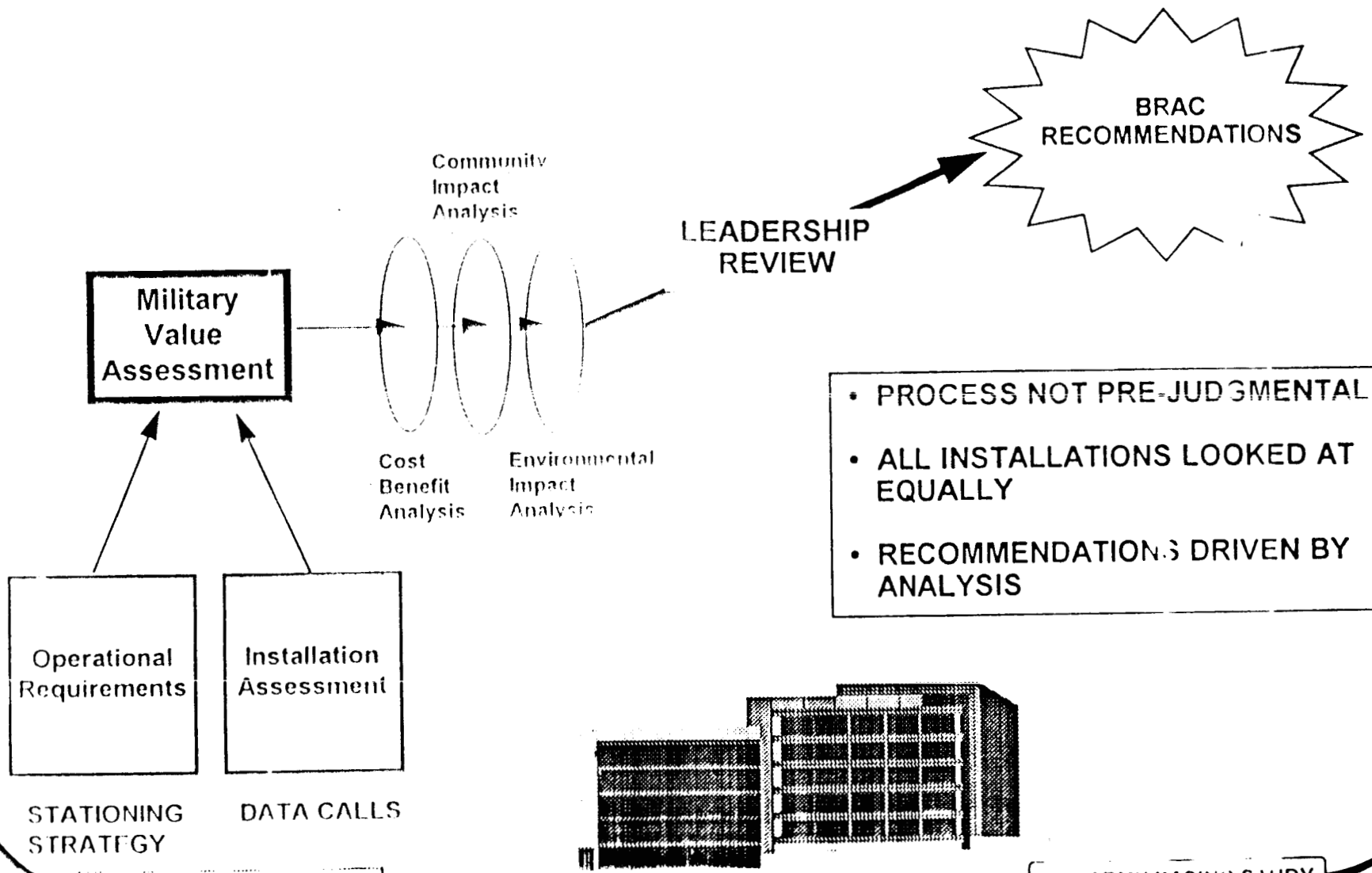
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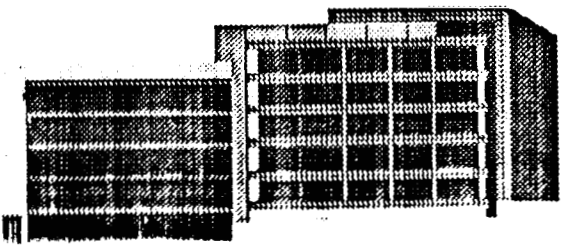
THE ARMY BASING STUDY

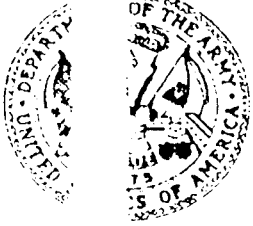


# ARMY BRAC METHODOLOGY



- PROCESS NOT PRE-JUDGMENTAL
- ALL INSTALLATIONS LOOKED AT EQUALLY
- RECOMMENDATIONS DRIVEN BY ANALYSIS





# MILITARY VALUE ASSESSMENT

## GOOD CRITERIA \*

### MILITARY VALUE

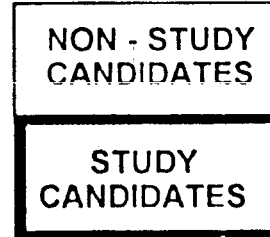
- 1. The current and future mission requirements and the impact on operational readiness.
- 2. The availability and condition of land and facilities at both the existing and potential receiving location.
- 3. The ability to accommodate contingency, mobilization, and the total force requirements at both the existing and potential receiving location.
- 4. The cost and manpower implications.
- 5. The extent and timing of potential cost savings, .....
- 6. Economic impacts .....
- 7. ... communities infrastructure
- 8. The environmental impacts.

INSTALLATION ASSESSMENT (IA)

ORDER OF MERIT LIST BY CATEGORY

- 1. ....
- 2. ....
- 3. ....
- 4. ....
- 5. ....

\* REQUIRED BY LAW



MILITARY VALUE ASSESSMENT

## FORCE STRUCTURE PLAN \*

NATIONAL STRATEGY

MACOM INPUTS

US ARMY STATIONING STRATEGY

OPERATIONAL BLUEPRINT BY CATEGORY



# INSTALLATION CATEGORIES

## MANEUVER AREAS

BRAGG  
CAMPBELL  
CARSON  
DRUM  
FLOOD  
LEWIS  
RICHARDSON  
RILEY  
STEWART  
VAINWRIGHT  
SCHOFIELD BKS

## MAJOR TNG AREAS

•AP HILL  
•CHAFFEE  
DIX  
•GREELY  
HUNTER-LIGGETT  
INDIANTOWN GAP  
IRWIN  
McCOY  
•PICKETT  
POLK

## C2/ADMIN SUPPORT

BELVOIR  
BUCHANAN  
GILLEM  
•KELLY SPT  
•HAMILTON  
McPHERSON  
MEADE  
MONROE  
MYER  
PRICE SPT  
•PRESIDO, SF  
RITCHIE  
•SELFRIDGE  
SHAFTER  
•TOTTEN

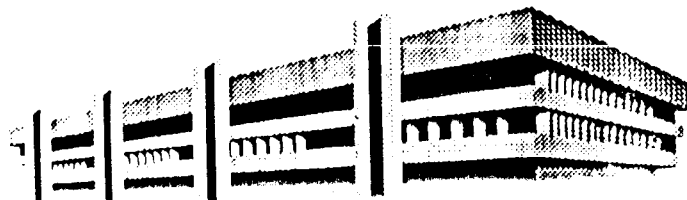
## TRAINING SCHOOLS

BENNING  
BLISS  
EUSTIS/STORY  
GORDON  
HUACHUCA  
JACKSON  
KNOX  
LEE  
LEONARD WOOD  
McCLELLAN  
POM  
RUCKER  
SAM HOUSTON  
SILL

## PROFESSIONAL SCHOOLS

CARLISLE BKS  
LEAVENWORTH  
McNAIR  
WEST POINT

• BELOW BRAC THRESHOLD





# INSTALLATION CATEGORIES

## AMMO PRODUCTION

- HOLSTON
- IOWA
- LAKE CITY
- LONE STAR
- McALESTER
- MILAN
- PINE BLUFF
- RADFORD

## AMMO STORAGE

- BLUE GRASS
- HAWTHORN
- PUEBLO
- SAVANNA
- SENECA
- SIERRA
- TOOELE
- UMATILLA

## ARMORIES

- COLD REGION
- ALDELPHI
- DETRICK
- DETROIT ARSENAL
- MONMOUTH
- NATICK RESEARCH
- PICATINNY ARSENAL
- REDSTONE ARSENAL
- ROCK ISLAND ARSENAL

## PORTS

- BAYONNE
- OAKLAND
- SUNNY POINT

## DEPOTS

- ANNISTON
- LETTERKENNY
- RED RIVER
- TOBYHANNA
- (CORPUS CHRISTI)

## PROVING GROUNDS

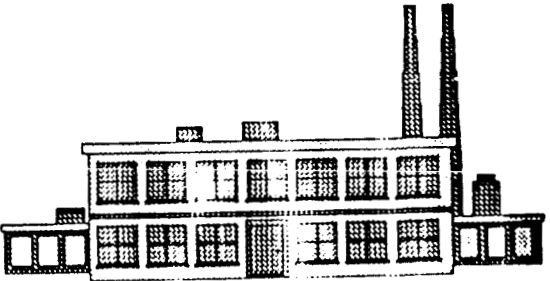
- ABERDEEN
- DUGWAY
- WHITE SANDS
- YUMA

## MEDICAL CENTERS

- FITZSIMONS
- TRIPLER
- WALTER REED

## INDUSTRIAL FACILITIES

- (DETROIT TANK PLANT)
- LIMA TANK PLANT
- STRATFORD ENG PLANT
- WATERVLIT ARSENAL

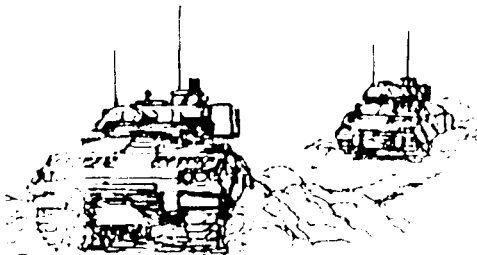


•BELOW BRAC THRESHOLD



# MANEUVER

CLOSE HOLD / SENSITIVE



## OPERATIONAL BLUEPRINT

- RETAIN ALL CONUS MANEUVER INSTALLATIONS
- MAINTAIN FORCES IN HAWAII IN SUPPORT OF USCINCPAC STRATEGY
- SIZE BASE STRUCTURE IN ALASKA TO SUPPORT ONE MANEUVER BDE AND SPT FORCES

## INSTALLATION ASSESSMENT

1. (7.7) FT HOOD
2. (7.0) FT LEWIS
3. (6.6) FT BRAGG
4. (6.5) FT STEWART
4. (6.5) FT CARSON
6. (5.5) FT CAMPBELL
7. (4.8) FT RILEY
8. (4.4) FT DRUM
9. (3.5) SCHOFIELD BRKS\*
10. (3.4) FT WAINWRIGHT
11. (2.1) FT RICHARDSON

## MILITARY VALUE ASSESSMENT

- FT HOOD
- FT LEWIS
- FT BRAGG
- FT STEWART
- FT CARSON
- FT CAMPBELL
- FT RILEY
- FT DRUM
- SCHOFIELD BRKS\*

- FT WAINWRIGHT
- FT RICHARDSON

STUDY CANDIDATES

## ISSUES:

- NONE

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THE ARMY SING STUDY





CLOSE HOLD / SENSITIVE

# MAJOR TRAINING AREAS

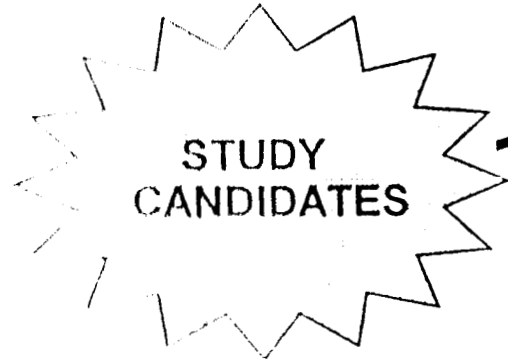


OPERATIONAL BLUEPRINT

- RETAIN INSTALLATIONS SUPPORTING CTCs
- MINIMIZE MTA STRUCTURE BY ELIMINATING FUNCTIONS AND REALIGNING RC TRAINING WORKLOAD

- INSTALLATION ASSESSMENT
1. (6.5) FT POLK
  2. (6.4) FT IRWIN
  3. (4.7) FT DIX
  4. (4.4) FT GREELY
  5. (4.2) FT AP HILL
  6. (4.1) FT McCOY
  7. (3.5) HUNTER-LIGGETT
  8. (2.9) FT PICKETT
  9. (2.8) FT INDIANTOWN GAP
  10. (2.5) FT CHAFFEE

- MILITARY VALUE ASSESSMENT
- FT POLK  
FT IRWIN
- FT DIX  
FT GREELY  
FT AP HILL  
FT McCOY  
HUNTER-LIGGETT  
FT PICKETT  
FT INDIANTOWN GAP  
FT CHAFFEE



ISSUES:

- RC TRAINING

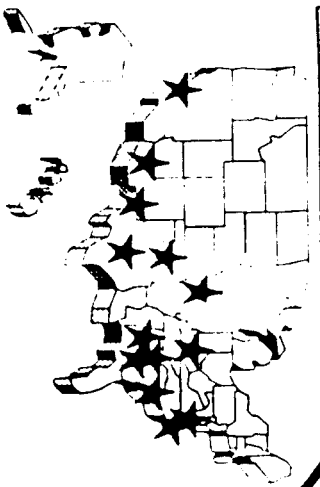
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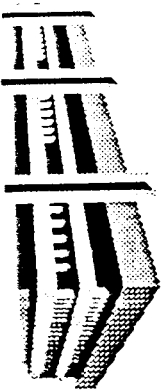
THE ARMY B. SING STUDY



# TRAINING SCHOOLS



CLOSE HOLD / SENSITIVE



## INSTALLATION ASSESSMENT

- 5.6) FT BLISS
- 5.8) FT BENNING
- 5.3) FT JACKSON
- 5.1) FT KNOX
- 5.1) FT GORDON
- 4.8) FT SILL
- 4.6) FT LEONARD WOOD\*
- 4.2) FT McCLELLAN\*
- 4.0) FT HUACHUCA
- 3.9) FT RUCKER
- 11.(3.8) FT SAM HOUSTON
- 12.(3.7) FT LEE\*
- 13.(3.0) FT EUSTIS/STORY
- 14.(1.6) POM

## OPERATIONAL BLUEPRINT

- CONSOLIDATE SCHOOLS:
  - MOBILITY + SURVIVABILITY (EN, CM, MP)
  - LOGISTICS CENTER (OD, QM, TC)
- RETAIN TRAINING AIRSPACE AND FACILITIES TO SUPPORT ROTARY WING PILOT TRAINING
- RELOCATE LANGUAGE TRAINING TO FACILITATE FOLLOW ON TRAINING

## MILITARY VALUE ASSESSMENT

- FT BLISS
- FT BENNING
- FT JACKSON
- FT KNOX
- FT GORDON
- FT SILL
- FT HUACHUCA
- FT RUCKER
- FT SAM HOUSTON
- FT LEONARD WOOD\*
- FT McCLELLAN\*
- FT LEE\*
- FT EUSTIS/STORY
- POM

- ISSUES:
- DLI/POM
  - CDTF

STUDY CANDIDATES

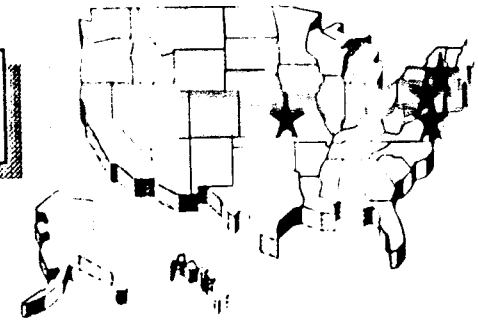
CLOSE HOLD / SENSITIVE

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THE ARMY BASING STUDY



# PROFESSIONAL SCHOOLS



OPERATIONAL BLUEPRINT

- RETAIN EXISTING INSTALLATIONS AND INSTITUTIONS

MILITARY VALUE ASSESSMENT

FT LEAVENWORTH  
WEST POINT  
FT McNAIR  
CARLISLE BRKS

INSTALLATION ASSESSMENT

1. (7.6) FT LEAVENWORTH
2. (4.7) WEST POINT
3. (2.5) FT McNAIR
4. (2.4) CARLISLE BRKS



110  
STUDY  
CANDIDATES

ISSUES:

- NONE



# COMMAND AND CONTROL / ADMINISTRATIVE CENTERS



## INSTALLATION ASSESSMENT

1. (7.4) FT BELVOIR
2. (6.9) FT MEADE\*
3. (6.0) FT McPHERSON
4. (5.1) FT MONROE
5. (4.8) FT RITCHIE
6. (4.7) FT GILLEM
7. (3.9) FT MYER\*
8. (3.7) FT SHAFTER\*
8. (3.7) SELFRIDGE
8. (3.7) PRICE SPT CENTER
11. (3.5) FT BUCHANAN
12. (3.4) PSF
13. (2.9) KELLY SPT CENTER
14. (2.6) FT HAMILTON
15. (2.5) FT TOTTEN

### ISSUE:

- CONUSA DECISION

## OPERATIONAL BLUEPRINT

- DOWNSIZE ARMY PRESENCE AT FT MEADE
- RETAIN FT BELVOIR AND MYER DUE TO LOCATION AND MISSION IN NCR
- STATION TRADOC HQ IN TIDEWATER REGION
- MAINTAIN FT SHAFTER (USCINCPAC OPERATIONAL REQUIREMENT)

## MILITARY VALUE ASSESSMENT

FT BELVOIR  
 FT McPHERSON  
 FT MYER\*  
 FT SHAFTER\*

FT MEADE\*  
 FT MONROE  
 FT RITCHIE  
 FT GILLEM  
 SELFRIDGE  
 PRICE SPT CENTER  
 FT BUCHANAN  
 PSF  
 KELLY SPT CENTER  
 FT HAMILTON  
 FT TOTTEN

STUDY CANDIDATES



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# COMMODITY

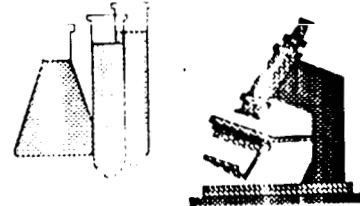
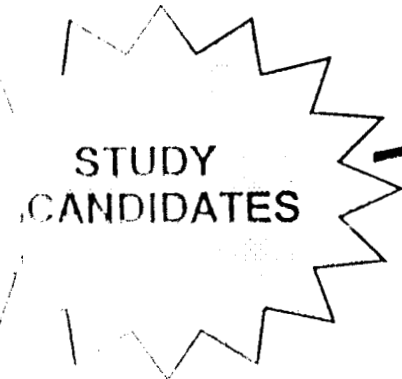
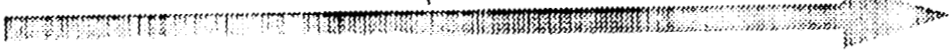


**OPERATIONAL BLUEPRINT**

- CONSOLIDATE SINGLE PURPOSE INSTALLATIONS
- RETAIN INSTALLATIONS WHICH SUPPORT INTEGRATED LIFE-CYCLE MANAGEMENT
- RETAIN FT DETRICK DUE TO MEDICAL RESEARCH

- INSTALLATION ASSESSMENT**
1. (7.1) REDSTONE
  2. (6.4) PICATINNY\*
  3. (5.0) DETROIT
  4. (4.7) ROCK ISLAND
  5. (4.6) FT MONMOUTH
  6. (3.6) ADELPHI
  7. (3.5) FT DETRICK
  8. (2.7) COLD REGION
  9. (2.7) NATICK RDEC

- MILITARY VALUE ASSESSMENT**
- REDSTONE
  - DETROIT
  - ROCK ISLAND
  - FT MONMOUTH
  - ADELPHI
  - FT DETRICK
- 
- PICATINNY\*
  - COLD REGION
  - NATICK RDEC

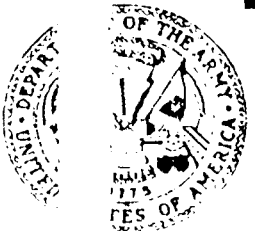


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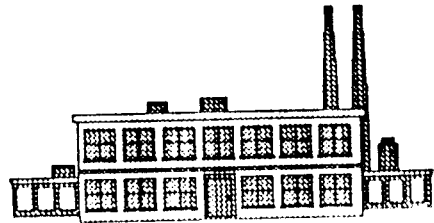
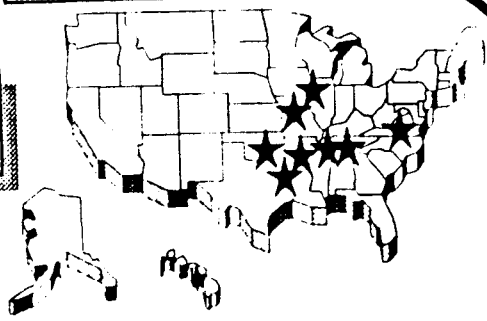
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THE ARMY BASING STUDY



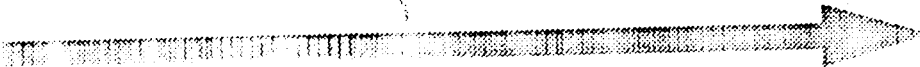
# AMMUNITION PRODUCTION



OPERATIONAL BLUEPRINT  
• RETAIN EXISTING STRUCTURE

- INSTALLATION ASSESSMENT
1. (6.4) McALESTER
  2. (5.9) LONE STAR
  3. (5.4) RADFORD
  1. (5.1) HOLSTON
  5. (5.0) MILAN
  3. (4.9) PINE BLUFF
  6. (4.9) LAKE CITY
  8. (4.4) IOWA

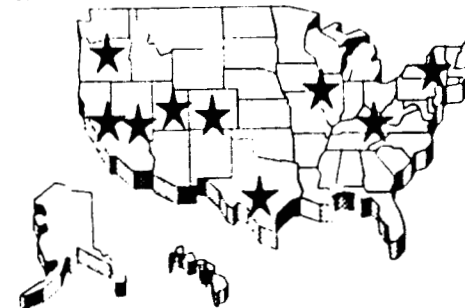
- MILITARY VALUE ASSESSMENT
- McALESTER  
LONESTAR  
RADFORD  
HOLSTON  
MILAN  
PINE BLUFF  
LAKE CITY  
IOWA



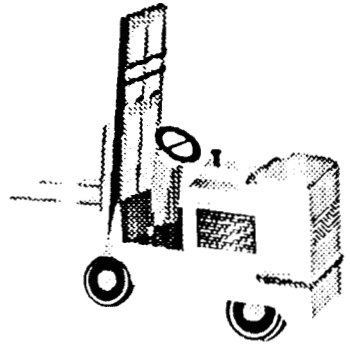
NO  
STUDY  
CANDIDATES

ISSUES:

- NONE



# AMMUNITION STORAGE



OPERATIONAL BLUEPRINT

- ELIMINATE TIER III (CARETAKER) INSTALLATIONS
- ELIMINATE EXCESS CAPACITY FOLLOWING DEMIL

INSTALLATION ASSESSMENT

1. (6.6) HAWTHORNE
2. (6.2) TOOELE
3. (5.3) SENECA\*
1. (4.7) BLUE GRASS
3. (4.4) SAVANNA\*
3. (3.9) PUEBLO
7. (3.5) SIERRA
8. (3.2) UMATILLA

MILITARY VALUE ASSESSMENT

HAWTHORNE TOOELE BLUE GRASS
SENECA* SAVANNA* PUEBLO SIERRA UMATILLA

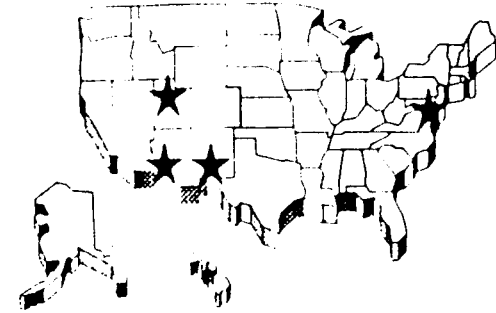
**STUDY CANDIDATES**

ISSUES:

NONE



# PROVING GROUNDS



## OPERATIONAL BLUEPRINT

- RETAIN MOST EXPANDABLE
- CONSOLIDATE TESTING FACILITIES
- REDUCE DUPLICATION ACROSS SERVICES

## INSTALLATION ASSESSMENT

- 7.0 WSMR
- 6.1 YUMA PG
- 5.9 ABERDEEN PG
- 4. (3.6) DUGWAY PG

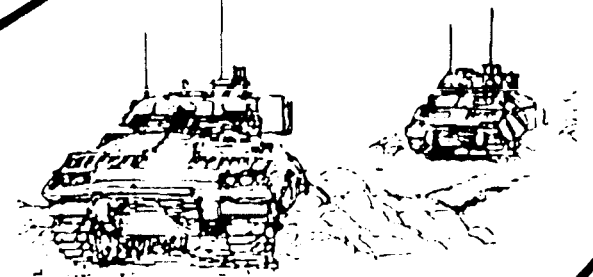
## MILITARY VALUE ASSESSMENT

- WSMR
- YUMA
- ABERDEEN PG
- DUGWAY PG**

STUDY CANDIDATE

## ISSUES:

NONE







# DEPOTS



OPERATIONAL BLUEPRINT

- SIZE TO "CODE"
- CONSOLIDATE FUNCTIONALLY, MAINTAINING SEPARATE C&E, GROUND, AIR DEPOTS

INSTALLATION ASSESSMENT

1. (6.4) TOBYHANNA
2. (6.2) ANNISTON
3. (4.9) RED RIVER
4. (2.3) LETTERKENNY

ISSUES:

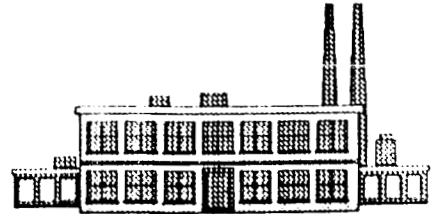
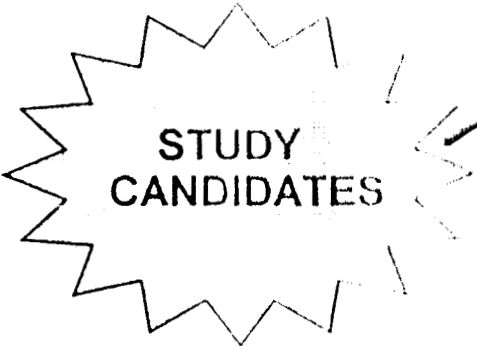
- CORPUS CHRISTI DEPOT
- DOD MISSILE MISSION ASSIGNED TO LETTERKENNY IN BRAC 93



MILITARY VALUE ASSESSMENT

TOBYHANNA  
ANNISTON

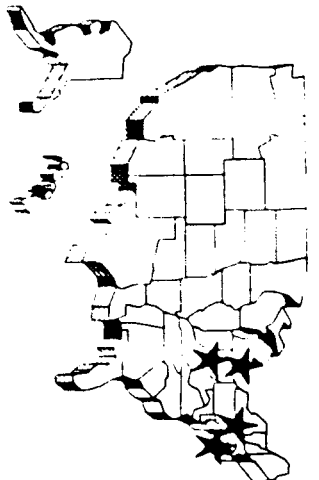
RED RIVER  
LETTERKENNY





# INDUSTRIAL FACILITIES

CLOSE HOLD / SENSITIVE



OPERATIONAL BLUEPRINT  
• CONSOLIDATE PRODUCTION CAPACITY  
• RETAIN CRITICAL CAPABILITIES THAT  
CAN NOT BE RECONSTITUTED DURING  
MOBILIZATION

## INSTALLATION ASSESSMENT

1. (7.0) WATERVLIET
2. (6.0) STRATFORD ENG
3. (4.8) LIMA TANK



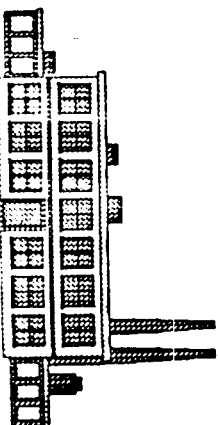
## MILITARY VALUE ASSESSMENT

WATERVLIET

STRATFORD ENG  
LIMA TANK PLT

ISSUE:  
NONE

STUDY  
CANDIDATES



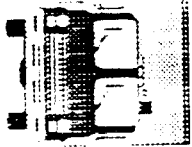
CLOSE HOLD / SENSITIVE

THE ARMY BASING STUDY

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# PORTS



• ELIMINATE PORTS WHOSE CAPABILITY CAN BE DUPLICATED AT COMMERCIAL SITES



CLOSE HOLD / SENSITIVE

## INSTALLATION ASSESSMENT

1. (5.7) BAYONNE
2. (5.3) OAKLAND
3. (5.0) SUNNY POINT\*

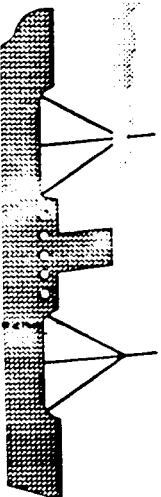
### ISSUES:

• NONE

STUDY CANDIDATES

## MILITARY VALUE ASSESSMENT

SUNNY POINT*
BAYONNE
OAKLAND



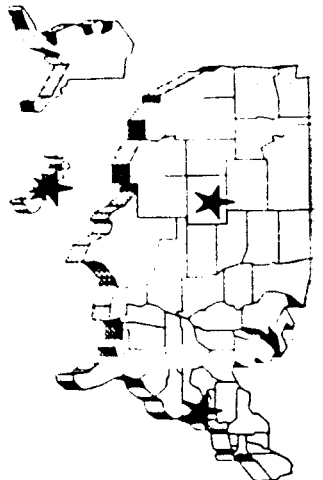
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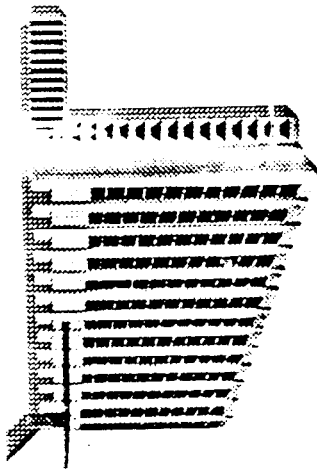
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# MEDICAL CENTERS



CLOSE HOLD / SENSITIVE



## OPERATIONAL BLUEPRINT

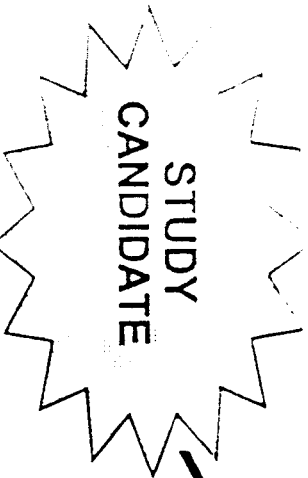
- REDUCE EXCESS PATIENT CAPACITY
- ELIMINATE UNECONOMICAL REFERRALS
- PRIORITY TO MEDICAL CENTERS NEAR LARGE AC SOLDIER POPULATIONS

## IN FALLATION ASSESSMENT

1. (5.8) WALTER REED
2. (5.6) TRIPLER
3. (4.6) FITZSIMMONS

## ISSUES:

NONE



## MILITARY VALUE ASSESSMENT

WALTER REED  
TRIPLER

FITZSIMMONS

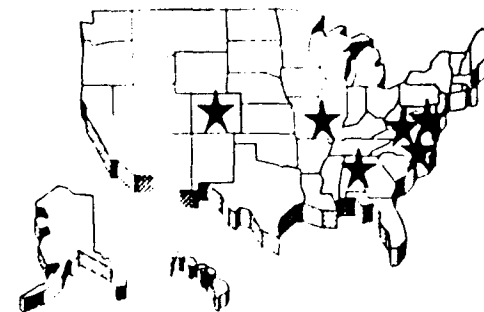
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# LEASES

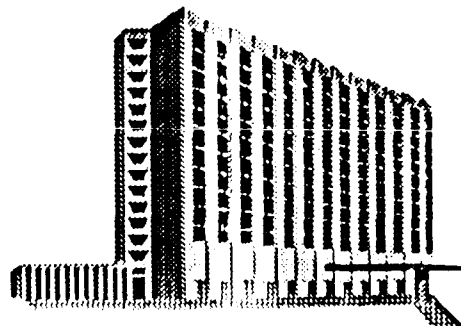


## METHODOLOGY:

- INDIVIDUAL OR GROUP OF LEASES IN SUPPORT OF A SINGLE TENANT
- LEASES COSTING GREATER THAN \$200K
- EXCLUDES: PORT FACILITIES, RECRUITING, MILITARY ENLISTING PROCESSING CENTERS, AND INSTALLATION CONTROLLED LEASES
- CONSIDER COST/BENEFIT OF REALIGNMENT ONTO GOVERNMENT OWNED PROPERTY

## TENANTS:

1. HQ ARMY MATERIEL COMMAND - NCR
2. HQ AVIATION AND TROOP COMMAND - MO
3. HQ PERSONNEL COMMAND - NCR
4. USA PERSONNEL CENTER - MO
5. HQ SPACE DEFENSE COMMAND - AL
6. BAILEY'S X-ROAD - NCR
7. USA SPACE COMMAND - CO
8. CONCEPT ANALYSIS AGENCY - NCR
9. ARMY RESEARCH OFFICE - NC
10. PARK CTR - NCR
11. BALLSTON-WEBB - NCR
12. CRYSTAL CITY - NCR
13. FOREIGN TECH - VA
14. JAG SCHOOL - VA
15. MELPAR BLDG - NCR
16. MDW ADMIN - NCR

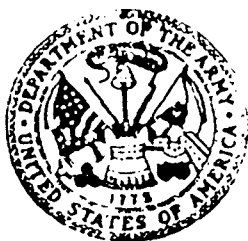


## SUMMARY:

GROUPS OF LEASES	16
LEASES INVOLVED	67
ADMIN SQFT	4.5 M
TOTAL COST / YR	\$68.3 M

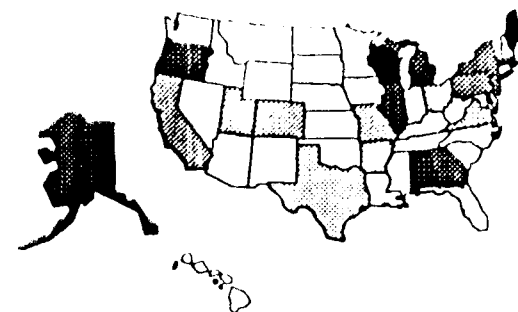
## ISSUES:

EPG



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# STUDY LIST SUMMARY



## ABOVE THRESHOLD

- |                      |                       |
|----------------------|-----------------------|
| 1. FT RICHARDSON     | 15. FT LEE            |
| 2. FT WAINWRIGHT     | 16. FT McCLELLAN      |
| 3. FT DIX            | 17. POM               |
| 4. FT HUNTER LIGGETT | 18. SAVANNA DEPOT     |
| 5. FT INDIANTOWN GAP | 19. SENECA DEPOT      |
| 6. FT McCOY          | 20. SIERRA DEPOT      |
| 7. PRICE SPT CENTER  | 21. NATICK RDEC       |
| 8. FT BUCHANAN       | 22. PICATINNY         |
| 9. FT GILLEM         | 23. 3AYONNE           |
| 10. FT MEADE         | 24. OAKLAND           |
| 11. FT MONROE        | 25. DUGWAY PG         |
| 12. FT RITCHIE       | 26. FITZSIMONS AMC    |
| 13. FT LEONARD WOOD  | 27. LETTERKENNY DEPOT |
| 14. FT EUSTIS/STORY  | 28. RED RIVER DEPOT   |

## BELOW THRESHOLD

1. FT AP HILL
2. FT CHAFFEE
3. FT GREELY
4. FT PICKETT
5. KELLY SPT CENTER
6. FT HAMILTON
7. FT TOTTEN
8. PSF
9. SELFRIDGE
10. PUEBLO DEPOT
11. UMATILLA DEPOT
12. COLD REGION LAB
13. LIMA TANK PLANT
14. STRATFORD ENG PLANT
15. (DETROIT TANK PLANT)

## LEASES

1. HQ AMC
2. HQ ATCOM
3. HQ PERSCOM
4. USA PERS CTR
5. HQ SDC
6. BAILEY'S X-ROAD
7. USA SPACE COM
8. CAA
9. ARO
10. PARK CTR
11. BALLSTON-WEBB
12. CRYSTAL CITY
13. FOREIGN TECH
14. JAG SCHOOL
15. MELPAR BLDG
16. MDW ADMIN

INITIAL  
STUDY  
LIST

28 OF 74

(.38%)

43 OF 97  
(44%)

15 OF 23

(65%)

16

59  
STUDIES

5:40 PM  
8/1/94

CLOSE HOLD / SENSITIVE

COPY OF 20

THE ARMY BASING STUDY

25





# TABS -- NEXT 60 DAYS

## REQUIREMENTS:

- DEVELOP AND ANALYZE SCENARIOS FOR APPROVED STUDY LIST CANDIDATES
- RESOLVE KEY ISSUES
- SUPPORT THE JOINT ANALYSIS PROCESS
- CONDUCT IPR OF RESULTS WITHIN 60 DAYS





**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

**MEMORANDUM FOR THE RECORD**

**SUBJECT:** Briefing for the Secretary of the Army to discuss BRAC 95 study candidates, August 11, 1994, 0900 hours

1. The purpose of this meeting was to review the study candidates for base closure and realignment being proposed by The Army Basing Study (TABS) for more detailed analysis.

2. Principal attendees: Mr. West, Mr. Reeder (Under Secretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), LTG Dominy (Director of the Army Staff), Mr. Baskir (Acting General Counsel), MG Little (Assistant Chief of Staff for Installation Management), and MG Putnam (Assistant Deputy Chief of Staff for Operations and Plans). COL Jones (Director of TABS) presented the briefing.

3. COL Jones discussed the proposed study candidates for each category of installations, the methodology for arriving at the list and the milestones for the remainder of the study. He explained that TABS matched the Army's stationing strategy (statement of operational requirements) against a quantitative assessment of each installation (statement of existing capability) before arriving at the list of candidates.

4. The Secretary was in general agreement with the proposed list. He made it clearly understood that he was not endorsing any installation for closure or realignment. That decision will be made at a later date and only after reviewing the results of the analysis. While the Secretary generally was satisfied with the explanations given for the installations selected as proposed study candidates, he asked the Under Secretary and Vice Chief of Staff to consider whether there was any merit in broadening the scope of study in the category for maneuver installations. He asked the Under Secretary and Vice Chief of Staff to meet in executive session to render a final decision on the study list.

5. After this meeting, the Under Secretary met with the Vice Chief of Staff to review and approve the study candidates. They directed TABS to begin analyzing all the installations proposed for study and asked that two additional maneuver installations (Fort Drum and Fort Riley) be included in order to conduct a broader assessment of this important category.

Enclosure  
- Briefing Slides

Mr. Nerger/697-1766  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**

## CLOSE HOLD / SENSITIVE

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

### MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Undersecretary of the Army and Vice Chief of Staff to discuss BRAC 95 study candidates, October 11, 1994, 1445-1600 hours

1. The purpose of this meeting was to discontinue some installations from further study as a result of analysis performed by The Army Basing Study (TABS).

2. Principal attendees: Mr. Reeder (Undersecretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), LTG Dominy (Director of the Army Staff), MG Putnam (Assistant Deputy Chief of Staff for Operations and Plans), Mr. Stockdale (Deputy General Counsel) and BG Shane (Director of Management). COL Jones (Director of TABS) presented the briefing.

3. BG Shane opened with a description of the meeting's purpose, namely to recommend discontinuing further study of a number of installations. COL Jones said curtailing study of these original study candidates was warranted and would allow TABS to concentrate on the remainder as well as the forthcoming recommendations of the Joint Cross Service Groups. Of the original 60 study candidates (45 installations and 15 leases), TABS recommended discontinuing study of 18 (12 installations and 6 leases) as a result of its detailed evaluation. COL Jones reviewed each recommendation and addressed pertinent operational, financial, economic and environmental considerations. TABS, he stated, could revive its study at a later date in the event circumstances warrant (e.g. new force structure assumptions). TABS agreed to continue studying all of the major training area installations.

4. The Undersecretary and Vice Chief of Staff deferred 15 of the 18 recommended candidates (9 installations and 6 leases) and directed additional study be performed on the following major training areas: Fort A. P. Hill, Fort Dix, and Fort McCoy. Deferrals:

#### Installations

Fort Drum  
Fort Vainwright  
Presidio of Monterey  
Fort Gillem  
Fort Totten  
Presidio of San Francisco  
Cold Regions Laboratory  
Pueblo Depot  
Umatilla Depot

#### Leases

HQ Space & Strategic Defense Command  
USA Space Command  
Army Research Office  
National Ground Intelligence Center  
HQ PERSCOM  
Judge Advocate General School

Enclosure  
- Briefing Slides

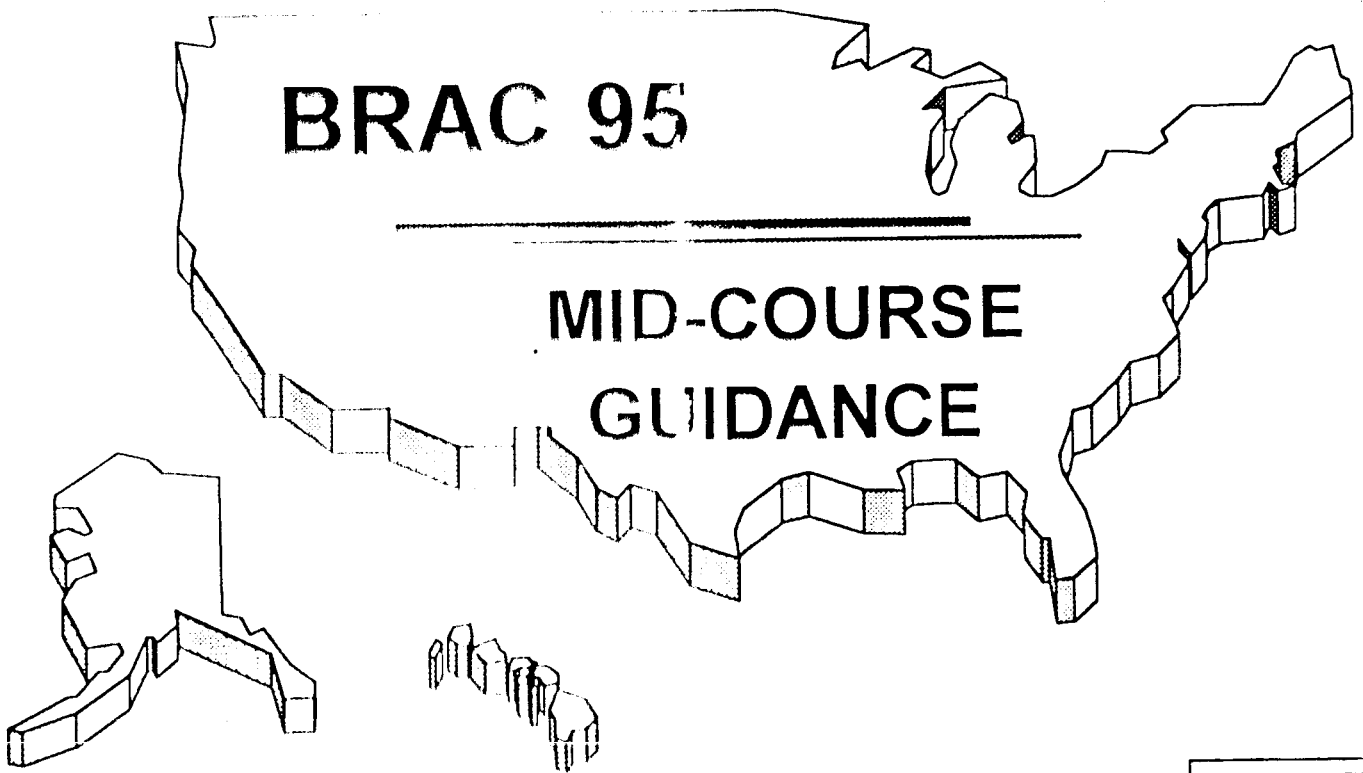
Mr. Neger/697-1766  
Approved by: COL M. Jones

CLOSE HOLD / SENSITIVE



CLOSEHOLD / SENSITIVE

DIRECTOR OF MANAGEMENT  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES ARMY



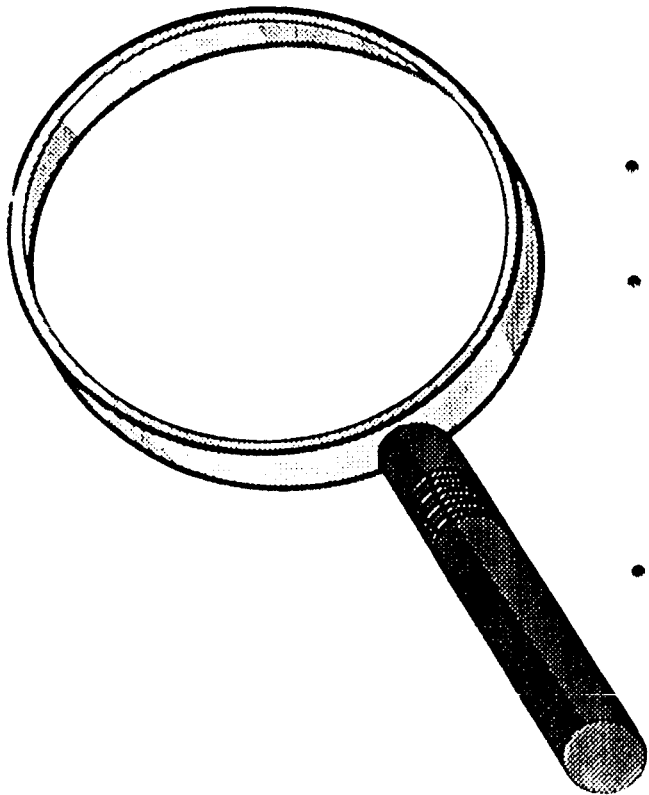
DELIBERATIVE  
MEETING  
11 OCT 94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



## PURPOSE



- REPORT RESULTS OF PHASE I ANALYSIS
- RECEIVE MID-COURSE GUIDANCE
  - DEFER SOME INSTALLATIONS FROM FURTHER STUDY
- REVIEW PLAN FOR PHASE II



# PHASE I - INITIAL ANALYSIS

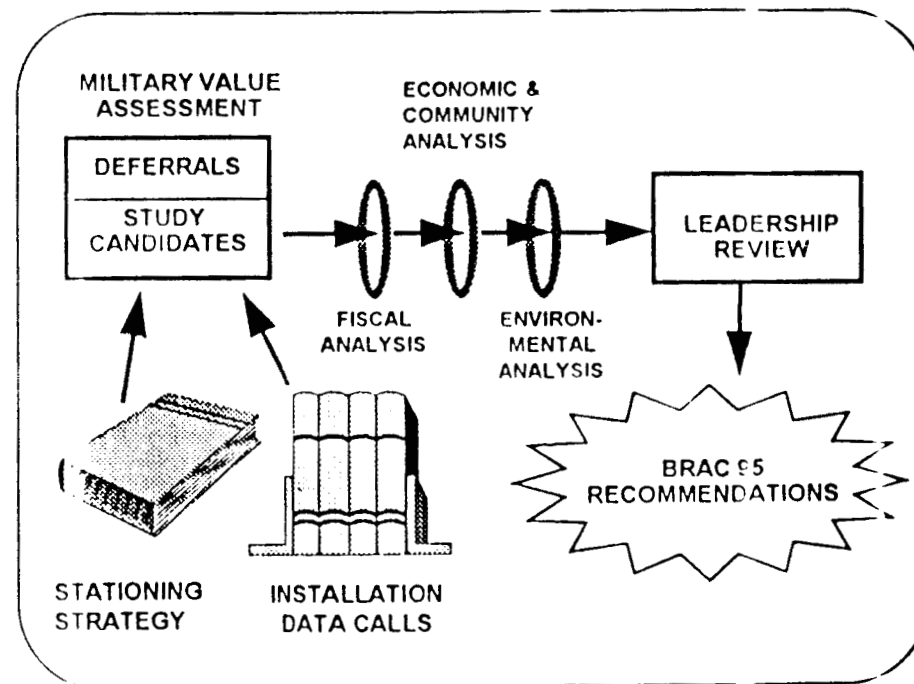
APPROVE STUDY CANDIDATES

DEVELOP FEASIBLE CLOSURE/  
REALIGNMENT ALTERNATIVES

PERFORM ANALYSIS

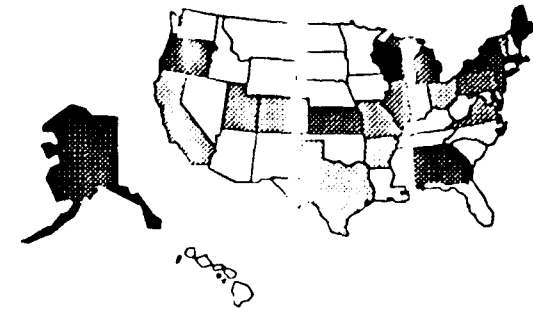
- OPERATIONAL
- FINANCIAL (COBRA MODEL)
- ENVIRONMENTAL
- ECONOMIC (OSD MODEL)

PRESENT RECOMMENDATIONS  
FOR DEFERRAL





# APPROVED STUDY LIST



## MANEUVER INSTALLATIONS

1. FT RILEY
2. FT DRUM
3. FT RICHARDSON
4. FT WAINWRIGHT

## MAJOR TRAINING AREAS

1. FT AP HILL
2. FT BRADLEY
3. FT GRIEELY
4. FT PICKETT
5. FT DIX
6. FT HUNTER LIGGETT
7. FT INDIANTOWN GAP
8. FT McCOY

## PROVING GROUNDS

1. DUGWAY PG

## TRAINING SCHOOLS

1. FT EUSTIS/SOTOY
2. FT LEE
3. FT McCLELLAN
4. PRESIDIO OF MONTEREY
5. FT LEONARD WOOD

## C2/ADMIN CENTERS

1. PRICE SPT CENTER
2. FT BUCHANAN
3. FT GILLEM
4. FT GIBBS
5. FT MORRIS
6. FT RITCHIE
7. KELLY SPT CENTER
8. FT HAMILTON
9. FT TOTTEN
10. PRESIDIO, SF
11. SELFRIDGE

## COMMODITY INSTALLATIONS

1. NATICK RDEC
2. PICATINNY
3. COLD REGION LAB

## AMMUNITION STORAGE

1. SAVANNA DEPOT
2. SENECA DEPOT
3. SIERRA DEPOT
4. FORT DESS DEPOT
5. UMATILLA DEPOT

## PORTS

1. BAYONNE
2. OAKLAND

## MEDICAL FACILITIES

1. FITZSIMONS AMC

## DEPOTS / INDUSTRIAL FACILITIES

1. LETTERKENNY DEPOT
2. RED RIVER DEPOT
3. LIN A TANK PLANT
4. STUART FORD ENG PLANT
5. (DETROIT TANK PLANT)

## LEASES

1. HQ AMC
2. HQ ATCOM
3. HQ PELS COM
4. HQ PELS BLDG
5. HQ SDG
6. BAILEY'S X-ROAD
7. USA SPACE COM
8. CAA
9. ARO
10. PARK CTR
11. BALLSTON-WEBB
12. CRYSTAL CITY
13. NAT'L GRD INT CTR (FSTC)
14. JAG SCHOOL
15. MELPAR BLDG

60 STUDY CANDIDATES ... WE WILL PROPOSE 18 DEFERRALS



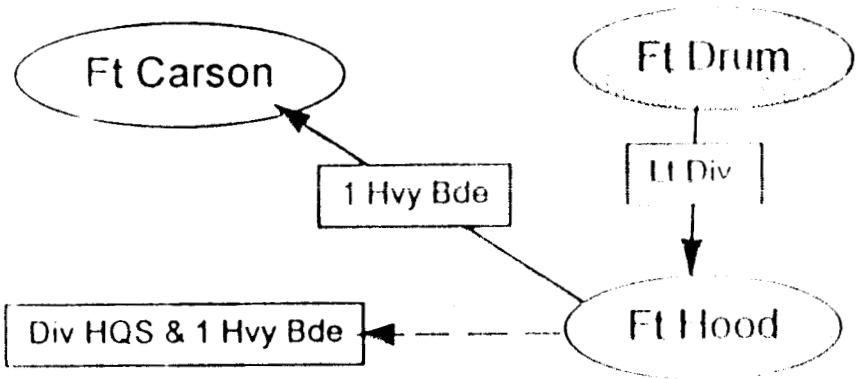
CLOSEHOLD / SENSITIVE

**MANEUVER**

FT HOOD  
 FT LEWIS  
 FT BRAGG  
 FT STEWART  
 FT CARSON  
 FT CAMPBELL  
 SCHOFIELD BRKS

FT RILEY  
 FT DRUM  
 FT WAINWRIGHT  
 FT RICHARDSON

**FORT DRUM**



**COSTS (\$M)**

O&M	78
MILCON	229
AFH	313
MPA	44
HAP	3
OTHER	330
<b>TOTAL</b>	<b>987</b>

**PAYBACK PERIOD (YEARS)** 10  
 (YEARS TO RECOUP COST)

**BREAK EVEN YEAR** 2009  
 (YEAR STEADY STATE BEGINS)

**STEADY STATE (\$M)** 120  
 (ANNUAL SAVINGS ANTICIPATED)

**REALIGN FT DRUM**

- INACTIVATE 2AD HQS, SPT CAP, AND ONE BDE AT HOOD
- REMAINING 2AD BDE TO CARSON & REFLAG AS 3RD BDE, 4ID
- MOVE LT DIV TO HOOD
- RETAIN RESERVE COMPONENT ENCLAVE AT DRUM

157 134  
 11/7/04

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY FORT DRUM, NY

- OPERATIONAL:**
- option maintains 10th ID (-) integrity
  - based on available land and range resources
  - five maneuver brigades remain at Hood
  - retains Drum's training land

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	373	1097
REALIGNMENTS	14,008	151

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 40.2% direct & indirect job loss from employment base of 40K

**OTHER SERVICE/DOD FACTORS:**

- (1) Potentially large leased buyout costs for 801 housing, water & sewage, and heat plant
- (2) Most facilities are 10 years old
- (3) Large RC training facility - largest in NE - Mob Station for 65,000 soldiers
- (4) Large area support mission
- (5) Departure airfield - Griffiss AFB

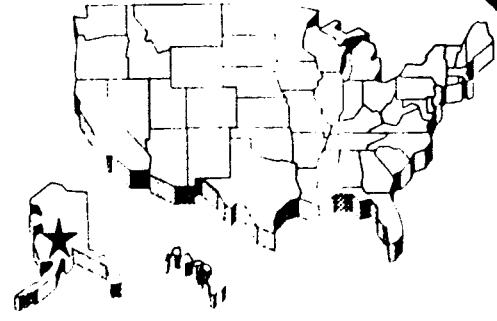
**ALTERNATIVES CONSIDERED:** Closure not feasible because of RC training requirements



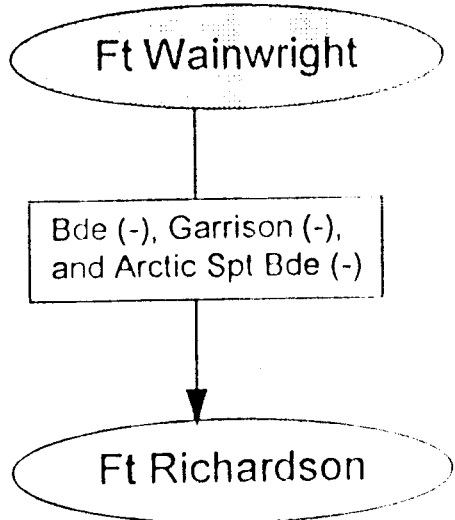


CLOSEHOLD / SENSITIVE

# FORT WAINWRIGHT



- MANEUVER**  
 FT HOOD  
 FT LEWIS  
 FT BRAGG  
 FT STEWART  
 FT CARSON  
 FT CAMPBELL  
 SCHOFIELD BRKS
- FT RILEY  
 FT DRUM  
 FT WAINWRIGHT  
 FT RICHARDSON



COSTS (\$M)	
O&M	38
MILCON	99
AFH	191
MPA	11
HAP	2
OTHER	30
<b>TOTAL</b>	<b>373</b>

PAYBACK PERIOD (YEARS)	<u>14</u>
BREAK EVEN YEAR	<u>2013</u>
STEADY STATE (\$M)	<u>36</u>

**REALIGN FT WAINWRIGHT**

- MOVE ALL UNITS FROM WAINWRIGHT TO RICHARDSON
- RETAIN A RESERVE COMPONENT ENCLAVE AT WAINWRIGHT

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY FORT WAINWRIGHT

- OPERATIONAL:
- consolidates Brigade units at Richardson (consolidation at Wainwright is much cheaper) - generates large construction bill
  - can fire all weapon systems at Wainwright
  - large amount of training land at Wainwright - 878,000 acres vs 45,000 at Richardson

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	232	318
REALIGNMENTS	4,271	540

ENVIRONMENTAL: No significant limitations

ECONOMIC: 20.5 % direct and indirect job loss from employment base of 37K

OTHER SERVICE/DOD FACTORS:

Wainwright hospital also supports Fielson AFB

ALTERNATIVES CONSIDERED: Closure infeasible due to military value of maneuver area



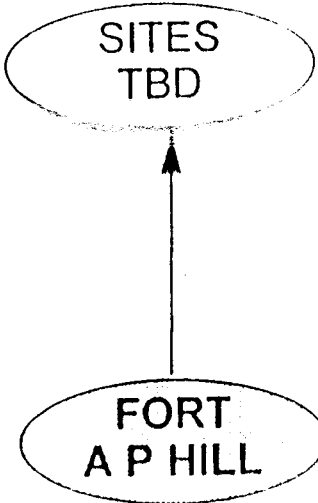
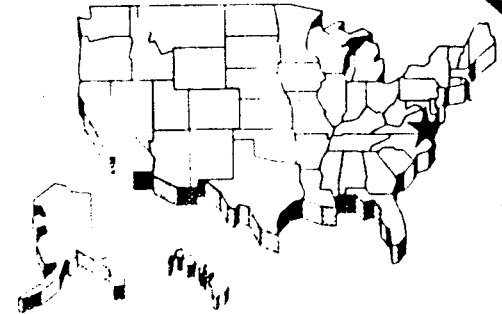
CLOSEHOLD/SENSITIVE

**MAJOR TRNG AREAS**

FT POLK  
FT IRWIN

FT DIX  
FT AP HILL  
FT MCCOY  
FT GREELY  
FT HUNTER LIGGETT  
FT PICKETT  
FT INDIANTOWN GAP  
FT CHAFFEE

**FORT A P HILL**



**COSTS (\$M)**

O&M	5
MILCON	10
INFO MGMT	1
OTHER	<u>1</u>
TOTAL	17

PAYBACK PERIOD (YEARS)	<u>1</u>
BREAK EVEN YEAR	<u>1999</u>
STEADY STATE (\$M)	<u>14</u>

**CLOSE FT A P HILL**

• REALIGN UNITS TO OTHER LOCATIONS

CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY



## IMPACT SUMMARY FORT A P HILL, VA

CLOSEHOLD/SENSITIVE

C ERATIONAL:

- supports training for 20 RC Bn equivalents
- closure would require 8 RC FA Bns to travel more than 300 miles
- current avg distance for RC units, 108 miles, would grow to 257 miles

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	0	179
REALIGNMENTS	121	33

ENVIRONMENTAL: No significant limitations

ECONOMIC: 4 % direct and indirect job loss from employment base of 10K

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED: None

TENANTS
USAR units
CoA, 11SF Bn
80 Div Ldr School
ARNG
HHC 2-29 Inf Bde
VA ARNG Mil Acad
Light Ldr Course
Night Vis on Lab

CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY

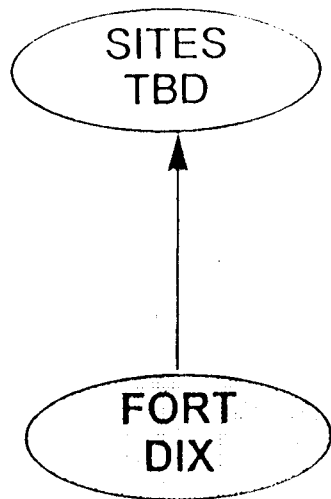
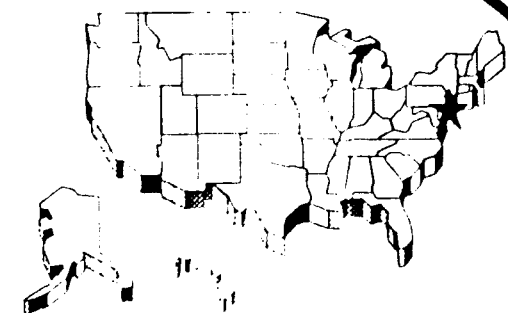


**MAJOR TRNG AREAS**  
 FT POLK  
 FT IRWIN

---

FT DIX  
 FT AP HILL  
 FT MCCOY  
 FT GREELY  
 FT HUNTER LIGGETT  
 FT PICKETT  
 FT INDIANTOWN GAP  
 FT CHARLETT

**FORT DIX**



COSTS (\$M)	
O&M	39
MILCON	101
INFO MGMT	10
HAP	3
OTHER	<u>4</u>
<b>TOTAL</b>	<b>157</b>

---

PAYBACK PERIOD (YEARS)	<u>3</u>
BREAK EVEN YEAR	<u>2001</u>
STEADY STATE (\$M)	<u>51</u>

**CLOSE FT DIX**  
 • REALIGN UNITS TO OTHER LOCATIONS



# IMPACT SUMMARY FORT DIX, NJ

**OPERATIONAL:** - BRAC 91 Commission directed retention of an AC garrison to support RC training requirements

- supports training for 14 RC Bn equivalents (51 units)
- closure would require 4 Bns to travel over 300 miles
- current avg distance for RC units, 108 miles, would grow to 264 miles

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	0	610
REALIGNMENTS	893	889

- TENANTS**
- Fed Corrections
  - N.J Police Acad
  - N.J State Prison
  - Pemberton School
  - US Postal Service
  - Navy, AF
  - USAR
  - National Guard

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 0.6 % job loss from employment base of 2.3 M

**OTHER SERVICE/DOD FACTORS:**

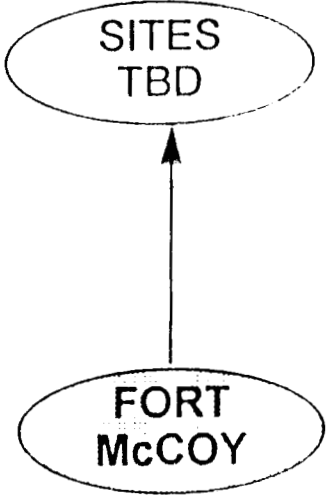
**ALTERNATIVES CONSIDERED:** None

- FACILITY USE**
- Garrison - 46%
  - Outgranted - 43%
  - Excessed - 11%



# FORT McCOY

- MAJOR TRNG AREAS**  
 FT POLK  
 FT IRWIN
- 
- FT DIX  
 FT AP HILL  
 FT MCCOY  
 FT GREELY  
 FT HUNTER LIGGETT  
 FT PICKETT  
 FT INDIANTOWN GAP  
 FT CHAFFEE



**CLOSE FT McCOY**  
 • REALIGN UNITS TO OTHER LOCATIONS

COSTS (\$M)	
O&M	33
MILCON	48
INFO MGMT	5
HAP	3
OTHER	<u>1</u>
TOTAL	90
<hr/>	
PAYBACK PERIOD (YEARS)	<u>1</u>
BREAK EVEN YEAR	<u>1999</u>
STEADY STATE (\$M)	<u>106</u>



# IMPACT SUMMARY FORT McCOY, WI

OPERATIONAL:

- USARC installation
- supports training for 29 RC Bn equivalents
- closure would require 17 RC Bns to travel more than 300 miles
- current avg distance for RC units, 151 miles, would grow to 296 miles

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	0	1110
REALIGNMENTS	22	462

ENVIRONMENTAL:

No significant limitations

ECONOMIC:

16 % direct and indirect job loss from employment base of 18K

OTHER SERVICE/DOD FACTORS:

None

ALTERNATIVES CONSIDERED:

None

- TENANTS
- USAR units
  - 86 ARCOM
  - 85 Tng Div
  - RTS - Maint
  - RTS - Med
  - WI Nat'l Guard
  - MATES
  - Mil Academy
  - WI State Police
  - DRMO
  - DFAS

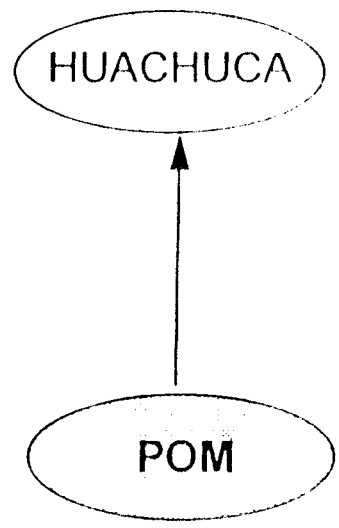
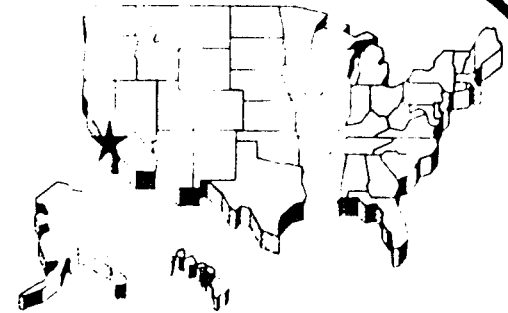




CLOSEHOLD / SENSITIVE

- TRAINING SCHOOLS**
- FT BLISS
  - FT BENNING
  - FT JACKSON
  - FT KNOX
  - FT GORDON
  - FT SILL
  - FT HUACHUCA
  - FT RUCKER
  - FT SAM HOUSTON
- 
- FT LEONARD WOOD
  - FT McCLELLAN
  - FT LEE
  - FT EUSTIS / FT STORY
  - PRESIDIO OF MONTEREY

**PRESIDIO OF MONTEREY**



**COSTS (\$M)**

O&M	34
MILCON	318
INFO MGMT	35
AFH	33
MPA	2
HAP	2
<b>TOTAL</b>	<u>424</u>

---

PAYBACK PERIOD (YEARS) 22

BREAK EVEN YEAR 2022

STEADY STATE (\$M) 26

**CLOSE PRESIDIO OF MONTEREY**

- REALIGN TO FORT HUACHUCA, AZ.

17:2 PM  
10/2/94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY PRESIDIO OF MONTEREY, CA

- OPERATIONAL:**
- home of Defense Language Institute
  - BRAC 93 Commission recommended retention of POM and consolidation of base operations with Naval Post Graduate School
  - OSD determined language training cannot be outsourced

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	0	123
REALIGNMENTS	408	1185

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 3.6% direct and indirect job loss from employment base of 154K

**OTHER SERVICE/DOD FACTORS:** possibility of DoD or Navy (Naval Postgraduate School) accepting BASOPS function

**ALTERNATIVES CONSIDERED** Goodfellow AFB, TX

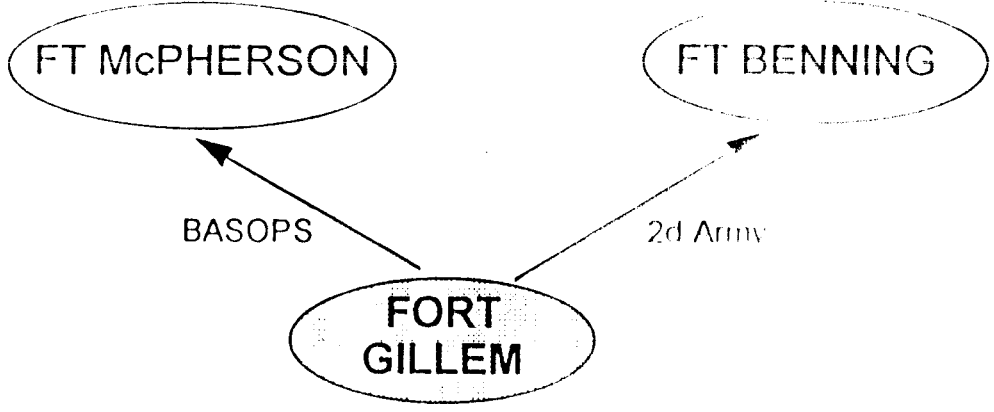
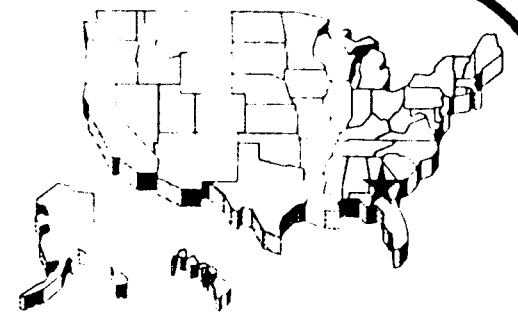
- costs = \$ 354 M
- payback = 12 years



CLOSEHOLD / SENSITIVE

- C2 / ADMIN**  
 FT BELVOIR  
 FT McPHERSON  
 FT MYER  
 FT SHAFTER
- FT MEADE  
 FT MONROE  
 FT RITCHIE  
 FT GILLEM  
 SELFRIDGE  
 PRICE SUPPORT CTR  
 FT BUCHANAN  
 PRESIDIO OF SF  
 KELLY SUPPORT CTR  
 FT HAMILTON  
 FT TOTTEN

# FORT GILLEM



COSTS (\$M)	
O&M	14
MILCON	16
OTHER	2
<b>TOTAL</b>	<b>86</b>

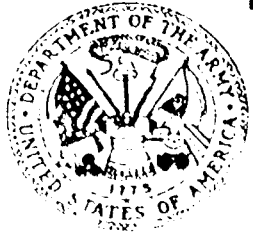
PAYBACK PERIOD (YEARS)	2
BREAK EVEN YEAR	2000
STEADY STATE (\$M)	16

- CLOSE FT GILLEM**
- REALIGN SECOND CONUSA TO FT BENNING
  - RELOCATE BASOPS TO FT McPHERSON
  - ENCLAVE USAR & AAFES

11:22 PM  
11/7/94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY FORT GILLEM, GA

TENANTS

- HQ, 2d Army (-)
- 3d Army (-)
- AAFES Dist Ctr
- HQ, Regional CID
- Criminal Inv Lab
- USARC
- DOL / DEH
- PX & Commissary
- Storage Facilities
  - Red Cross
  - FEMA
  - other

FACILITY USE

- AAFES - 33%
- USAR - 20%
- Garrison - 20%
- GA NG - 5%
- DRMO/FEMA - 5%
- Other - 17%

OPERATIONAL:

- examined & rejected by BRAC 93 Commission
- inextricably linked to Ft McPherson (BASOPS)
- minimal buildable area at Ft McPherson

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	13	195
REALIGNMENTS	978	286

ENVIRONMENTAL:

No significant limitations

ECONOMIC:

0.1 % direct and indirect job loss from employment base of 1.7 M

OTHER SERVICE/DOD FACTORS:

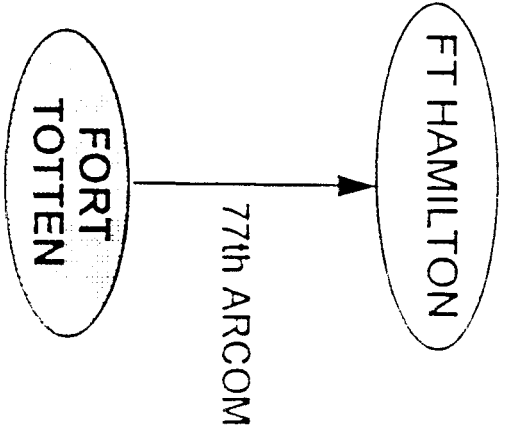
ALTERNATIVES CONSIDERED:

closure with no enclave costs \$350 M, primarily because of the high cost to relocate AAFES



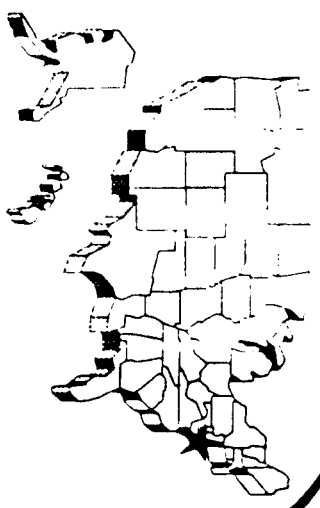
**C2 / ADMIN**  
 FT BELVOIR  
 FT MCPHERSON  
 FT MYER  
 FT SHAFTER

FT MEADE  
 FT MONROE  
 FT RITCHIE  
 FT GILLEM  
 SELFRIDGE  
 PRICE SUPPORT CTR  
 FT BUCHANAN  
 PRESIDIO OF SF  
 KELLY SUPPORT CTR  
 FT HAMILTON  
 FT TOTTEN



- CLOSE FT TOTTEN**
- REALIGN RC UNITS TO FORT HAMILTON
  - ENCLAVE COAST GUARD STATION

**FORT TOTTEN**



CLOSEHOLD / SENSITIVE

<b>COSTS (\$M)</b>	
O&M	1
MILCON	78
OTHER	7
<b>TOTAL</b>	<b>86</b>
<hr/>	
<b>PAYBACK PERIOD (YEARS)</b>	<b>NEVER</b>
<b>BREAK EVEN YEAR</b>	<b>NEVER</b>
<b>STEADY STATE (\$M)</b>	<b>3</b>

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY

## FORT TOTTEN, NY

CLOSEHOLD / SENSITIVE

**OPERATIONAL:**

- home of Ernie Pyle USAR Center, largest in USAR
- few base opns savings (\$2M) to offset MILCON
- relocating RC units outside of NY area has adverse readiness impact
- retention of housing in high-cost area is a quality of life consideration

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	11	11
REALIGNMENTS	236	280

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 0 % direct and indirect job loss from employment base of 3.5 M

**OTHER SERVICE/DOD FACTORS:** None

**ALTERNATIVES CONSIDERED:** Retain USAR in enclave and relocate other USAR units: no room at Ft Hamilton to build; limited excess facilities nearest site is Ft Monmouth, 70 miles away - too costly

TENANTS
USAR
77 ARCOM
Other (28 units)
Coast Guard
Other
NY Police
NY Fire
Emergency Med

FACILITY USE
USAR - 62%
Garrison - 23 %
Coast Guard - 9%
Other - 6%

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



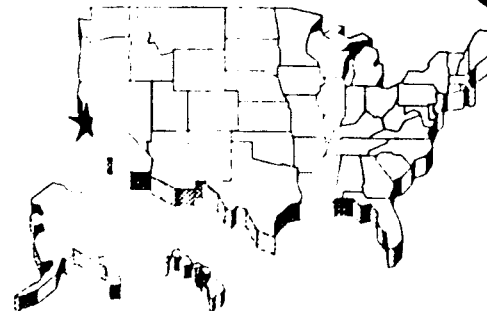
CLOSEHOLD / SENSITIVE

**C2 / ADMIN**

FT BELVOIR  
FT McPHERSON  
FT MYER  
FT SHAFTER

FT MEADE  
FT MONROE  
FT RITCHIE  
FT GILLEM  
SELFIDGE  
PRICE SUPPORT CTR  
FT BUCHANAN  
PRESIDIO OF SF  
KELLY SUPPORT CTR  
FT HAMILTON  
FT TOTTEN

**PRESIDIO OF  
SAN FRANCISCO**



**COSTS (\$M)**

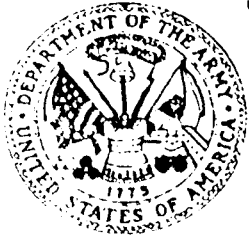
O&M  
MILCON  
OTHER

PAYBACK PERIOD (YEARS) \_\_\_\_\_

BREAK EVEN YEAR \_\_\_\_\_

STEADY STATE (\$M) \_\_\_\_\_

**PRES  
SAN FRAN**



## **IMPACT SUMMARY**

### **PRESIDIO OF SAN FRANCISCO, CA**

OPERATIONAL:

- BRAC 88 closure
- BRAC 93 permitted 6th CONUSA to remain
- recent MOA changes status to tenant site

PERSONNEL: N/A

ENVIRONMENTAL: N/A

ECONOMIC: N/A

OTHER SERVICE/DOD FACTORS: N/A

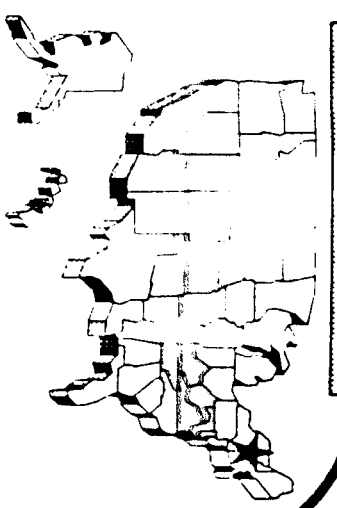
ALTERNATIVES CONSIDERED: N/A



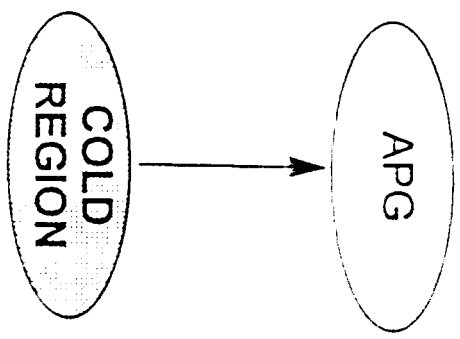


<b>COMMODITY</b>
REDSTONE
DETROIT
ROCK ISLAND
FT MONMOUTH
ADELPHI
FT DETRICK
PICATINNY
<b>COLD REGION</b>
NATICK RDEC

## COLD REGION LAB



CLOSEHOLD / SENSITIVE



**CLOSE COLD REGION LAB**  
 • REALIGN TO APG OR NATICK

<b>COSTS (\$M)</b>	
O&M	4
MILCON	29
OTHER	3
	37
PAYBACK PERIOD (YEARS)	8
BREAK EVEN YEAR	2006
STAFFY STAFF (1101)	5

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY COLD REGION LAB, NH

CLOSEHOLD/SENSITIVE

**OPERATIONAL:**

- laboratory conducts research on physical science & engineering problems unique to cold regions; civil works effort focuses on cold weather problems in harbors & inland waterways
- unique facility, cannot be outsourced
- nation's only major low temperature physical science complex
- 50% lab; 30% civil works; 20% RDEC

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS		34
REALIGNMENTS		141

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** .1 % direct and indirect job loss from employment base of 39 K

**OTHER SERVICE/DOD FACTORS:** May be included in Lab JCSG alternatives

**ALTERNATIVES CONSIDERED**

- Realignment to Natick, MA: costs \$53 M
- payback in 16 years

FORM 144  
10/7/83

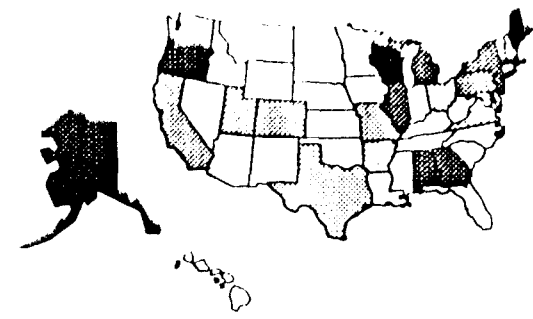
CI ORS HLD/D/SENSITIV

THE ARMY BASING STUDY



CLOSE HOLD / SENSITIVE

# STUDY LIST SUMMARY



- ABOVE THRESHOLD
- |                      |                       |
|----------------------|-----------------------|
| 1. FT RICHARDSON     | 15. FT LEE            |
| 2. FT WAINWRIGHT     | 16. FT McCLELLAN      |
| 3. FT DIX            | 17. POM               |
| 4. FT HUNTER LIGGETT | 18. SAVANNA DEPOT     |
| 5. FT INDIANTOWN GAP | 19. SENECA DEPOT      |
| 6. FT McCOY          | 20. SIERRA DEPOT      |
| 7. PRICE SPT CENTER  | 21. NATICK RDEC       |
| 8. FT BUCHANAN       | 22. PICATINNY         |
| 9. FT GILLEM         | 23. BAYONNE           |
| 10. FT MEADE         | 24. OAKLAND           |
| 11. FT MONROE        | 25. DUGWAY PG         |
| 12. FT RITCHIE       | 26. FITZSIMONS AMC    |
| 13. FT LEONARD WOOL  | 27. LETTERKENNY DEPOT |
| 14. FT EUSTIS/STORY  | 28. RED RIVER DEPOT   |

- BELOW THRESHOLD
1. FT AP HILL
  2. FT CHAFFEE
  3. FT GREELY
  4. FT PICKETT
  5. KELLY SPT CENTER
  6. FT HAMILTON
  7. FT TOTTEN
  8. PSF
  9. SELFRIDGE
  10. PUEBLO DEPOT
  11. UMATILLA DEPOT
  12. COLD REGION LAB
  13. LIMA TANK PLANT
  14. STRATFORD ENG PLANT
  15. (DETROIT TANK PLANT)

- LEASES
1. HQ AMC
  2. HQ ATCOM
  3. HQ PERSCOM
  4. USA PERS CTR
  5. HQ SDC
  6. BAILEY'S X-ROAD
  7. USA SPACE COM
  8. CAA
  9. ARO
  10. PARK CTR
  11. BALLSTON-WEBB
  12. CRYSTAL CITY
  13. FOREIGN TECH
  14. JAG SCHOOL
  15. MELPAR BLDG
  16. MDW ADMIN

INITIAL STUDY LIST

28 OF 74  
(38%)

+

15 OF 23  
(65%)

+

16

=

59 STUDIES

43 OF 97  
(44%)



CLOSE HOLD / SENSITIVE

DIRECTOR OF MANAGEMENT  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES ARMY

**BRAC 95**

**STUDY LIST**

**BRIEFING  
FOR  
SA AND CSA**

10 AUGUST 1994

7 12 AM  
8/8/94

CLOSE HOLD / SENSITIVE

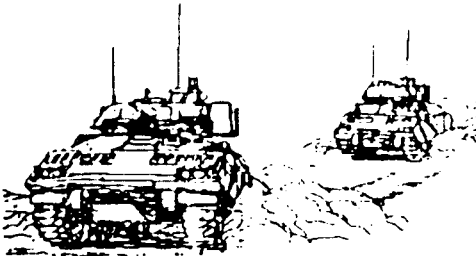
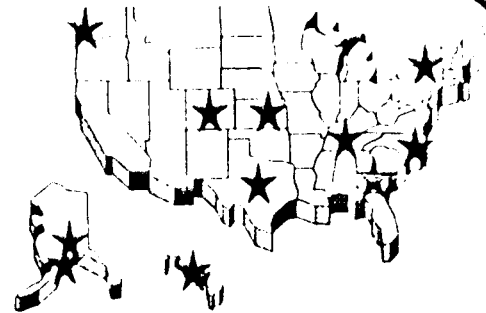
COPY 1 OF 20

THE ARMY BASING STUDY



CLOSE HOLD / SENSITIVE

# MANEUVER



**OPERATIONAL BLUEPRINT**

- MAINTAIN THE CAPABILITY TO STATION BUR FORCE IN THE UNITED STATES (10 DIV's, 2 ACR's & ECHELONS ABOVE DIV)
- MAINTAIN FORCES IN WESTERN CONUS , HAWAII, AND ALASKA IN SUPPORT OF PACIFIC REGION
- SIZE BASE STRUCTURE IN ALASKA TO SUPPORT ONE MANEUVER BDE AND SPT FORCES

**MILITARY VALUE ASSESSMENT**

FT HOOD  
 FT LEWIS  
 FT BRAGG  
 FT STEWART  
 FT CARSON  
 FT CAMPBELL  
 FT RILEY  
 FT DRUM  
 SCHOFIELD BRKS\*

FT WAINWRIGHT  
 FT RICHARDSON

**INSTALLATION ASSESSMENT**

1. (7.7) FT HOOD
2. (7.0) FT LEWIS
3. (6.6) FT BRAGG
4. (6.5) FT STEWART
4. (6.5) FT CARSON
6. (5.5) FT CAMPBELL
7. (4.8) FT RILEY
8. (4.4) FT DRUM
9. (3.5) SCHOFIELD BRKS\*
10. (3.4) FT WAINWRIGHT
11. (2.1) FT RICHARDSON

**STUDY CANDIDATES**

12:32 PM 8/9/94

CLOSE HOLD / SENSITIVE

COPY \_\_\_ OF 20

THE ARMY BASING STUDY

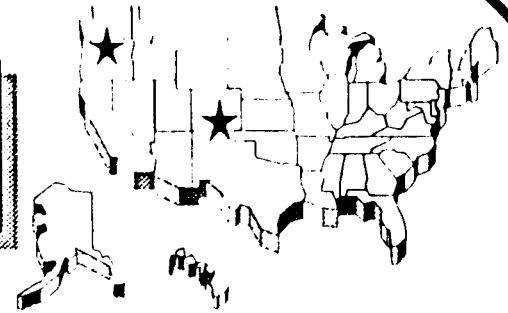


AMMO  
STORAGE  
HAWTHORNE  
TOOELE  
BLUE GRASS

SENECA  
SAVANNA  
PUEBLO  
SIERRA  
UMATILLA

## PUEBLO & UMATILLA DEPOT ACTIVITIES

CI OSEHOLD / SENSITIVE



UMATILLA

PUEBLO

CLOSE UMATILLA & PUEBLO

### COSTS (\$M)

O&M	16
MILCON	
OTHER	<u>16</u>

PAYBACK PERIOD (YEARS)	IMMED
BREAK EVEN YEAR	<u>2001</u>
STEADY STATE (\$M)	<u>48</u>



# IMPACT SUMMARY PUEBLO, CO & UMATILLA, OR

CLASSIFIED/SENSITIVE

- OPERATIONAL:
- BRAC 88 realigned both to depot activities & recommended closure upon completion of chemical demilitarization
  - Projected completion for chemical demil is 2nd Qtr 2004
  - Cannot meet BRAC 95 execution timelines

PERSONNEL:

PUEBLO / UMATILLA

	MILITARY	CIVILIAN
REDUCTIONS	3/9	353/222
REALIGNMENTS		

ENVIRONMENTAL: No significant limitations

ECONOMIC: Pueblo: 3% direct and indirect job loss from employment base of 49 K.  
 Umatilla: 3% direct and indirect job loss from employment base of 28 K

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED None

152 10/03  
10/7/04

CLASSIFIED/SENSITIVE

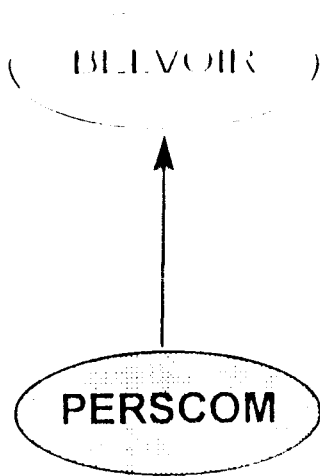
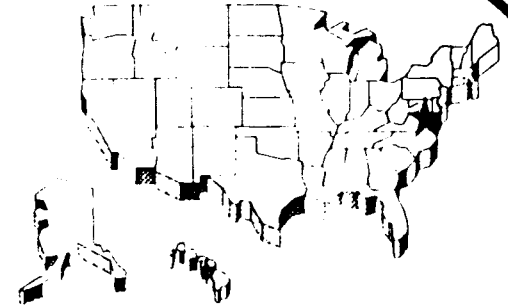
THE ARMY BASING STUDY



LEASES

# USA PERSONNEL COMMAND

CLOSEHOLD / SENSITIVE



## VACATE LEASE

- REALIGN PERSCOM TO FT BELVOIR

### COSTS (\$M)

O&M	0
MILCON	116
OTHER	11
<b>TOTAL</b>	<b>127</b>

PAYBACK PERIOD (YEARS) NEVER

BREAK EVEN YEAR NEVER

STEADY STATE (\$M) 2

ANNUAL LEASE COST (\$M) 9

LEASE COST/PERSON/YEAR 2.1 K

BASOPS/PERSON/YEAR 4.0 K





# IMPACT SUMMARY PERSCOM, ALEXANDRIA VA

CLOSEHOLD / SENSITIVE

- OPERATIONAL:
- None, local move
  - Requirement for large workforce

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	833	3554

ENVIRONMENTAL: No significant limitations

ECONOMIC: None

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED

Realign to Ft Meade:

- cost = \$ 127 M
- payback = 43 years

5:09 PM  
10/27/04

CLOSEHOLD / SENSITIVE

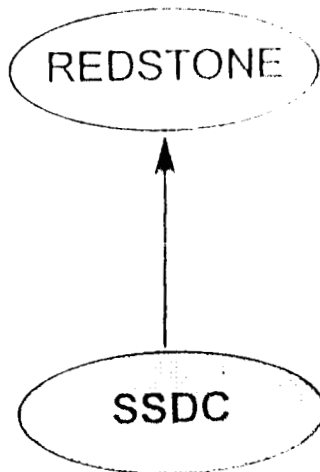
THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

LEASES

# SPACE & STRATEGIC DEFENSE COMMAND



## VACATE LEASE

- REALIGN SSDC TO REDSTONE ARSENAL

COSTS (\$M)	
O&M	0
MILCON	19
INFO MGMT	<u>2</u>
TOTAL	21
<hr/>	
PAYBACK PERIOD (YEARS)	<u>NEVER</u>
BREAK EVEN YEAR	<u>NEVER</u>
STEADY STATE (\$M)	<u>1</u>
<hr/>	
ANNUAL LEASE COST (\$M)	1.7
LEASE COST/PERSON/YEAR	1.8 K
BASOPS/PERSON/YEAR	4.2 K

100-100-100

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY

## SPACE & STRATEGIC DEFENSE COMMAND, HUNTSVILLE, AL

OPERATIONAL: - none, local move  
- synergy with major PMs and Missile Command at Redstone

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	35	915

ENVIRONMENTAL: No significant limitations

ECONOMIC: None

OTHER SERVICE/DOD FACTORS: None

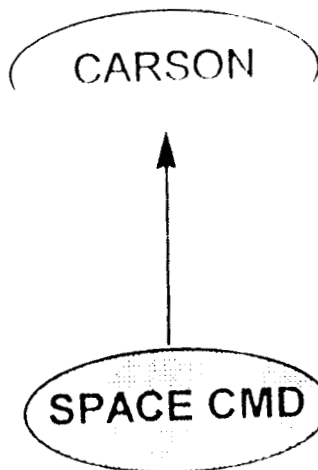
ALTERNATIVES CONSIDERED None



LEASES

# ARMY SPACE COMMAND

CLOSEHOLD / SENSITIVE



## COSTS (\$M)

O&M	0
MIL CON	14
INFO MGMT	1
TOTAL	15

PAYBACK PERIOD (YEARS)	NEVER
BREAK EVEN YEAR	NEVER
STEADY STATE (\$M)	0.3

ANNUAL LEASE COST (\$M)	0.5
LEASE COST/PERSON/YEAR	1.1 K
BASOPS/PERSON/YEAR	2.2 K

### ACATE LEASE

- REALIGN SPACE COMMAND TO FT CARSON



# IMPACT SUMMARY ARMY SPACE COMMAND, CO

CLOSEHOLD/SENSITIVE

OPERATIONAL:

- none, local move
- synergy with CINCSpace at Peterson AFB

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	363	105

ENVIRONMENTAL: No significant limitations

ECONOMIC: None

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED None

CLOSEHOLD/SENSITIVE

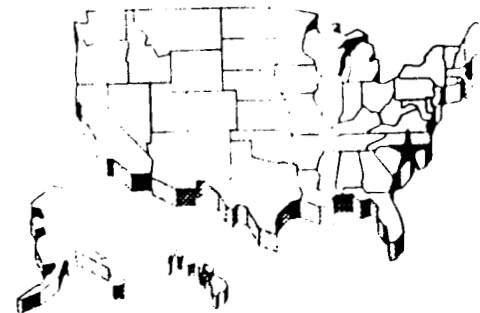
THE ARMY BIASING STUDY



LEASES

# ARMY RESEARCH OFFICE

CLOSEHOLD/SENSITIVE



ADELPHI, MD



ARO

## VACATE LEASE

- REALIGN ARO TO ADELPHI LAB

### COSTS (\$M)

MILCON	3
O&M	2
OTHER	<u>1</u>
TOTAL	6

PAYBACK PERIOD (YEARS) NEVER

BREAK EVEN YEAR NEVER

STEADY STATE (\$M) 2

ANNUAL LEASE COST (\$M) 0.4

LEASE COST/PERSON/YEAR 3.4 K

BASOPS/PERSON/YEAR 18.9 K



# IMPACT SUMMARY ARMY RESEARCH OFFICE, NC

OPERATIONAL:

- coordinate research efforts with academic institutions
- R&D efforts provide advances in physics, chemistry, biology, materials science, electronics & engineering, environmental science, mathematics and computer sciences
- located in Research Triangle

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	2	107

ENVIRONMENTAL:

No significant limitations

ECONOMIC:

None

OTHER SERVICE/DOD FACTORS:

Director, Defense Research & Engineering requested Army to examine relocating ARO to NCR leased space (Ballston)

ALTERNATIVES CONSIDERED

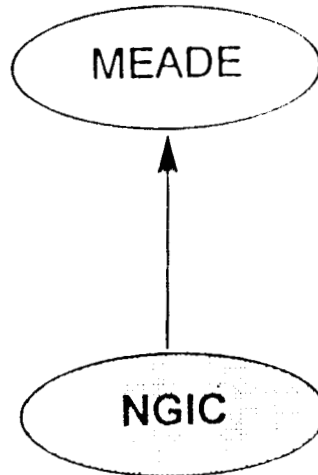
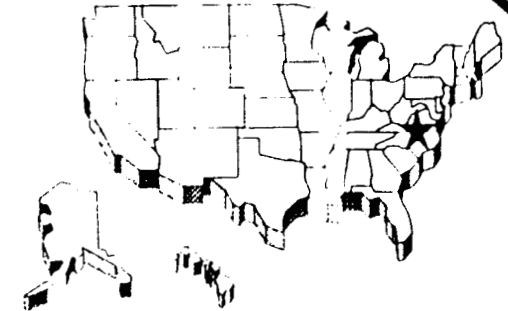
- Aberdeen PG: cost = \$2 M; payback = never
- NCR lease: cost = \$2 M; payback = 7 years



LEASES

# NATIONAL GROUND INTELLIGENCE CTR

FORMERLY FOREIGN SCIENCE & TECHNOLOGY CTR



**VACATE LEASE**  
 • REALIGN TO FT MEADE

COSTS (\$M)	
O&M	10
MILCON	17
OTHER	1
INFO MGMT	<u>2</u>
TOTAL	30
<hr/>	
PAYBACK PERIOD (YEARS)	<u>100+</u>
BREAK EVEN YEAR	<u>100+</u>
STEADY STATE (\$M)	<u>0.4</u>
<hr/>	
ANNUAL LEASE COST (\$M)	1.3
LEASE COST/PERSON/YEAR	2.1 K
BASOPS/PERSON/YEAR	1.3 K





# IMPACT SUMMARY

## NATIONAL GROUND INTELLIGENCE CTR CHARLOTTESVILLE, VA

OPERATIONAL: Foreign materiel exploitation and intelligence support

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	108	522

ENVIRONMENTAL: No significant limitations

ECONOMIC: 1.2 % direct and indirect job loss from employment base of 68 K

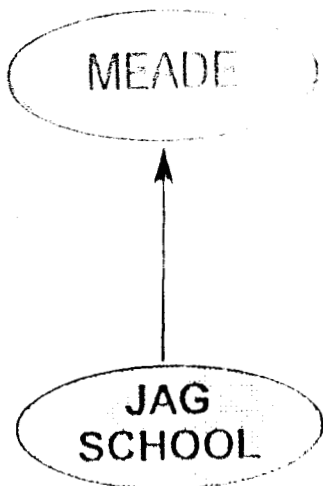
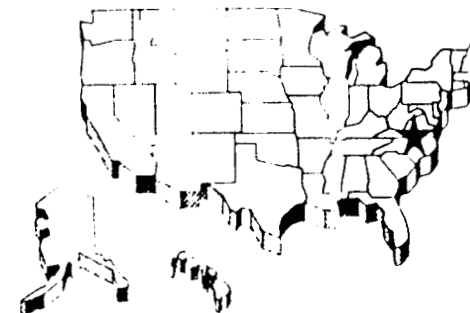
OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED None



LEASES

# JUDGE ADVOCATE GENERAL SCHOOL



VACATE LEASE  
 • REALIGN TO FT MEADE

COSTS (\$M)	
O&M	1
MILCON	5
OTHER	0
INFO MGMT	0
TOTAL	<u>6</u>
<hr/>	
PAYBACK PERIOD (YEARS)	<u>13</u>
BREAK EVEN YEAR	<u>2011</u>
STEADY STATE (\$M)	<u>0.6</u>
<hr/>	
ANNUAL LEASE COST (\$M)	0.9
LEASE COST/PERSON/YEAR	4.9 K
BASOPS/PERSON/YEAR	1.3 K



# IMPACT SUMMARY

## JUDGE ADVOCATE GENERAL SCHOOL CHARLOTTESVILLE, VA

OPERATIONAL: UVA Law School tenant

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	56	37

ENVIRONMENTAL: No significant limitations

ECONOMIC: 0.6 % direct and indirect job loss from employment base of 68 K

OTHER SERVICE/DOD FACTORS:

ALTERNATIVES CONSIDERED

- Realign to Fort Belvoir:
- cost = \$ 33 M
- payback = 14 years



CLOSEHOLD / SENSITIVE

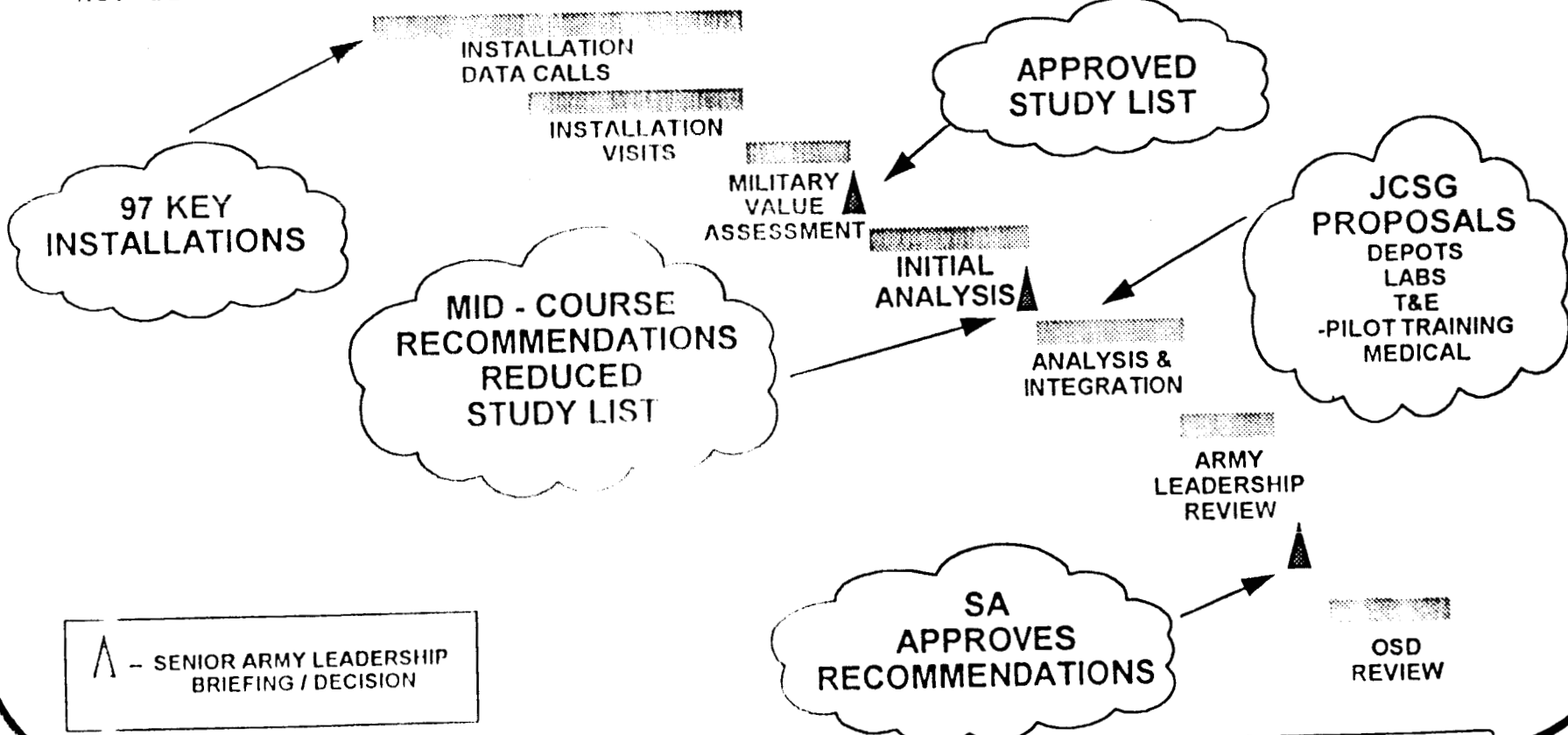
# ARMY BRAC 95 TIME LINES

1993

1994

1995

NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR



▲ - SENIOR ARMY LEADERSHIP BRIEFING / DECISION

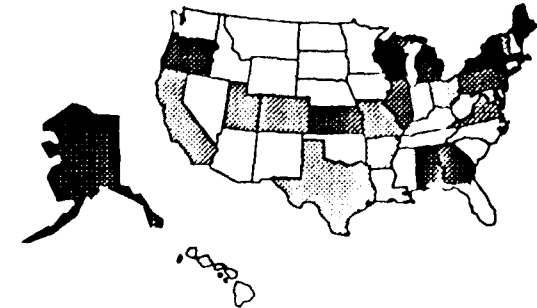
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

## RECOMMENDED FOR DEFERRAL



### MANEUVER INSTALLATIONS

1. FT RILEY
- ✓ 2. FT DRUM
3. FT RICHARDSON
- ✓ 4. FT WAINWRIGHT

### MAJOR TRAINING AREAS

- ✓ 1. FT AP HILL
2. FT CHAFFEE
3. FT GREELY
4. FT PICKETT
- ✓ 5. FT DIX
6. FT HUNTER LIGGETT
7. FT INDIANTOWN GAP
- ✓ 8. FT McCOY

### PROVING GROUNDS

1. DUGWAY PG

### TRAINING SCHOOLS

1. FT EUSTIS/STORY
2. FT LEE
3. FT McCLELLAN
- ✓ 4. PRESIDIO OF MONTEREY
5. FT LEONARD WOOD

### C2/ADMIN CENTERS

1. PRICE SPT CENTER
2. FT BUCHANAN
- ✓ 3. FT GILLEM
4. FT MEADE
5. FT MONROE
6. FT RITCHIE
7. KELLY SPT CENTER
8. FT HAMILTON
- ✓ 9. FT TOTTEN
- ✓ 10. PRESIDIO OF SAN FERNAN
11. SELFRIDGE

### COMMODITY INSTALLATIONS

1. NATICK RDEC
2. PICATINNY
- ✓ 3. COLD REGION LAB

### AMMUNITION STORAGE

1. SAVANNA DEPOT
2. SENECA DEPOT
3. SIERRA DEPOT
- ✓ 4. PUEBLO DEPOT
- ✓ 5. UMATILLA DEPOT

### PORTS

1. BAYONNE
2. OAKLAND

### MEDICAL FACILITIES

1. FITZSIMONS AMC

### DEPOTS / INDUSTRIAL FACILITIES

1. LETTERKENNY DEPOT
2. RED RIVER DEPOT
3. LIMA TANK PLANT
4. STRATFORD ENG PLANT
5. (DETROIT TANK PLANT)

### LEASES

1. HQ AMC
2. HQ ATCOM
- ✓ 3. HQ PERSCOM
4. USA PERS CTR
- ✓ 5. HQ SDC
6. BAILEY'S X-ROAD
- ✓ 7. USA SPACE COM
8. CAA
- ✓ 9. ARO
10. PARK CTR
11. BALLSTON-WEBB
12. CRYSTAL CITY
- ✓ 13. NAT'L GRD INT CTR (FSTC)
- ✓ 14. JAG SCHOOL
15. MELPAR BLDG

42 OF ORIGINAL 60 CANDIDATE INSTALLATIONS  
REMAIN UNDER CONSIDERATION

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

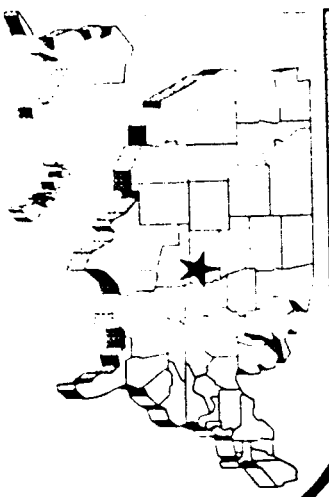


# BACK-UP SLIDES

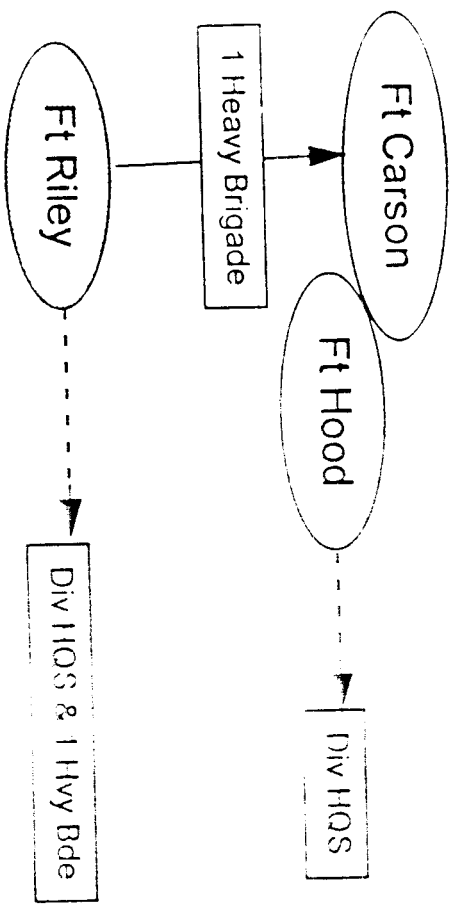


MANEUVER	
FT HOOD	
FT LEWIS	
FT BRAGG	
FT STEWART	
FT CARSON	
FT CAMPBELL	
SCHOFIELD BRKS	
FT RILEY	
FT DRUM	
FT WAINWRIGHT	
FT RICHARDSON	

# FORT RILEY



CLOSEHOLD / SENSITIVE



- REALIGN FT RILEY**
- MOVE ONE HVY BDE TO CARSON & REFLAG AS 3RD BDE, 4ID
  - INACTIVATE 11D HQS & ONE HVY BDE AT RILEY
  - INACTIVATE 2AD HQS & SPT CAP AT HOOD
  - REFLAG TWO REMAINING 2AD BDES AT HOOD AS 1AD AND 11D
  - RETAIN A RESERVE COMPONENT ENCLAVE AT RILEY

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

<b>COSTS (\$M)</b>	
O&M	44
MILCON	221
AFH	282
(AVOID)	- 23
MPA	15
HAP	3
OTHER	52
TOTAL	594
<hr/>	
PAYBACK PERIOD (YEARS)	5
BREAK EVEN YEAR	2004
STEADY STATE (\$M)	122

1 52 17M  
10/7/94



# IMPACT SUMMARY FORT RILEY, KS

CLOSEHOLD / SENSITIVE

OPERATIONAL: - Five maneuver brigades remain at Ft Hood  
- Retains training land in Midwest at Ft Riley

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	658	1,375
REALIGNMENTS	5,084	333

ENVIRONMENTAL: No significant limitations

ECONOMIC: 69 % direct and indirect job loss

OTHER SERVICE/DOD FACTORS:

- (1) Large area support mission
- (2) Departure Airfield - Forbes Field

ALTERNATIVES CONSIDERED: Closure not feasible because of RC training requirement

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10/7/94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

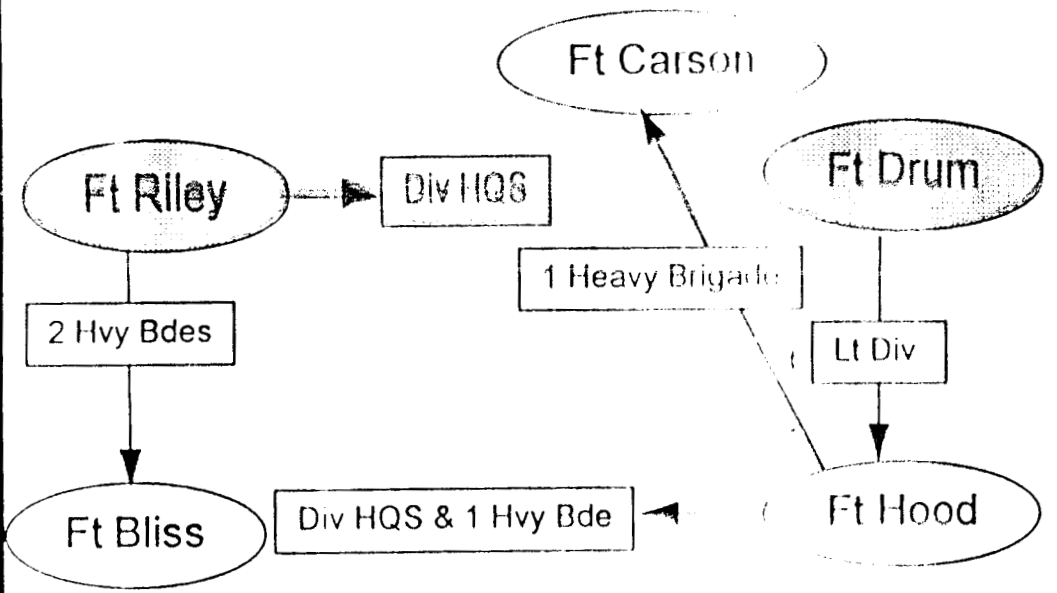




CLOSEHOLD / SENSITIVE

- MANEUVER**
- FT HOOD
  - FT LEWIS
  - FT BRAGG
  - FT STEWART
  - FT CARSON
  - FT CAMPBELL
  - SCHOFIELD BRKS
- 
- FT RILEY
  - FT DRUM\*
  - FT WAINWRIGHT
  - FT RICHARDSON

# FORT DRUM & RILEY



**COSTS (\$M)**

O&M	146
MILCON	473
AFH	793
(AVOID)	- 24
MPA	69
HAP	6
OTHER	298
<b>TOTAL</b>	<b>1,731</b>

---

PAYBACK PERIOD (YEARS) 7

BREAK EVEN YEAR 2006

STEADY STATE (\$M) 311

**REALIGN FT DRUM & FT RILEY**

- INACTIVATE 2AD HQS, SPT CAP, & ONE BDE AT HOOD
- REMAINING 2AD BDE TO CARSON AND REFLAG AS 3RD BDE, 4ID
- MOVE LT DIV TO HOOD
- MOVE TWO HVY BDES ALIGNED W/ 1ID & 1AD TO BLISS
- RETAIN RESERVE COMPONENT ENCLAVE AT DRUM & RILEY

1:52 PM  
10/7/04

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY FORT DRUM & FORT RILEY

CLOSEHOLD / SENSITIVE

- OPERATIONAL:
- Five maneuver brigades remain at Ft Hood
  - Possible C2 problem at Ft Bliss
  - Retains training lands in Midwest and NE at Ft Riley and Ft Drum

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	907	3,005
REALIGNMENTS	22,607	693

ENVIRONMENTAL: No significant limitations

ECONOMIC: Ft Drum Area - 40 % direct and indirect job loss  
Ft Riley Area - 69 % direct and indirect job loss

OTHER SERVICE/DOD FACTORS: None

ALL ALTERNATIVES CONSIDERED. None

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10/7/94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

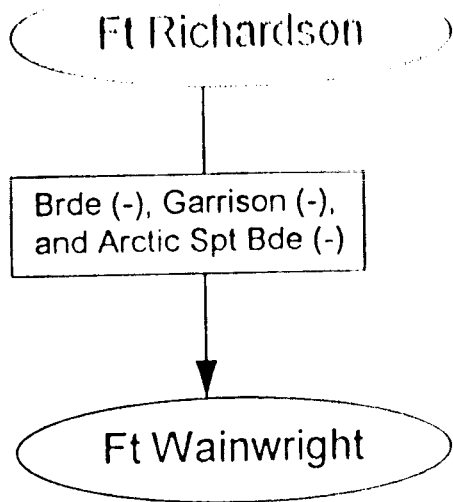
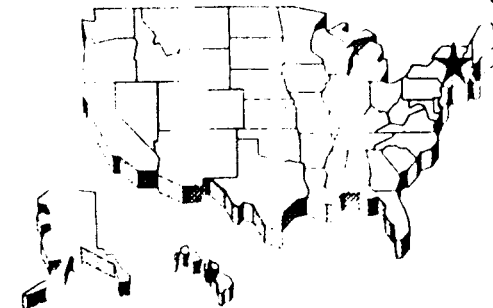


**MANEUVER**

FT HOOD  
FT LEWIS  
FT BRAGG  
FT STEWART  
FT CARSON  
FT CAMPBELL  
SCHOFIELD BRKS

FT RILEY  
FT DRUM  
FT WAINWRIGHT  
FT RICHARDSON

**FORT RICHARDSON**



**REALIGN FT RICHARDSON**

- RELOCATE TO WAINWRIGHT
- RETAIN A RESERVE COMPONENT ENCLAVE AT RICHARDSON

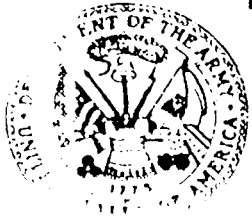
**COSTS (\$M)**

O&M	34
MILCON	15
AFH	85
MPA	6
HAP	3
OTHER	<u>10</u>
TOTAL	153

PAYBACK PERIOD (YEARS) 2

BREAK EVEN YEAR 2001

STEADY STATE (\$M) 82



## **IMPACT SUMMARY FORT RICHARDSON**

**OPERATIONAL:**

- All Brigade units at one installation - ease of C2
- Newer facilities at Ft Wainwright
- Can fire all weapons systems at Wainwright - no need to travel to train

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	289	970
REALIGNMENTS	1,978	324

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 4% direct and indirect job loss

**OTHER SERVICE/DOD FACTORS:**

- (1) Richardson/Elmendorf is the planned site for the Joint Mobility Complex
- (2) Alaskan ARNG HQS, TAG, and Reserve Coordination Center are located on Richardson
- (3) CDR, USARAK (MG) located at Richardson
- (4) Anchorage is the HQS for most Federal Agencies: FBI, FAA, ATF, BLM, DOE, EPA, etc
- (5) Insufficient housing at Wainwright to support increase in population

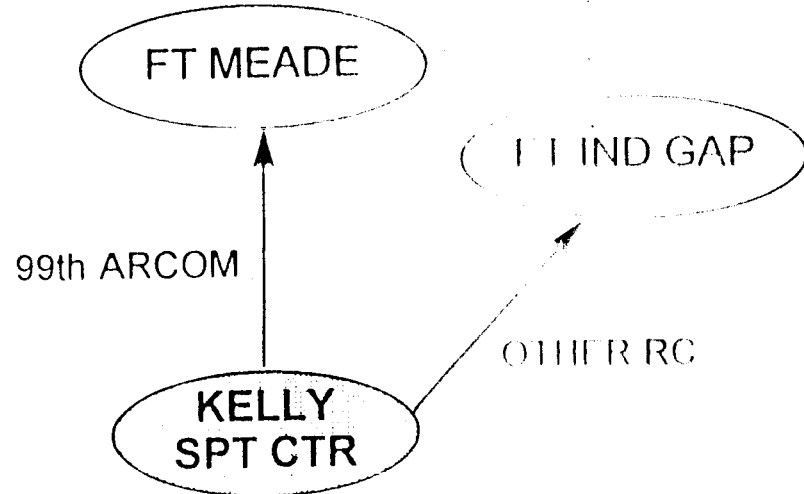
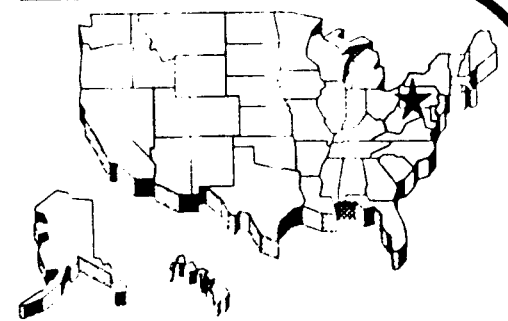
**ALTERNATIVES CONSIDERED:** Closure of Ft Richardson



CLOSEHOLD / SENSITIVE

- C2 / ADMIN**  
FT BELVOIR  
FT McPHERSON  
FT MYER  
FT SHAFTER
- FT MEADE  
FT MONROE  
FT RITCHIE  
FT GILLEM  
SELFRIDGE  
PRICE SUPPORT CTR  
FT BUCHANAN  
PRESIDIO OF SF  
KELLY SUPPORT CTR  
FT HAMILTON  
FT TOTTEN

# KELLY SUPPORT CENTER



COSTS (\$M)	
O&M	5
MILCON	4
OTHER	$\frac{1}{10}$
<hr/>	
PAYBACK PERIOD (YEARS)	$\frac{3}{}$
BREAK EVEN YEAR	$\frac{2001}{}$
STEADY STATE (\$M)	$\frac{4}{}$

- CLOSE KELLY SPT CTR**
- REALIGN 99th ARCOM TO FORT MEADE
  - REALIGN RC UNITS TO FT INDIANTOWN GAP

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# IMPACT SUMMARY KELLY SUPPORT CENTER, PA

OPERATIONAL:

- demographics may not support additional RC units at Ft Ind Gap
- significant impact on readiness of USAR units
- 97th ARCOM at Ft Meade slated to deactivate

PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	1	
REALIGNMENTS	138	125

ENVIRONMENTAL: No significant limitations

ECONOMIC: 0 % direct and indirect job loss from employment base of 1.1 M

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED: None

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Secretary of the Army , November 9, 1994, 1700-1800 hours

1. The purpose of this meeting was to provide a progress report.
2. Principal attendees: Secretary West, Mr. Reeder (Undersecretary), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), LTG Dominy (Director of the Army Staff), Mr. Stockdale (Deputy General Counsel) and BG Shane (Director of Management). COL Jones (Director of TABS) presented the briefing.
3. COL Jones reviewed the major milestones since first briefing the Secretary on the original list of study candidates on August 11, 1994. He reported that of the initial list of 97 Army installations assessed, 60 had been selected as study candidates. He added the Undersecretary and Vice Chief of Staff decided to discontinue study of 15 of these candidates on October 11, leaving 45 active candidates remaining. COL Jones discussed the latest status for each of the Joint Cross Service Groups and noted schedule changes affecting the delivery of final recommendations to the Secretary of Defense. He also raised the issue of affordability and the importance of a sound strategy given the fiscal constraints on funding for BRAC 95 in the Program Objective Memorandum.
4. The Secretary acknowledged the efforts of the study effort and was pleased with the progress made thus far. He asked the Undersecretary and Vice Chief of Staff to review their decision to discontinue the studies of two maneuver bases (Fort Drum and Fort Wainwright) at the next in-progress-review to be certain that the most current data support keeping these installations off the active study list. Mr. West asked that they provide their advice at the earliest opportunity.

Enclosure  
- Briefing Slides

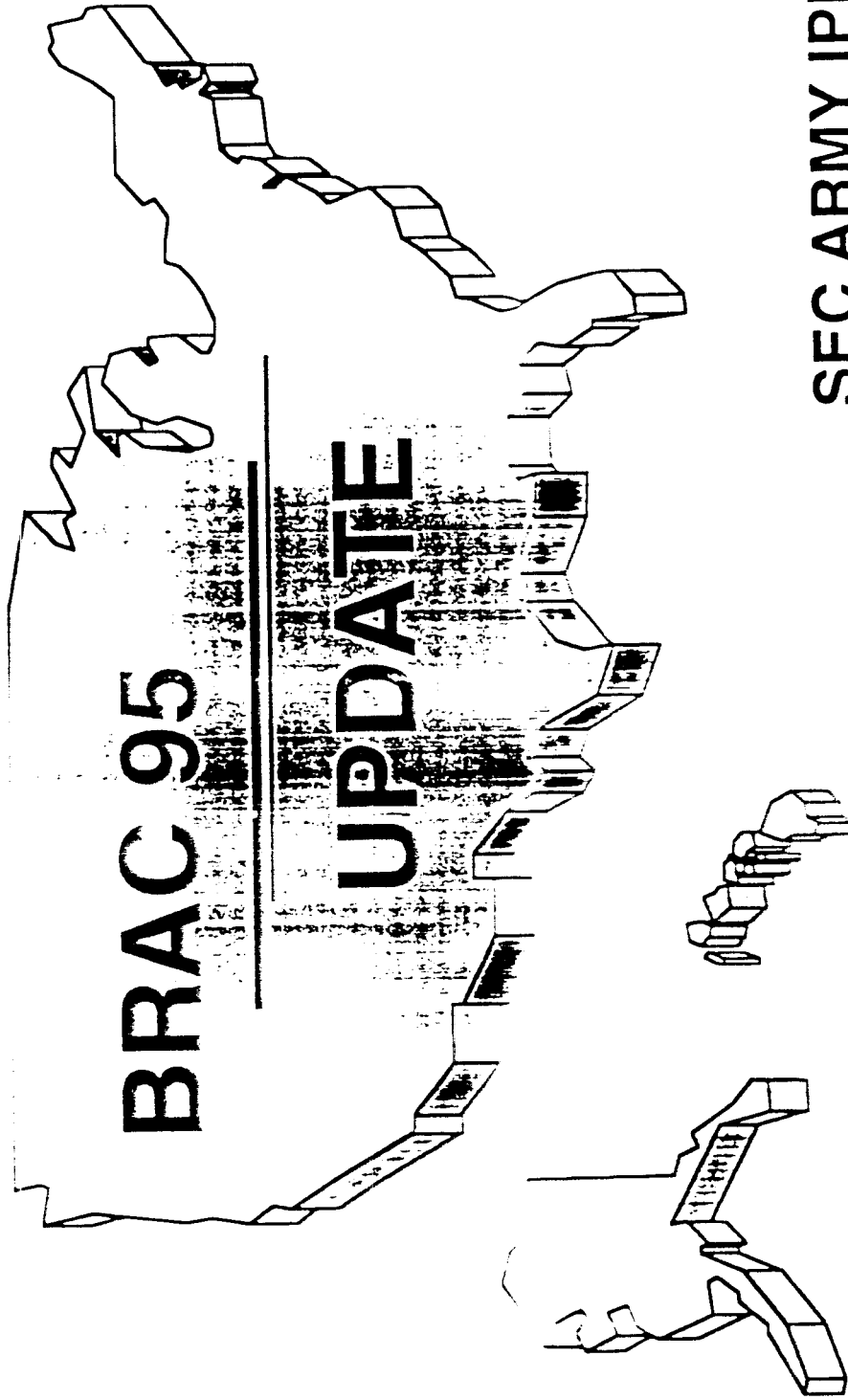
Mr. Nerger/697-1766  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**



CLOSEHOLD / SENSITIVE

# DEPARTMENT OF THE ARMY



SEC ARMY IPR  
9 NOV 94

CLOSEHOLD / SENSITIVE

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THE ARMY BASING STUDY





CLOSEHOLD / SENSITIVE

# RECENT MILESTONES

11 AUG STUDY CANDIDATE BRIEF (SA / CSA)

23 SEP BRIEF DEPSECDEF (SA / CSA)

29 SEP BRAC REVIEW GROUP (USofA / VCSA)

11 OCT MID COURSE GUIDANCE (USofA / VCSA)

4 NOV BRAC REVIEW GROUP (VCSA / ASA)

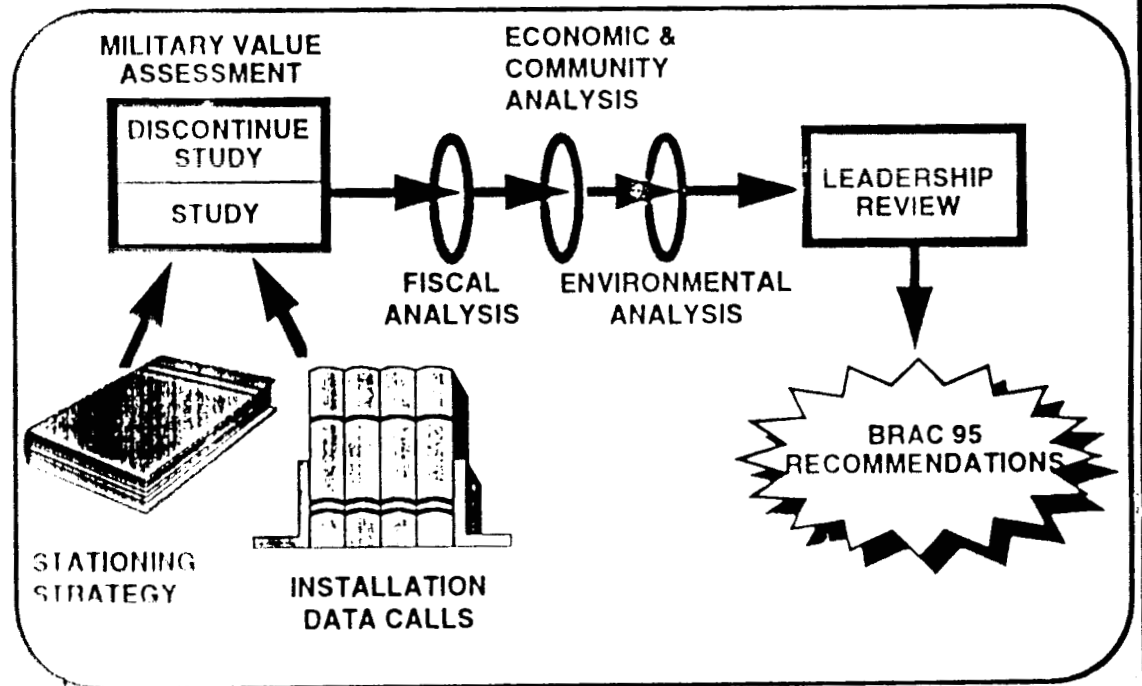
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# ARMY BRAC PROCESS

- APPROVE STUDY CANDIDATES
- DEVELOP BRAC ALTERNATIVES
- PERFORM ANALYSIS
  - OPERATIONAL
  - FINANCIAL (COBRA MODEL)
  - ENVIRONMENTAL
  - ECONOMIC (OSD MODEL)
- REFINE STUDY LIST



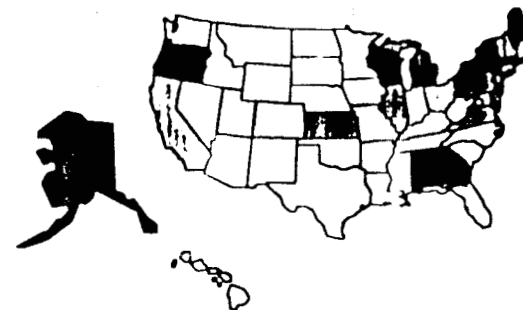


## MID - COURSE GUIDANCE

- REASONS TO DISCONTINUE STUDY
  - IF COST PROHIBITIVE
  - IF UNABLE TO EXECUTE
- ADVANTAGES
  - FOCUSES ANALYSIS ON REMAINDER
  - BETTER POSTURED TO INTEGRATE JCSG INPUT
- RESULTS
  - 45 ACTIVE STUDIES
  - STILL 3 1/2 TIMES AS MANY CANDIDATES AS IN BRAC 93



# STUDY CANDIDATES BRAC 95



## MANEUVER INSTALLATIONS

1. FT RILEY
- ~~2. FT DRUM~~
3. FT RICHARDSON
- ~~4. FT WAINWRIGHT~~

## MAJOR TRAINING AREAS

1. FT AP HILL
2. FT CHAFFEE
3. FT GREELY
4. FT PICKETT
5. FT DIX
6. FT HUNTER LIGGETT
7. FT INDIANTOWN GAP
8. FT McCOY

## PROVING GROUNDS

1. DUGWAY PG

## TRAINING SCHOOLS

1. FT EUSTIS/STORY
2. FT LEE
3. FT McCLELLAN
- ~~4. PRESIDIO, MONTEREY~~
5. FT LEONARD WOOD

## C2/ADMIN CENTERS

1. PRICE SPT CENTER
2. FT BUCHANAN
- ~~3. FT GILLEM~~
4. FT MEADE
5. FT MONROE
6. FT RITCHIE
7. KELLY SPT CENTER
8. FT HAMILTON
- ~~9. FT TOTTEN~~
- ~~10. PRESIDIO, SF~~
11. SELFRIDGE

## COMMODITY INSTALLATIONS

1. NATICK RDEC
2. PICATINNY
- ~~3. COLD REGION LAB~~

## AMMUNITION STORAGE

1. SAVANNA DEPOT
2. SENECA DEPOT
3. SIERRA DEPOT
- ~~4. PUEBLO DEPOT~~
- ~~5. UMATILLA DEPOT~~

## PORTS

1. BAYONNE
2. OAKLAND

## MEDICAL FACILITIES

1. FITZSIMONS AMC

## DEPOTS / INDUSTRIAL FACILITIES

1. LETTERKENNY DEPOT
2. RED RIVER DEPOT
3. LIMA TANK PLANT
4. STRATFORD ENG PLANT
5. (DETROIT TANK PLANT)

## LEASES

1. HQ AMC
2. I Q ATCOM
- ~~3. HQ PERSGOM~~
4. USA PERS CTR
- ~~5. HQ SDC~~
6. BAILEY'S X-ROAD
- ~~7. USA SPACE COM~~
8. CAA
- ~~9. ARO~~
10. PARK CTR
11. BALLSTON-WEBB
12. CRYSTAL CITY
- ~~13. FOREIGN-TECH~~
- ~~14. JAG SCHOOL~~
15. MELPAR BLDG

45 OF ORIGINAL 60 CANDIDATE INSTALLATIONS  
REMAIN FOR BRAC 95

STUDY DISCONTINUED  
11 OCT



# JOINT CROSS-SERVICE GROUPS

<u>JCSG</u>	<u>STATUS</u>	<u>ANTICIPATED IMPACT</u>
LABS	----- ALTERNATIVES RECEIVED	WORKLOAD SHIFTS
DEPOTS	----- ALTERNATIVES BY MID-NOV	1 TO 2 DEPOTS
MEDICAL	----- "	UNKNOWN
T & E	----- "	WORKLOAD SHIFTS
UPT	----- "	CONSOLIDATION AT FT RUCKER



## AFFORDABILITY ISSUES

- SMALL POM WEDGE \$ 729M
- MIX OF INSTALLATIONS IS CRUCIAL
- ARMY CAN ACHIEVE AN AGGRESSIVE BRAC BY IDENTIFYING INSTALLATIONS THAT:
  - MINIMIZE UP FRONT COST
  - MAXIMIZE SAVINGS IN THE OUT YEARS
  - ACHIEVE SAVINGS QUICKLY



# STRATEGY

- OPTIMIZE POM WEDGE (\$729M)

MAXIMIZE # INSTALLATIONS

MAXIMIZE OPERATIONAL BENEFIT TO ARMY

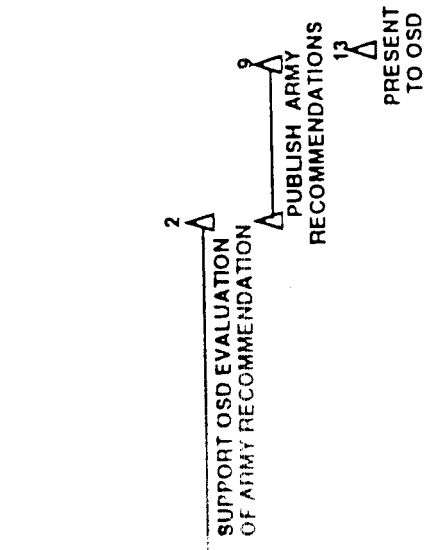
- BUILD OPTION PACKAGES
- DEVELOP RESOURCE PLAN TO IMPLEMENT OPTION PACKAGES
- BE PREPARED TO SEEK ADDITIONAL DOD FUNDS
- DEVELOP AGGRESSIVE IMPLEMENTATION STRATEGY



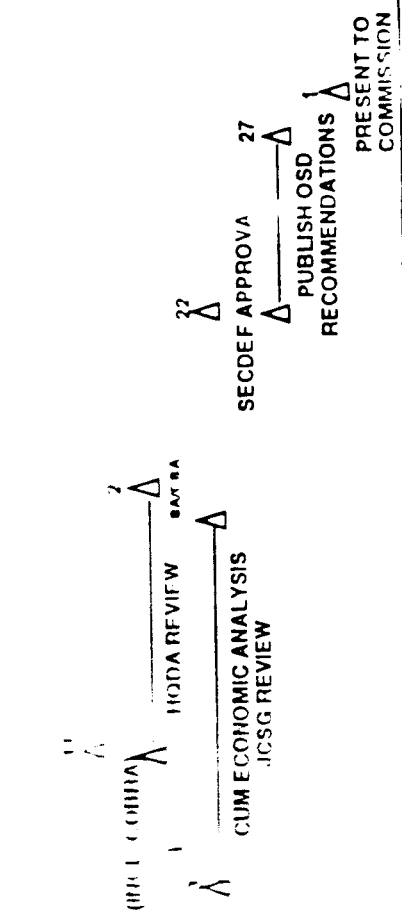
# MILESTONES

CLOSEHOLD / SENSITIVE

ARMY NOV DEC JAN FEB MAR



## JCSG / OSD REQUIREMENTS



CLOSEHOLD / SENSITIVE



# MILESTONES

- MID NOV JCSG's FORWARD ALTERNATIVES
- MID NOV ASAs BRIEF USofA ON JCSG INPUT
- 19 NOV USofA / VCSA IPR
- 1 DEC PBC
- 5 DEC SELCOM
- 19 DEC SA / CSA DECISION BRIEFING
- 3 JAN SUBMIT RECOMMENDATIONS TO SECDEF
- JAN - FEB DOD REVIEW
- 1 MAR PUBLIC ANNOUNCEMENT



**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Undersecretary of the Army and Vice Chief of Staff, November 17, 1994, 1430-1530 hours

1. The purpose of this meeting was to:

- a. reexamine two maneuver installations (Ft Drum & Ft Wainwright) and obtain a decision whether the most current data support keeping them off the active study list;
- b. provide information on preliminary cost assessments and an approach for making an affordability assessment for BRAC 95;
- c. obtain approval to evaluate a number of smaller, below-threshold sites for possible inclusion in the BRAC process;
- d. review the remaining milestones for BRAC 95.

2. Principal attendees: Mr. Reeder (Undersecretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), LTG Dominy (Director of the Army Staff), MG Putman (Assistant Deputy Chief of Staff for Operations & Plans), Mr. Stockdale (Deputy General Counsel), BG Shane (Director of Management), BG Heebner (Director, Program Analysis & Evaluation) and Ms Menig (Deputy Assistant Chief of Staff for Installation Management). COL Jones (Director, TABS) gave the briefing.

3. After reviewing the two maneuver bases, COL Jones advised that the updated analyses warranted keeping them off the active study list. Next, he discussed plans for upcoming deliberative sessions and reminded everyone that all recommendations must be consistent with the force structure plan and are evaluated in terms of DoD's selection criteria. While noting that each recommendation must stand on its own financially, he explained the desirability of pursuing an overall strategy which addresses the financial implications of the BRAC 95 recommendations as a whole. He added that preliminary analyses showed that a significant number of closures and realignments were possible. COL Jones requested permission to review a list of excess real property holdings recently submitted by the major commands. Although any BRAC action involving these properties would be below threshold, he explained the advantages of including them in the the BRAC process. Lastly, COL Jones reviewed major milestones for BRAC 95.

4. The Undersecretary and Vice Chief of Staff revalidated the original decision on October 11 to discontinue study of Fort Drum and Fort Wainwright and asked TABS to review the below-threshold sites for possible inclusion in the final list. They expressed general agreement with the need for developing an overall strategy for BRAC 95.

Enclosure  
- Briefing Slides

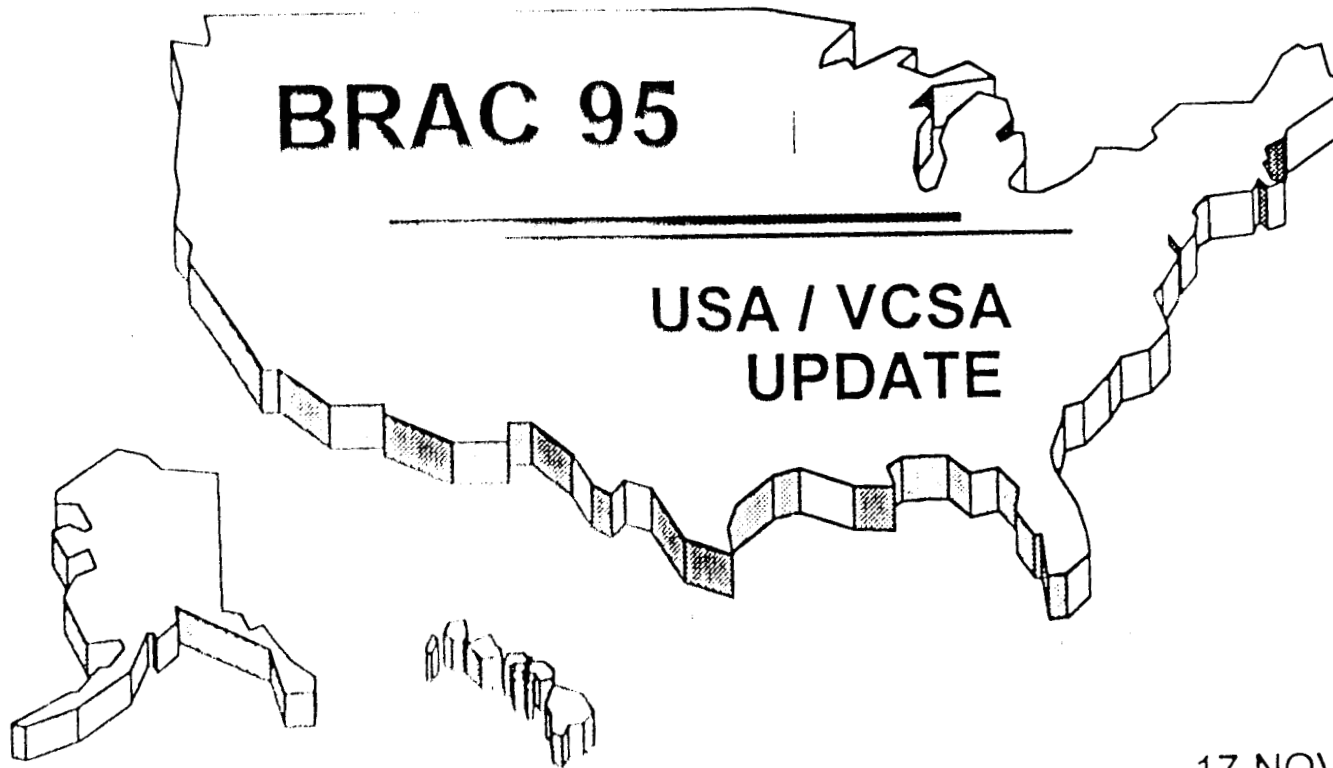
Mr. Nerger/697-1766  
Approved by COL M. Jones

CLOSE HOLD / SENSITIVE

CLOSEHOLD/SENSITIVE



DIRECTOR OF MANAGEMENT  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES ARMY



17 NOV 94

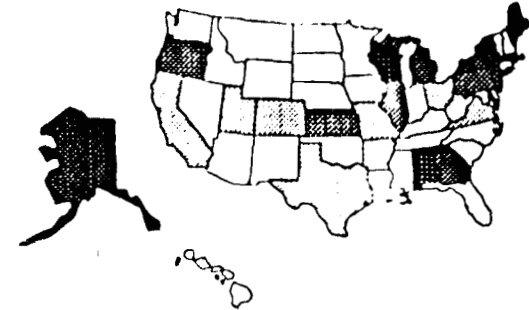
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CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY



# CURRENT BRAC 95 STUDY CANDIDATES



## MANEUVER INSTALLATIONS

1. FT RILEY
- ~~2. FT DRUM~~
3. FT RICHARDSON
- ~~4. FT WAINWRIGHT~~

## MAJOR TRAINING AREAS

1. FT AP HILL
2. FT CHAFFEE
3. FT GREELY
4. FT PICKETT
5. FT DIX
6. FT HUNTER LIGGETT
7. FT INDIANTOWN GAP
8. FT McCOY

## PROVING GROUNDS

1. DUGWAY PG

## TRAINING SCHOOLS

1. FT EUSTIS/STORY
2. FT LEE
3. FT McCLELLAN
- ~~4. PRESIDIO, MONTEREY~~
5. FT LEONARD WOOD

## C2/ADMIN CENTERS

1. PRICE SPT CENTER
2. FT BUCHANAN
- ~~3. FT GILLEM~~
4. FT MEADE
5. FT MONROE
6. FT RITCHIE
7. KELLY SPT CENTER
8. FT HAMILTON
- ~~9. FT TOTTEN~~
- ~~10. PRESIDIO, 9F~~
11. SELFRIDGE

## COMMODITY INSTALLATIONS

1. NATICK RDEC
2. PICATINNY
- ~~3. COLD REGION LAB~~

## AMMUNITION STORAGE

1. SAVANNA DEPOT
2. SENECA DEPOT
3. SIERRA DEPOT
- ~~4. PUEBLO DEPOT~~
- ~~5. UMATILLA DEPOT~~

## PORTS

1. BAYONNE
2. OAKLAND

## MEDICAL FACILITIES

1. FITZSIMONS AMC

## DEPOTS / INDUSTRIAL FACILITIES

1. LETTERKENNY DEPOT
2. RED RIVER DEPOT
3. LIMA TANK PLANT
4. STRATFORD ENG PLANT
5. (DETROIT TANK PLANT)

## LEASES

1. HQ AMC
2. HQ ATCOM
- ~~3. HQ PER&COM~~
4. USA PERS CTR
- ~~5. HQ SDG~~
6. BAILEY'S X-ROAD
- ~~7. USA SPACE COM~~
8. CAA
- ~~9. ARO~~
10. PARK CTR
11. BALLSTON-WEBB
12. CRYSTAL CITY
- ~~13. FOREIGN TECH~~
- ~~14. JAG SCHOOL~~
15. MELPAR BLDG

97 ORIGINAL INSTALLATIONS  
 • REDUCED TO 60 ON 11 AUG  
 • REDUCED TO 45 ON 11 OCT

DISCONTINUED STUDY  
11 OCT

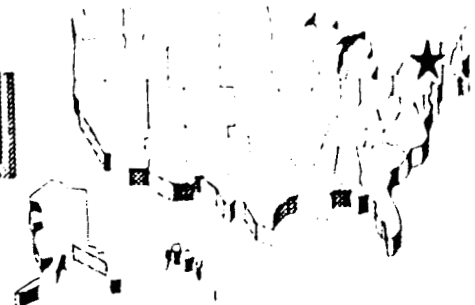


**MILITARY  
VALUE  
ASSESSMENT**

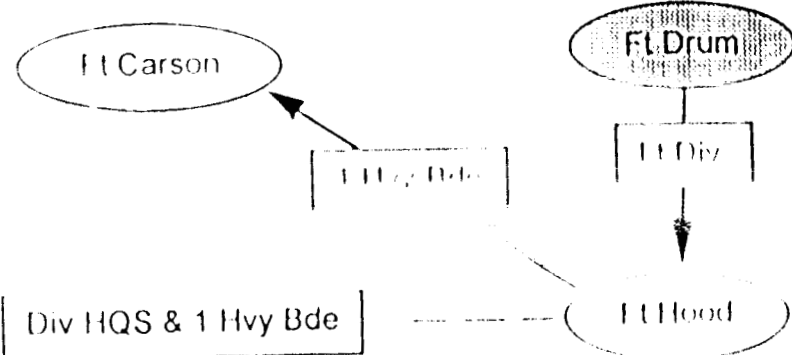
FT HOOD  
FT LEWIS  
FT BRAGG  
FT STEWART  
FT CARSON  
FT CAMPBELL  
SCHOFIELD BRKS

FT RILEY  
FT DRUM  
FT WAINWRIGHT  
FT RICHARDSON

**FORT DRUM, NY**



1150  
1160



COSTS (\$M)	ORIGINAL	NEW
O&M	98	81
MILCON	243	229
AFH	313	313
OTHER	299	269
<b>TOTAL</b>	<b>953</b>	<b>892</b>

**ORIGINAL**

PAYBACK PERIOD (YEARS) 10  
 BREAK EVEN YEAR 2009  
 STEADY STATE (\$M) 127 (2000)

**NEW**

PAYBACK PERIOD (YEARS) 9  
 BREAK EVEN YEAR 2008  
 STEADY STATE (\$M) 116 (2000)

**REALIGN FT DRUM**

- INACTIVATE 2AD HQS, SPT CAP, AND ONE BDE AT HOOD
- REMAINING 2AD BDE TO CARSON & REFLAG AS 3RD BDE, 4ID
- MOVE LT DIV TO HOOD
- RETAIN RESERVE COMPONENT ENCLAVE AT DRUM



# IMPACT SUMMARY FORT DRUM, NY

**OPERATIONAL:** - Option maintains 10th ID (-) integrity  
Based on available land and range resources  
Five maneuver brigades remain at Hood  
Retains Drum's training land

<b>PERSONNEL:</b>	<b>ORIGINAL</b>		<b>NEW</b>	
	<b>MILITARY</b>	<b>CIVILIAN</b>	<b>MILITARY</b>	<b>CIVILIAN</b>
REDUCTIONS	328	578	341	1,095
REALIGNMENTS	14,185	1,102	14,040	195

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 38% direct and indirect job loss from employment base of 39,500

**OTHER SERVICE/DOD FACTORS:**

- (1) Potentially large leased buyout costs for 801 housing, water & sewage, and heat plant
- (2) New post, most facilities are 10 years old
- (3) Large RC training facility - largest in NE - Mob Station for 65,000 soldiers
- (4) Large area support mission
- (5) Departure airfield - Griffiss AFB

**ALTERNATIVES CONSIDERED:** Closure of Ft Drum (RC training requirements prevents complete closure)

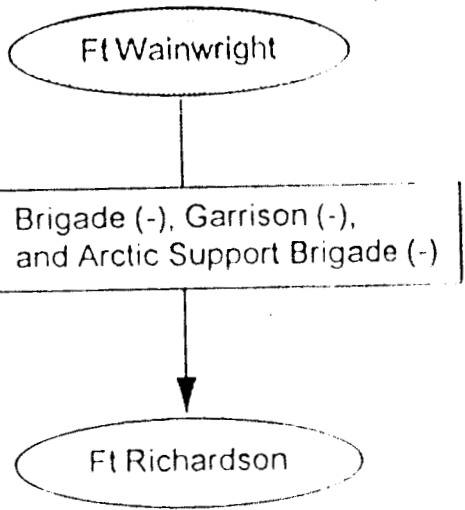


**MILITARY  
VALUE  
ASSESSMENT**

FT HOOD  
FT LEWIS  
FT BRAGG  
FT STEWART  
FT CARSON  
FT CAMPBELL  
FT HIGGINS

FT RILEY  
FT DRUM  
FT WAINWRIGHT  
FT RICHARDSON

# FORT WAINWRIGHT, AK



COSTS (\$M)	ORIGINAL	NEW
O&M	38	30
MILCON	99	82
AFH	191	131
OTHER	<u>43</u>	<u>114</u>
TOTAL	371	357

**ORIGINAL**

PAYBACK PERIOD (YEARS)	<u>14</u>
BREAK EVEN YEAR	<u>2013</u>
STEADY STATE (\$M)	<u>36 (2000)</u>

**NEW**

PAYBACK PERIOD (YEARS)	<u>7</u>
BREAK EVEN YEAR	<u>2006</u>
STEADY STATE (\$M)	<u>62 (2000)</u>

**REALIGN FT WAINWRIGHT**

- MOVE ALL UNITS FROM WAINWRIGHT TO RICHARDSON
- RETAIN A RESERVE COMPONENT ENCLAVE AT WAINWRIGHT



# IMPACT SUMMARY FORT WAINWRIGHT, AK

**OPERATIONAL:** - Consolidates all Brigade units at Richardson (consolidation at Wainwright is much cheaper)

	ORIGINAL		NEW	
	MILITARY	CIVILIAN	MILITARY	CIVILIAN
<b>PERSONNEL:</b>				
REDUCTIONS	232	318	489	408
REALIGNMENTS	4,271	540	3,492	111

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 20.5 % direct and indirect job loss from employment base of 37,000

**OTHER SERVICE/DOD FACTORS:**

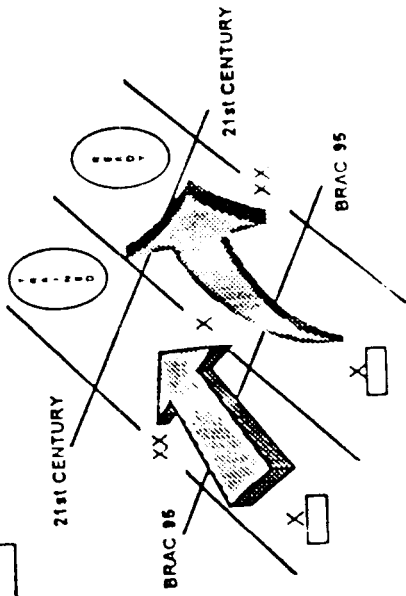
- (1) Large training land at Wainwright - 678,000 acres vs 45,000 at Richardson
- (2) Can fire all weapons systems at Wainwright
- (3) Large population of soldiers to move to Richardson - larger construction bill at Richardson
- (4) US Army Hospital at Wainwright

**ALTERNATIVES CONSIDERED:** Richardson to Wainwright:

- (1) Construction costs are less -- \$61M vs \$245M
- (2) One-time costs are less -- \$112M vs \$373M 357
- (3) Steady state savings -- marginal difference -- \$61M vs \$63M



# BRAC 95 STRATEGY



## A SET OF ARMY RECOMMENDATIONS THAT:

- MEETS OSD EXPECTATIONS
- REDUCE INFRASTRUCTURE
- ROBUST LIST
- SAVE AS MUCH AS ALL PAST BRACS
- MATCHES SECRETARY OF ARMY AND CSA GUIDANCE
- CONSISTENT WITH ARMY'S STATIONING STRATEGY
- ACCOMMODATES FISCAL / ECONOMIC CONSIDERATIONS
- PROVIDES FOUNDATION FOR FORCE XXI
- GIVES SENIOR LEADERSHIP FLEXIBILITY TO MAKE DECISIONS



CLOSEHOLD / SENSITIVE

# BRAC 95 DELIBERATIONS

## LEADERSHIP REVIEW

- EXECUTIVE SELCOM (19 DEC)
- SA/CSA DECISION BRIEFING (22 DEC)
- SUBMISSION TO SECDEF (3 JAN)

## RECOMMENDATIONS

- FORCE STRUCTURE PLAN
- DoD SELECTION CRITERIA
  - MILITARY VALUE (OPERATIONAL FEASIBILITY) (1-4)
- IMPACTS
  - FINANCIAL (5)
  - ECONOMIC (6)
  - COMMUNITY (7)
  - ENVIRONMENTAL (8)

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

# FINANCIAL IMPACT

## INDIVIDUAL RECOMMENDATIONS

- COST
- STEADY STATE SAVINGS
- RETURN ON INVESTMENT

DoD  
COBRA  
MODEL

## CUMULATIVE CONSIDERATIONS

- AFFORDABILITY
- TRADE OFFS
- CONSTRAINTS

FINANCIAL  
GAME PLAN

CLOSEHOLD / SENSITIVE

THE ARMY / BASING STUDY



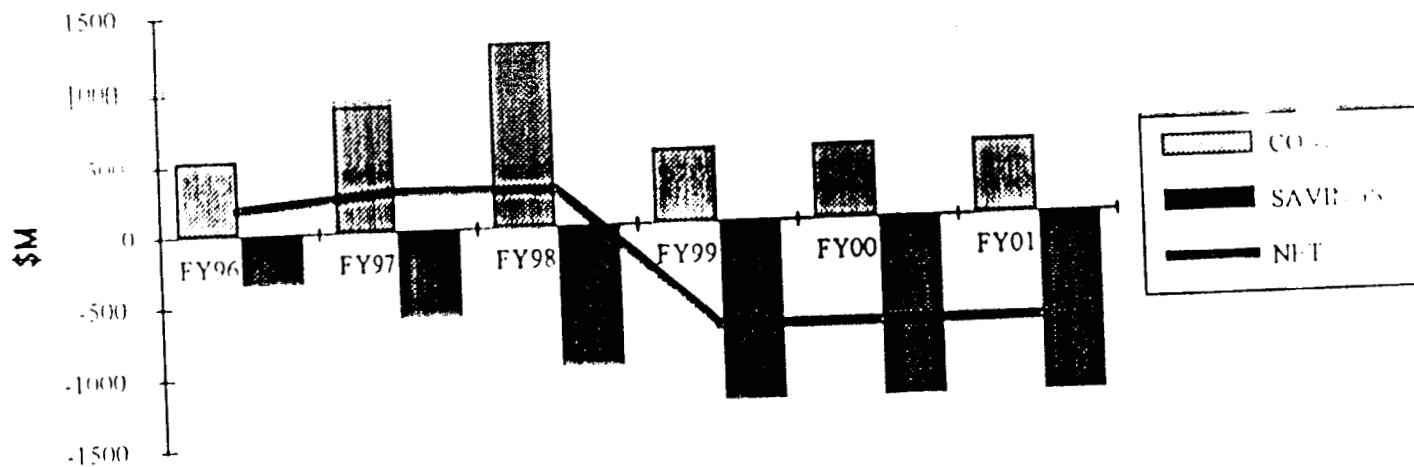
CLOSEHOLD / SENSITIVE

# BRAC 95 WEDGE

(\$M)

	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
COSTS	538.0	898.0	1265.0	534.0	534.0	534.0	4303.0
SAVINGS	<u>360.0</u>	<u>615.0</u>	<u>997.0</u>	<u>1263.0</u>	<u>1263.0</u>	<u>1263.0</u>	<u>5761.0</u>
NET	<b>178.0</b>	<b>283.0</b>	<b>268.0</b>	<b>-729.0</b>	<b>-729.0</b>	<b>-729.0</b>	<b>-1458.0</b>

POM



THE ARMY BASING STUDY

CLOSEHOLD / SENSITIVE



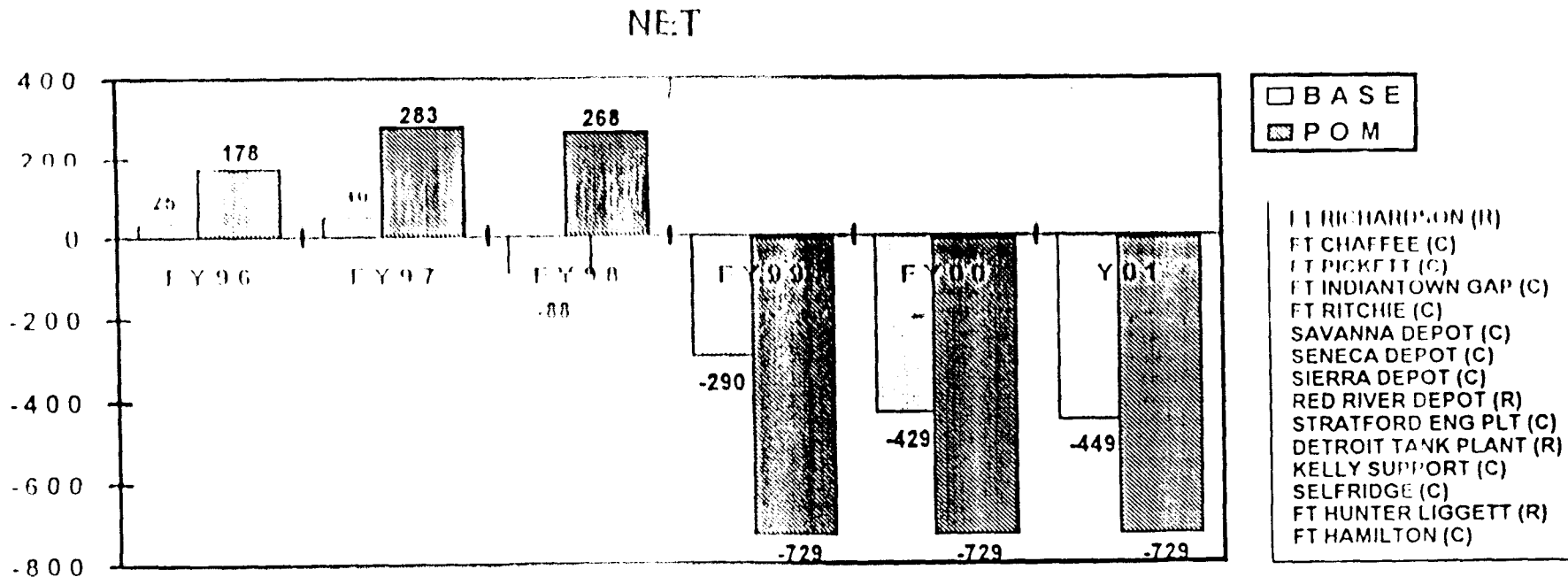
# ILLUSTRATIVE BASE CASE

<u>PACKAGE</u>	<u>1-TIME COST</u>	<u>STEADY STATE SAVINGS</u>
DETROIT TANK PLANT	\$ .1 M	\$ 2 M
FT INDIANTOWN GAP	\$ 11 M	\$ 23 M
RED RIVER DEPOT	\$ 54 M	\$127 M
STRATFORD ENGINE	\$ 2 M	\$ 5 M
SENECA DEPOT	\$ 10 M	\$ 20 M
SIERRA DEPOT	\$ 26 M	\$ 46 M
FT HUNTER LIGGETT	\$ 22 M	\$ 23 M
FT HAMILTON	\$ 6 M	\$ 18 M
SELFRIDGE	\$ 8 M	\$ 13 M
FT RITCHIE	\$ 42 M	\$ 64 M
SAVANNA DEPOT	\$ 30 M	\$ 13 M
FT CHAFFEE	\$ 10 M	\$ 23 M
FT RICHARDSON	\$ 66 M	\$ 61 M
FT PICKETT	\$ 9 M	\$ 21 M
KELLY SPT CTR	\$ 18 M	\$ 5 M

ALL HAVE ROI WITHIN POM, WITH HIGH COST / SAVINGS RATIO



# BUILDING A BRAC LIST FROM THE BASE



**MUST CHOOSE ADDITIONAL INSTALLATIONS THAT:**

- MINIMIZE COST UP FRONT
- MAXIMIZE SAVINGS FOR THE FUTURE
- ACHIEVE SAVINGS QUICKLY

SOURCE: COBRA



# UNDERSTANDING TRADE-OFFS

	<u>CLOSE HIGH COST INSTALLATION</u>	<u>CLOSE 22 OTHER* LOWER COST INSTALLATIONS</u>
COST	\$622 M	\$626 M
STEADY STATE SAVINGS	\$120 M	\$775 M
PAYBACK	2005	1999
PLANT REPLACEMENT VALUE (PRV)	1.6 B	12.2 B
NET PRESENT VALUE (NPV) (20 YEARS)	\$853 M	\$8,809 M

**BOTTOM LINE:**

- 6 TIMES THE ANNUAL SAVINGS
- 6 YEARS SOONER BREAK-EVEN
- 8 TIMES THE PRV
- 10 TIMES THE NPV

\* BASE CASE+LEAD+PORTS+FA+MC +GREELEY+HQ, AMC+OPTEC



CLOSEHOLD / SENSITIVE

# EXAMPLE OPTION PACKAGES

(\$M)

PACKAGE	TIME COST	STEADY STATE SAVINGS	STEADY STATE YEAR	ROI YEAR	TOTAL POM NET	20 YR NPV
POM	N/A	729	1999	1998	1,458	
<b>BASE CASE (15)</b>	<b>316</b>	<b>462</b>	<b>2003</b>	<b>1998</b>	<b>1,191</b>	<b>5,623</b>
LETTERKENNY	103	151	2001	1999	366	1,811
FITZSIMMONS	37	94	1999	1999	198	536
PORTS	108	40	1998	1999	55	437
PRICE SPT CTR	3	10	1998	1997	43	136
FT GREELEY	20	16	1999	1999	35	186
HQ, AMC	23	7	1999	2002	2	71
CAA	3	1	1999	2000	2	16
OPTEC	14	4	1999	2002	-2	33
<u>ATCOM</u>	<u>186</u>	<u>44</u>	<u>1999</u>	<u>2003</u>	<u>-38</u>	<u>392</u>
<b>BASE + 1</b>	<b>755</b>	<b>813</b>	<b>2003</b>	<b>1999</b>	<b>1,880</b>	<b>9,688</b>
PICATINNY	234	62	2000	2002	-22	581
NATICK	159	26	1999	2005	-81	176
<u>FT McCLELLAN</u>	<u>221</u>	<u>56</u>	<u>2004</u>	<u>2004</u>	<u>-93</u>	<u>456</u>
<b>BASE + 1 + 2</b>	<b>1,369</b>	<b>957</b>	<b>2004</b>	<b>2000</b>	<b>1,685</b>	<b>10,900</b>
#3 FT LEE	500	27	2028	2027	-433	-157
<b>BASE + 1 + 2 + 3</b>	<b>1,869</b>	<b>984</b>	<b>2028</b>	<b>2000</b>	<b>1,252</b>	<b>10,743</b>

CLOSEHOLD / SENSITIVE

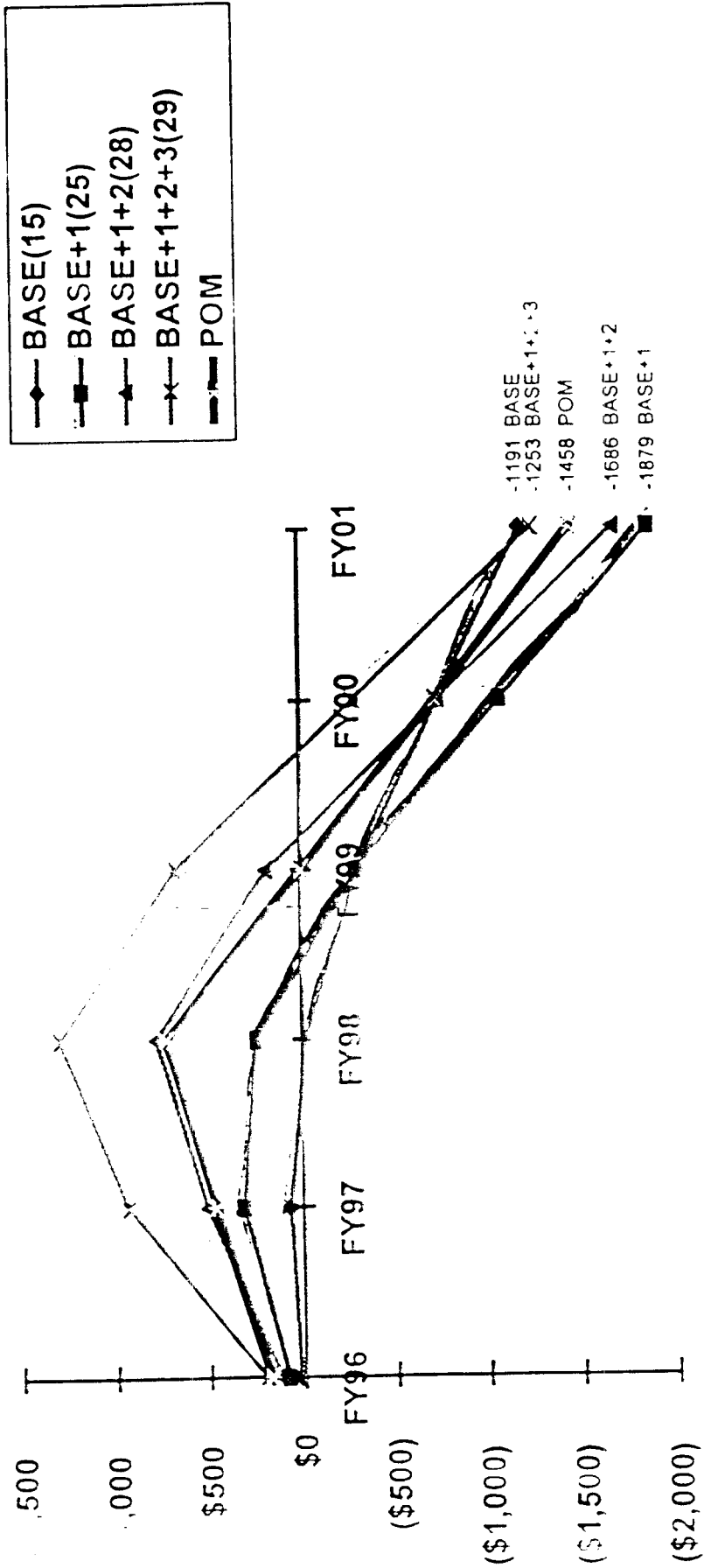
THE ARMY HANDBOOK STUDY



# OPTION PACKAGES ANALYSIS



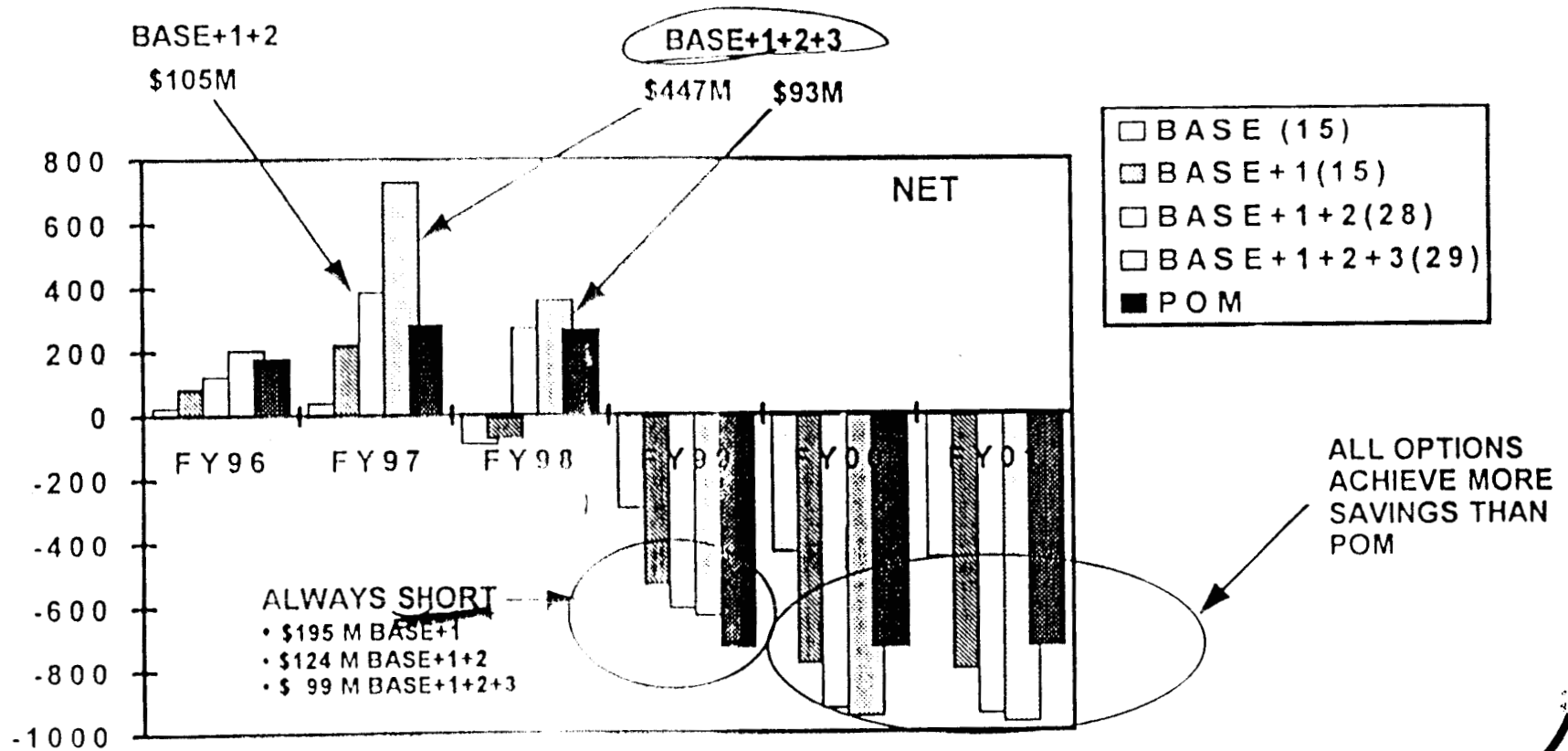
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# ANNUAL BUDGET ANALYSIS & PROBLEMS

BASE+1 ALWAYS UNDER POM





## EXAMPLE OPTION COMPARISON

	<u>BASE+1</u>	<u>BASE+1+2</u>	<u>BASE+1+2+3</u>
NUMBER OF INSTALLATIONS	25	28	29
PLANT REPLACEMENT VALUE (PRV)	12.2B (8.04%)	13.9B (9.14%)	14.6B (9.6%)
I-TIME COST	\$755 M	\$1,369 M	\$1,869 M
STEADY STATE SAVINGS	\$813 M	\$957 M	\$984 M
NET PRESENT VALUE (20 YEARS)	\$9.7 B	\$10.9 B	\$10.7 B
CIVILIAN EMPLOYEE ELIMINATION	9,528	10,999	11,853

### COMMENTS:

- BEST FIT TO WEDGE
- REQUIRES WEDGE \$26M TO MEET I-TIME COST

- EQUIVALENT TO PAST BRACS
- ACHIEVES GREATER SAVINGS (\$144M) AND NPV (\$1.28B)

- HIGH COST OPTION
- REQUIRES \$500M INCREASE IN I-TIME
- \$540 M SHORTFALL IN FY97 - FY98
- SMALL DECREASE IN NPV



# OTHER ALTERNATIVES

(\$M)

<u>PACKAGE</u>	<u>1 TIME COST</u>	<u>STEADY STATE SAVINGS</u>	<u>ROI YEAR</u>	<u>POM NET</u>	<u>20 YR NPV</u>	<u>REASON</u>
FT LEONARD WOOD	554	43	2017	-478	-29	COST/McCLELLEN
FT RILEY	682	118	2005	-324	853	COST
FT EUSTIS	832	99	2008	-508	476	COST/LEE
FT AP HILL	4	12	1998	39	155	RC REQUIRED
FT DIX	19	52	1998	167	667	RC REQUIRED
FT McCOY	33	79	1998	248	1,004	RC REQUIRED
FT BUCHANAN	70	24	2001	12	238	QUALITY OF LIFE
FT MONROE	108	20	2005	-63	134	BRAC 93 REJECTION
FT MEADE	847	63	2016	-669	-36	COST/LEASES
LIMA TANK PLANT	2	1	2002	0	5	DETROIT TANK
DUGWAY PG	28	17	2002	-3	66	SAFARI COST
USA PERSONAL CTR (L)	47	4	2013	-35	6	LONG ROI
BAILEY'S X-ROADS (L) /	28	2	2021	-23	-5	LONG ROI
BALLSTON (L)						
CRYSTAL CITY (L)	5	0	100+	-4	-3	LONG ROI

POM NET AND 20 YR NPV  
 NEG - INVESTMENT STILL NOT RECOVERED  
 POS - SAVINGS ABOVE RECOVERED INVESTMENT



# SUMMARY

## HIGH PAYOFFS (29)

FT RICHARDSON (C)  
FT CHAFFEE (C)  
FT PICKETT (C)  
FT INDIANTOWN GAP (C)  
FT RITCHIE (C)  
SAVANNA DEPOT (C)  
SENECA DEPOT (C)  
SIERRA DEPOT (C)  
RED RIVER DEPOT (R)  
STRATFORD ENGINE PLANT (C)  
DETROIT TANK PLANT (R)  
KELLY SUPPORT (C)  
SELFRIDGE (C)  
FT HUNTER LIGGETT (R)  
FT HAMILTON (C)  
FITZSIMMONS AMC (C)  
FT GREELEY (R)  
~~BAYONNE (C)~~  
OAKLAND (C)  
LETTERKENNY DEPOT (R)  
PRICE SUPPORT CTR (R)  
HQ, AMC (L) (R)  
HQ, ATCOM (L) (R)  
CAA (L) (R)  
PARK CENTER (L) (R)  
NATICK (C)  
PICATINNY (C)  
LEWIS (C)  
LEWIS (C)

## OTHER ALTERNATIVES (16)

FT LEONARD WOOD	HIGH COST / SELECTED McCLELLEN
FT RILEY	HIGH COST
FT EUSTIS	HIGH COST / SELECTED LEE
FT AP HILL	RC REQUIRED
FT DIX	RC REQUIRED
FT McCOY	RC REQUIRED
FT BUCHANAN	QUALITY OF LIFE
FT MONROE	BRAC 93 REFLECTION
FT MEADE	HIGH COST - RECEIVER SITE
LIMA TANK PLANT	SELECTED DETROIT
DUGWAY PG	LONG ROI
USA PERSONAL (L)	LONG ROI
BAILEY'S CROSS-ROADS (L)	LONG ROI
BALLSTON (L)	LONG ROI
CRYSTAL CITY (L)	LONG ROI
MELPAR (L)	NO LONGER A ACTIVE LEASE

### PROPER MIX

REQUIRES JUDGMENTS  
ON: MILITARY VALUE  
AND FISCAL CONSTRAINTS

(C) - CLOSURE  
(R) - REALIGN



CLOSEHOLD / SENSITIVE

## POTENTIAL BELOW THRESHOLD MACOM ADD-ONS

- ISSUE: SHOULD ARMY ADD BELOW THRESHOLD INSTALLATIONS
- PROS
  - AMPLIFIED BRAC USE EFFORTS
  - SUPPORTS MACOMS
  - HOUSE CLEANING
  - MINIMAL CONTROVERSY
- CONS
  - DIFFERENT PROCESS
  - MINOR SAVINGS
- RECOMMENDATION: REVIEW FOR INCLUSION ON ARMY'S LIST

### INSTALLATIONS (18)

#### FORSCOM

EAST FT BAKER, CA  
CAMP BONNEVILLE, WA  
BELLMORE, WA  
SIEVER SANDBERG USARC, HI  
CAMP KILMER, NJ  
FT MISSOULA, MI  
BIG COPPETT KEY, GA  
RIO VISTA USARC, CA  
DEFENSE SUPPORT ACTIVITY-BOSTON  
SUDBURY TRAINING ANNEX, MA  
HINGHAM COHASSET USARC, MA  
RECREATION CENTER #2, NC  
BOTHELL USARC, WA  
BRANCH USDB, LOMPOC, CA  
FT WARDEN CEMETERY, WA  
FT STEVENS CEMETERY, OR

#### ISC

BALTIMORE PUBLICATIONS CENTER

#### AMC

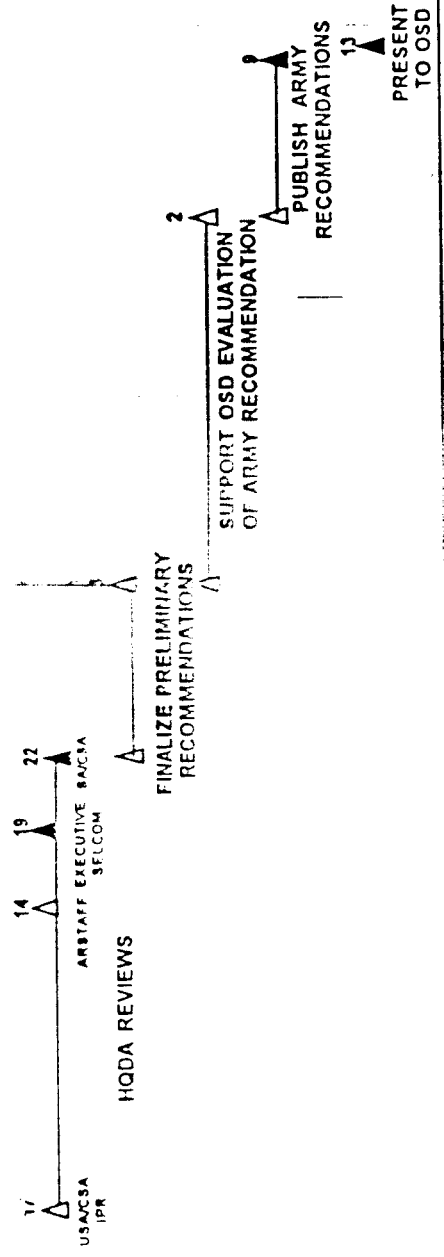
RAVENNA AAP

CLOSEHOLD / SENSITIVE

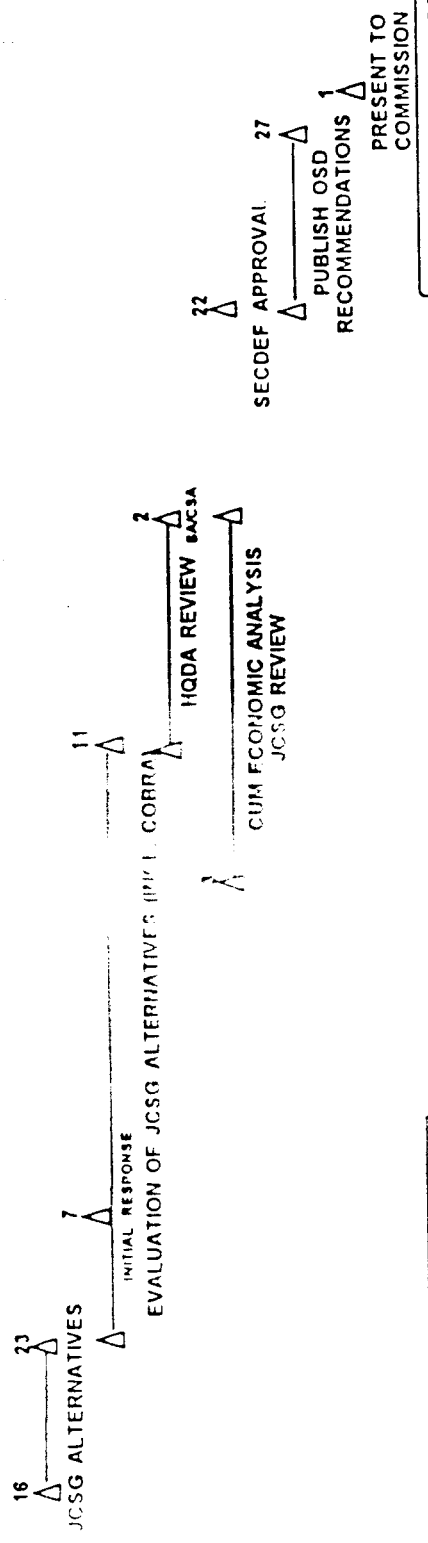
# MILESTONES



ARMY NOV DEC JAN FEB MAR



## JCSG / OSD REQUIREMENTS



10 59 AF 11/17/94

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

## CHAPTER FOUR

### INSTALLATION SUMMARIES



# Document Separator



# INSTALLATION INDEX GUIDE

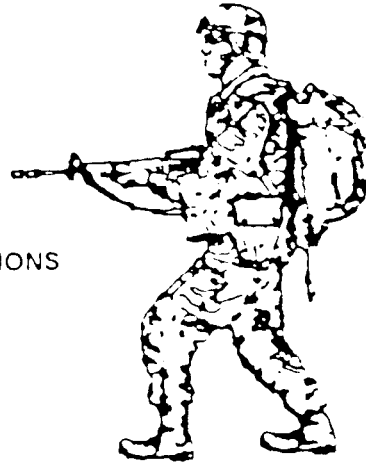
<u>RECOMMENDED</u>		<u>NOT RECOMMENDED</u>	
<u>MAJOR TNG AREA</u>	FT CHAFFEE 11 FT GREENLY 12 FT PICKETT 14 FT DIX 15 FT HUNTER LIG. 21	<u>MANEUVER</u>	FT RILEY 79 FT DRUM 81 FT BRUNNEN ROSS 83
<u>PROVING GRD</u>	DUGWAY PROV. 23	<u>MAJOR TNG AREA</u>	FT A P HILL 85 FT McCOY 87
<u>TRAIN SCH</u>	FT McCLELLAN 25	<u>TRAIN SCH</u>	FT EUSTIS/STORY 89 FT LEE 91 FT LEONARD WOOD 93
<u>C2 ADMIN</u>	PRICE SPT CTR 27 FT BUCHANAN 29 FT RITCHIE 31 KELLY SPT CTR 33 FT HAMILTON 35 FT TOTTEN 37 SELFRIDGE 39	<u>C2/ADMIN</u>	FT MEADE 95 FT MONROE 97
		<u>INDUSTRIAL</u>	LIMA TANK PLT 99
<u>COMMODITIES</u>	NATICK 41 PICATINNY AREA 42	<u>LEASES</u>	HQ. AMC LEASE 101 USA PERS CTR LEASE 102 NCR LEASES 105 BAILEY'S X-ROADS LEASE PARK CTR LEASE BALLSTON LEASE CRYSTAL CITY LEASE
<u>AMMUNITION</u>	SAVANNA DEPOT 45 SENECA DEPOT 47 SIERRA DEPOT 49		
<u>AREAS</u>	BAYONNE 51 FREDERICK 52		
<u>MEDICAL</u>	WITESHAMONG 55		
<u>DEPOT</u>	RED RIVER DEPOT 57 LETTERKENNY DEPOT 59 LETTERKENNY DEPOT 60		
<u>INDUSTRIAL</u>	STRATFORD DEPOT 65 DETROIT TANK 67		
<u>LEASES</u>	HQ. ATCOM LEASE 69 CAR LEASE 71 CROWN RIDGE LEASE 73		
	MINOR INSTALLATIONS 75		



CROSSHOLD / SENSITIVE

# PURPOSE

- PROVIDE INFORMATION ON:
  - BRAC 95 STRATEGY
  - PRELIMINARY RECOMMENDATIONS



CROSSHOLD / SENSITIVE

THE ARMY BASING STUDY

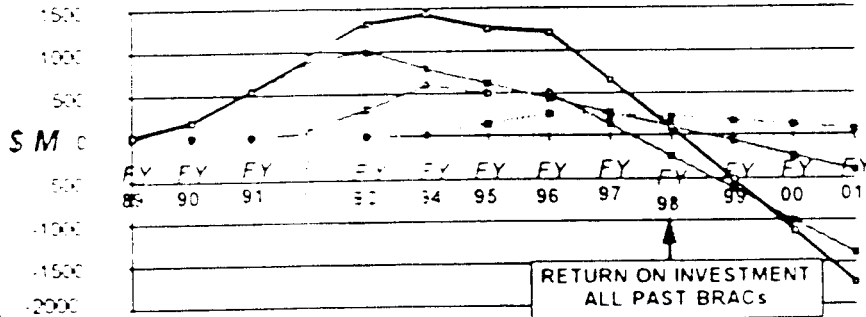


CROSSHOLD / SENSITIVE

# BRAC PERSPECTIVE

	ESTIMATED COST EQUIPMENT COMMITMENT	SAVINGS
• BRAC 95	\$1.4 B	\$255 M
• BRAC 96	\$1.6 B	\$304 M
• BRAC 97	\$ 3 B	\$ 67 M
• BRAC 98	\$3.8 B	\$410 M

CUMULATIVE  
(COST + SAVINGS)



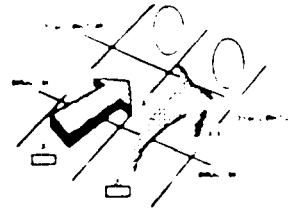
CROSSHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD - SENSITIVE

# BRAC 95 STRATEGY



## BALANCED APPROACH

- FOCUSES ON FUTURE - FORCE XXI
- CONSISTENT WITH STATIONING STRATEGY
- MEETS OSD EXPECTATIONS (ROBUST LIST)
- MAXIMIZES SAVINGS / MINIMIZES COST

CLOSEHOLD - SENSITIVE

THE ARMY BASING STUDY

3



CLOSEHOLD - SENSITIVE

# UNDERSTANDING TRADE-OFFS

	CLOSE 1 HIGH COST INSTALLATION	CLOSE 22 OTHER LOWER COST INSTALLATIONS
COST	\$ 715 M	\$ 715 M
ANNUAL SAVINGS	\$ 118 M	\$ 589 M
NET PRESENT VALUE (NPV) 20 YEARS	\$ 750 M	\$ 6 825 M
PAYBACK	7 YEARS (2007)	10 YEARS (2000)
PLANT REPLACEMENT VALUE (PRV)	\$ 1 701 M	\$ 9 961 M

- OTHER
- STRATFORD ENGINE PLANT
  - BEREA DEPOT
  - DETRICK TANK PLANT
  - SELFRIDGE
  - PRICE SUPPORT CTY
  - FT PROBERT
  - FT CHAFFEE
  - RED RIVER DEPOT
  - FT BRIDGEMAN BARR
  - FT BRIDGEMAN CAP
  - SENeca DEPOT
  - FT HUNTER, NC (CF 11)
  - FT HAMILTON
  - FT GREENE, PA
  - CROWN RIDGE
  - SAVANNA
  - FT WYCHE
  - SAVONNE
  - FT LEE SUPPORT
  - DUNBAR PL
  - FT BLICKMAN
  - CROWN RIDGE
  - OAK LAKE

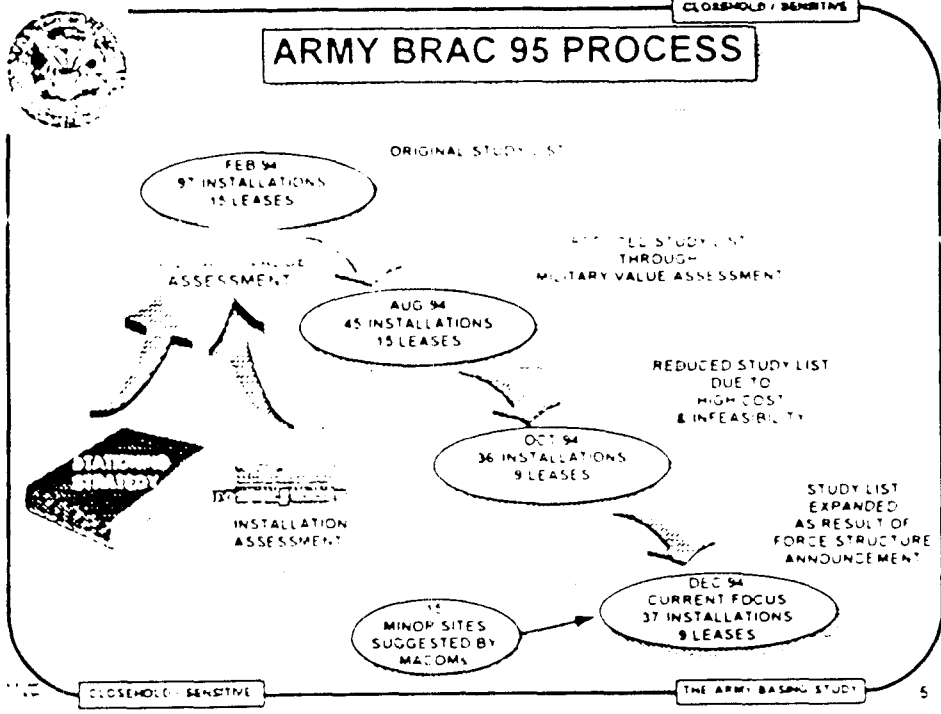
### BOTTOM LINE

- 5 TIMES THE ANNUAL SAVINGS
- 9 TIMES THE NPV
- 7 YEARS SOONER PAYBACK
- 6 TIMES THE PRV

CLOSEHOLD - SENSITIVE

THE ARMY BASING STUDY

4



CLOSE-~~HO~~LD / SENSITIVE

## CURRENT BRAC 95 STUDY CANDIDATES

MANEUVER INSTALLATIONS	TRAINING SCHOOLS	COMMODITY INSTALLATIONS	DEPOTS - INDUSTRIAL FACILITIES																														
1. FT. BELLE 2. FT. DUBUI 3. FT. RICHARDSON	1. FT. CUSTIS STATION 2. FT. LEE 3. FT. MCQUELLAN 4. FT. MONROE 5. FT. LEONARD WOOD	1. WATHAM PLANT 2. PH. AT. PLANT 3. GOLD-REINTEGRATION	1. LETTERKENNY DEPOT 2. RED RIVER DEPOT 3. LIMA TANK PLANT 4. STRATFORD ENG. PLANT 5. DETROIT TANK PLANT																														
MAJOR TRAINING AREAS	COMADMIN CENTERS	AMMUNITION STORAGE	LEASES																														
1. FT. APPEL 2. FT. CHARLIE 3. FT. GREEN 4. FT. HENRI 5. FT. DA 6. FT. HUNTER LIGGETT 7. FT. INDIAN TOWN GAP 8. FT. MCCOY	1. PRICE SPI CENTER 2. FT. BUCHANAN 3. FT. CHAMBERLAIN 4. FT. BEADE 5. FT. MONROE 6. FT. RITCHIE 7. KELLY SPI CENTER 8. FT. HAMILTON 9. FT. FORTY 10. FT. BRIDGES 11. SELFRIDGE	1. SAVANNA DEPOT 2. SENECA DEPOT 3. SIERRA DEPOT 4. PUEBLO DEPOT 5. OMAHA DEPOT	1. HQ AMB 2. HQ ATCOM 3. HQ PACCOM 4. USA PERS CTR 5. HQ SDC 6. BAILEY'S ROAD 7. HQ SPC 8. CAA 9. HQ 10. PARR CTR 11. BALLSTON-WEBB 12. CRYSTAL CITY 13. FOREIGN REPLY 14. HQ DIB/DOOL 15. BELPAR CROWN RIDGE																														
PROVING GROUNDS	PORTS	MEDICAL FACILITIES																															
1. DUGWAY PG	1. BAYONNE 2. DARLAND	1. FITZSIMONS AMB																															
<p style="text-align: center;">MINOR SITES (12)</p> <table border="1"> <tr> <td>1. EAST BAY</td> <td>11. WYOMING</td> <td>21. BENTON CENTER</td> </tr> <tr> <td>2. CAMP BURNETT</td> <td>12. WYOMING</td> <td>22. BENTON CENTER</td> </tr> <tr> <td>3. CAMP BURNETT</td> <td>13. WYOMING</td> <td>23. BENTON CENTER</td> </tr> <tr> <td>4. CAMP BURNETT</td> <td>14. WYOMING</td> <td>24. BENTON CENTER</td> </tr> <tr> <td>5. CAMP BURNETT</td> <td>15. WYOMING</td> <td>25. BENTON CENTER</td> </tr> <tr> <td>6. CAMP BURNETT</td> <td>16. WYOMING</td> <td>26. BENTON CENTER</td> </tr> <tr> <td>7. CAMP BURNETT</td> <td>17. WYOMING</td> <td>27. BENTON CENTER</td> </tr> <tr> <td>8. CAMP BURNETT</td> <td>18. WYOMING</td> <td>28. BENTON CENTER</td> </tr> <tr> <td>9. CAMP BURNETT</td> <td>19. WYOMING</td> <td>29. BENTON CENTER</td> </tr> <tr> <td>10. CAMP BURNETT</td> <td>20. WYOMING</td> <td>30. BENTON CENTER</td> </tr> </table>			1. EAST BAY	11. WYOMING	21. BENTON CENTER	2. CAMP BURNETT	12. WYOMING	22. BENTON CENTER	3. CAMP BURNETT	13. WYOMING	23. BENTON CENTER	4. CAMP BURNETT	14. WYOMING	24. BENTON CENTER	5. CAMP BURNETT	15. WYOMING	25. BENTON CENTER	6. CAMP BURNETT	16. WYOMING	26. BENTON CENTER	7. CAMP BURNETT	17. WYOMING	27. BENTON CENTER	8. CAMP BURNETT	18. WYOMING	28. BENTON CENTER	9. CAMP BURNETT	19. WYOMING	29. BENTON CENTER	10. CAMP BURNETT	20. WYOMING	30. BENTON CENTER	<p style="text-align: center;">TOTAL</p> <ul style="list-style-type: none"> <li>- 37 INSTALLATIONS</li> <li>- 9 LEASES</li> <li>- 15 MINOR SITES</li> </ul>
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THE ARMY BASING STUDY

6



# ARMY BRAC 95 PRELIMINARY REALIGNMENTS & CLOSURES

FT CHAFFEE  
FT GREELY  
FT PICKETT  
FT DIX  
FT HUNTER LIGGETT  
FT INDIANTOWN GAP  
DUGWAY PROV GRD  
FT McCLELLAN  
PRICE SPT CTR  
FT BUCHANAN  
FT RITCHIE  
KEELY SPT CTR  
FT HAMILTON  
SEAFRIDGE

NATICK  
SAVANNA DEPOT  
SENECA DEPOT  
SIERRA DEPOT  
BAYONNE  
OAKLAND  
FITZSIMMONS AMC  
RED RIVER DEPOT  
STRATFORD ENG PLT  
DETROIT TANK PLT  
HQ, ATCOM LEASE  
CAA LEASE  
MELPAR/CROWN  
RIDGE LEASE

POM WEDGE  
\$729 M

MINOR SITES (15)		
FT BAKER, CA	FT MISSOULA, MT	RECREATION CENTER #2, NC
CAMP BONNEVILLE, WA	BIG COPPETT KEY, GA	BRANCH USDB, LOMPOC, CA
BENTLEY, WA	RIO VISTA USARC, CA	BALTIMORE PUBS CENTER, MD
SILVER SANDBERG, NJ	SUDBURY TRAINING ANNEX, MA	CAVEN POINT, NJ
CAMP MILLER, NJ	HINGHAM COLASSET USARC, MA	VALLEY GROVE LEASE, WV

RECOMMEND



42 INSTALLATIONS / SITES  
• 24 INSTALLATIONS  
• 3 LEASES  
• 15 MINOR SITES  
COST - \$ 1.3 B  
ROI: IMMEDIATE (2000)  
ANNUAL SAVINGS: \$ 718 M  
POM NET: \$ 1.0 B  
20 YR NPV: \$ 7.9 B

POSSIBLE



2 INSTALLATIONS -  
THE "TOUGH CALLS"

NOT RECOMMENDED



17 INSTALLATIONS  
• 11 INSTALLATIONS  
• 6 LEASES  
• HIGH COST  
• OPERATIONAL CONSIDERATIONS

PICATINNY ARSENAL

LETTERKENNY DEPOT

FT RILEY  
FT DRUM  
FT RICHARDSON  
FT APHILL  
FT McCOY  
FT EUSTIS/STORY  
FT LEE  
FT LEONARD WOOD

FT MEADE  
FT MONROE  
LIMA TANK PLT  
HQ, AMC LEASE  
USA PERS CTR LEASE  
BAILEY'S X-ROADS LEASE  
PARK CTR LEASE  
BALLSTON LEASE  
CRYSTAL CITY LEASE

8:41 AM  
12/14/94  
12/14/94

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR RECORD

SUBJECT: Briefing for the Secretary of the Army, 19 December 1994, 06:00-1200

1. The purpose of this meeting was to

- a. prepare for the decision briefing scheduled for 22 December;
- b. provide information on the overall strategy for BRAC 95, preliminary recommendations, and the Joint Cross Service Groups.

2. Principal attendees: Mr. West (SA); General Sullivan (CSA); Mr. Reeder (USofA); General Tilelli (VCSA); Mr. Walker (IL&E); Ms. Lister (M&RA); Ms. McCoy (FM&C); Mr. Decker (SARDA); Mr. Coleman (SAGC); Mr. Hamilton (SAAA); General Salomon (CG, AMC); LTG Dominy (DAS); LTG Wilson (DCSLOG); Mr. Reardon (TAG); MG Putman (DCSOPS); MG Nardotti (TJAG); MG Harrison (SALL); and BG Shane (DM). BG Shane gave the introductory portion of the briefing. COL Jones (Director, TABS) and Mr. Nerger (Deputy Director, TABS) were briefers.

3. BG Shane began the meeting with an overview of the Army's BRAC 95 strategy. Additionally, he presented the BRAC 95 process that has led to the reduction of an original study list of 57 installations and 15 leases, to the current focus on 37 installations, 9 leases, and 15 minor sites suggested by MACOMs. COL Jones then discussed the status of Joint Cross Service Groups (JCSG) and gave a summary of first impressions of JCSG alternatives. COL Jones and Mr. Nerger provided TABS recommendations for closure and realignment. The 42 recommendations for closure and realignment included 24 installations, 3 leases, and 15 minor sites. A detailed discussion of each recommendation was presented to the group. Also, two installations, Picatinny Arsenal, and Letterkenny Depot, were briefed as possible additions. COL Jones indicated that economic impact assessment data were tentative due to a late breaking change in the way OSD calculates it. These data will have to be recalculated.

4. The following decisions were made: (1) add Fort Totten, NY back into the study effort. Due to its interrelationship with Fort Hamilton and the recommendation of FORSCOM, further analysis supports a closer look at its potential for realignment and closure. (2) The list of 15 minor installations recommended by MACOMs will be added to the Army's study list. There were no further decisions made. Because of time constraints, the IPR will reconvene on 20 December to review the "not recommended" installations.

Enclosure  
- Briefing Slides

LTC Lamb 097-1709  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR RECORD

SUBJECT: Briefing for the Secretary of the Army, 20 December 1964, 0830-1015

1. The purpose of this meeting was to:

- a. prepare for the decision briefing scheduled for 22 December,
- b. complete the "not recommended" installation slides left to present from the brief on 19 December.

2. Principal attendees: Mr. West (SA); General Sullivan (CSA); Mr. Walker (IL&E); Ms. List (M&RA); Ms. McCoy (FM&C); Mr. Decker (SARDA); Mr. Coleman (SAGC); Mr. Hamilton (SAAA); LTG Coburn (Deputy CG, AMC); LTG Dominy (DAS); MG Cusick (Director Supp. & Maintenance, DCSLOG); Mr. Reardon (TAG); MG Putman (DCSOPS); MG Nardotti (TJAG); MG Harrison (SALL); and BG Shane (DM). BG Shane gave the introductory portion of the briefing; COL Jones (Director, TABS) and Mr. Neger (Deputy Director, TABS) were briefers.

3. BG Shane began the briefing with an overview of where we were in the briefing and what we hoped to accomplish with the remainder of the presentation. COL Jones and Mr. Neger provided TABS recommendations not to close 17 specific installations or to close 40 potential basing sites. The decision was made to close 17 basing sites.

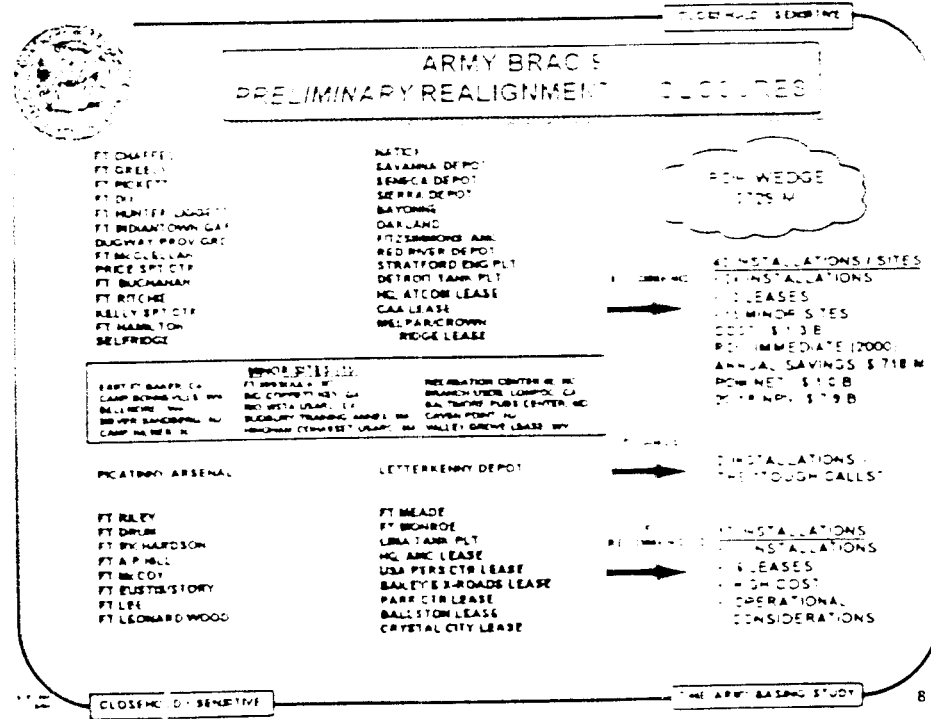
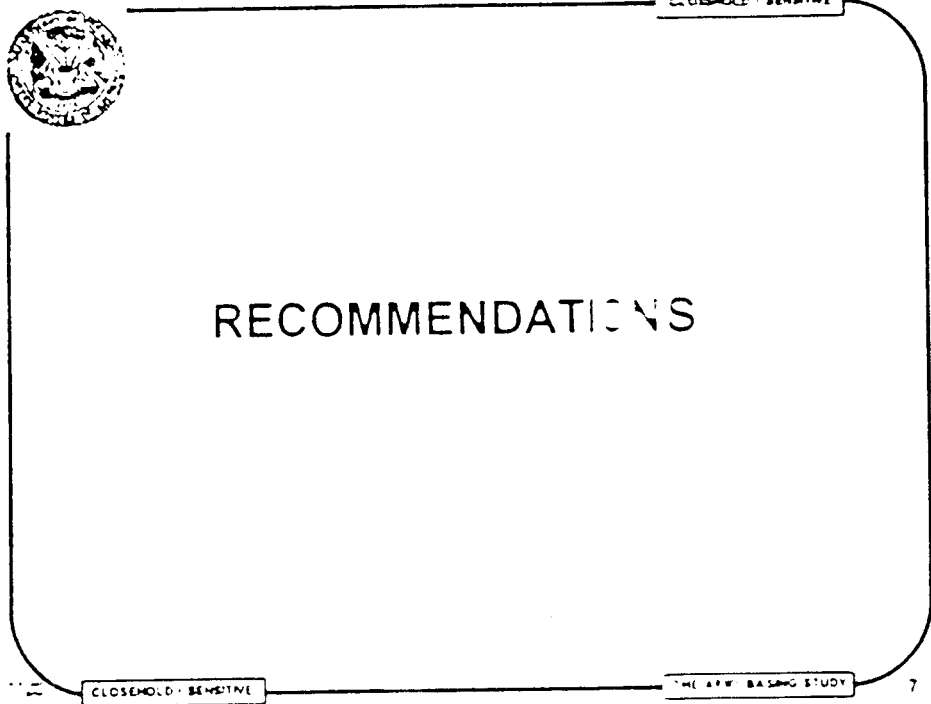
4. The following decision was made: to close 17 basing sites. The decision was made to review all MCF leases. There were no further decisions made.

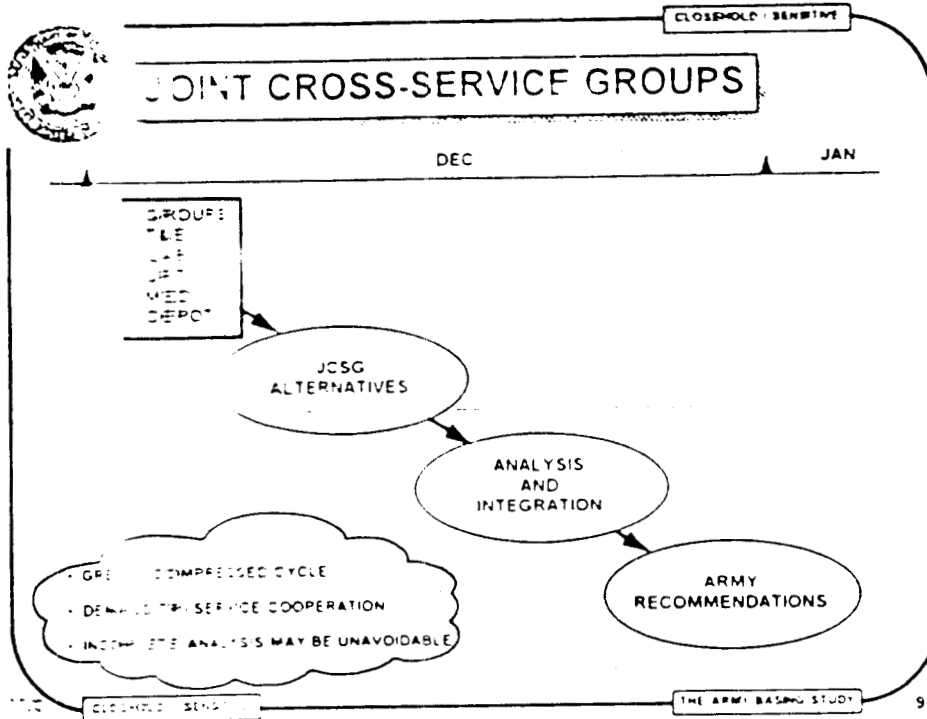
Enclosure  
- Briefing Slides

17 Dec 1964  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**







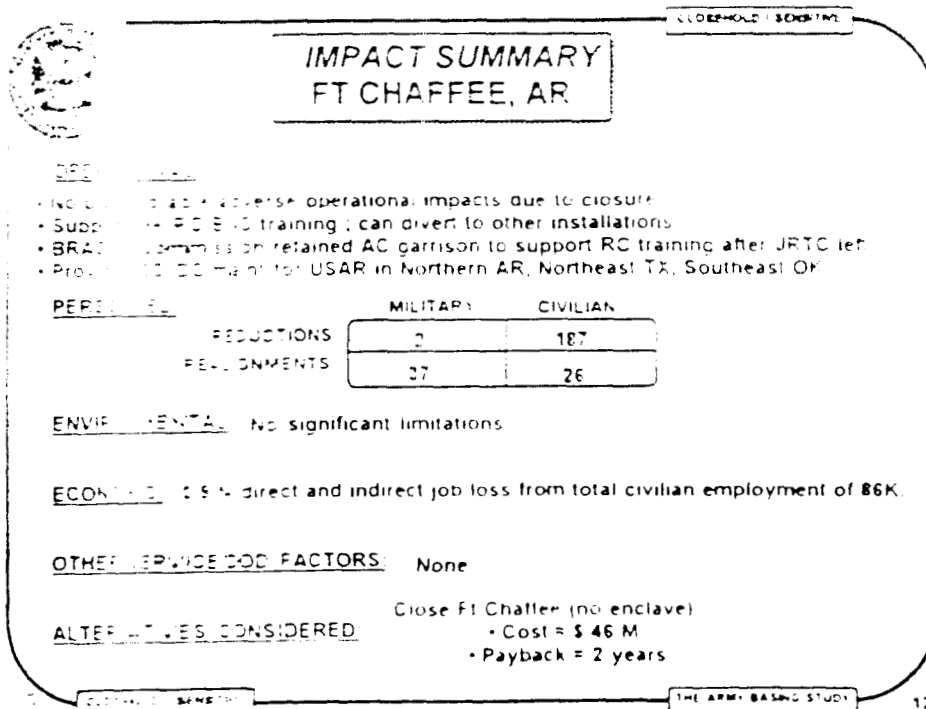
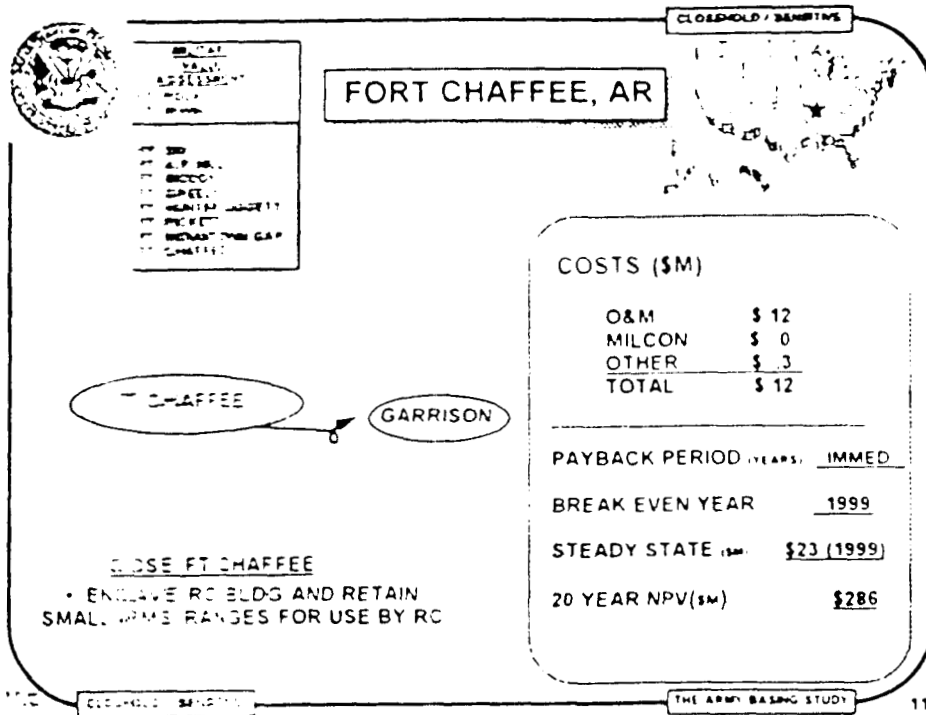
**JOINT CROSS-SERVICE GROUP ALTERNATIVES SUMMARY**

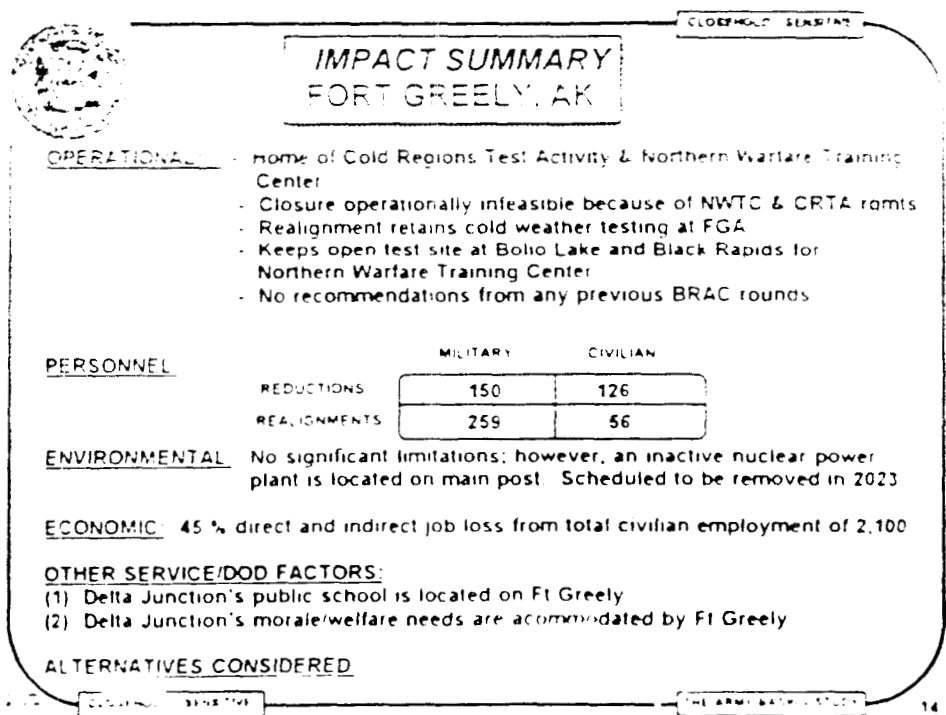
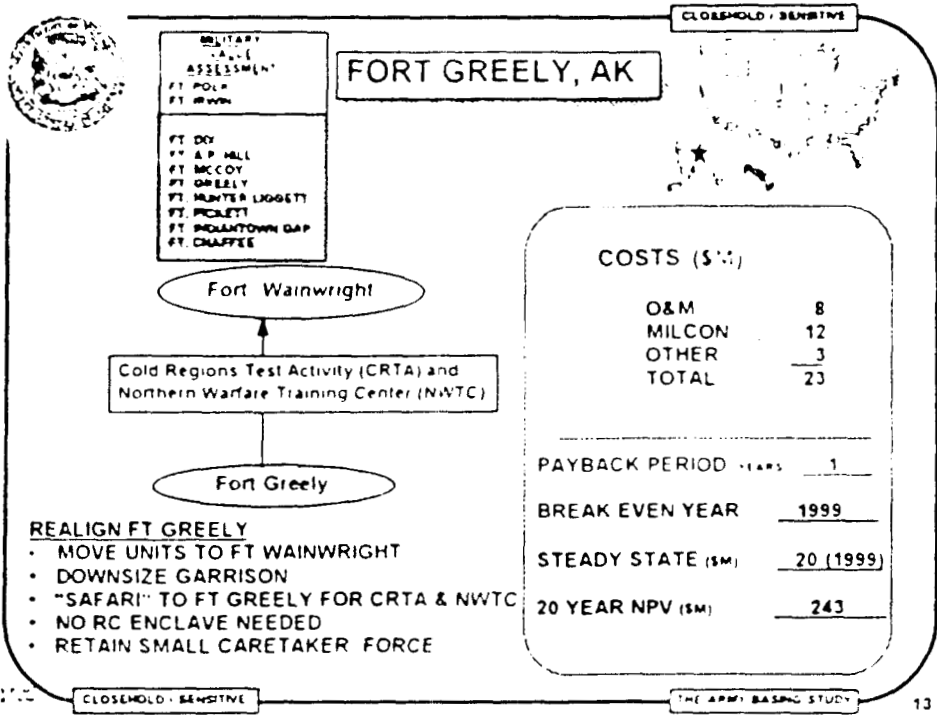
SERVICE	ALTERNATIVES	ARMY IMPACT	NET IMPRESSION
ARTILLERY	ARTILLERY REGTS ARTILLERY	GAINERS: YORK, WHITE SANDS LOSERS: HEATH HALL, RUCKER, REDSTONE	NO BRG. IMPACT
LABORATORY	PLANT MEDICAL MEDICAL	GAINERS: MCATNEY, BONDROUTH LOSERS: REDSTONE, ADELPHI, REDSTONE, RUCKER, AP	SUPPORTS MCATNEY; RETENTION OTHERS UNDER REVIEW
UNDERGROUND PILOT TRAINING	ALTERNATE LOSE 2&3 REGIMENTS, ARMY DARTHELFERT	GAINERS: RUCKER LOSERS: NONE	NO EFFECT ON ARMY RECOMMENDATION
MEDICAL	ART LOSSES 1 MEDICAL HOSPITALS, NAVY LOSING HOSPITALS ART LOSSES 1 MEDICAL HOSPITALS	GAINERS: WALTER REED LOSERS: FITZSIMMONS, MEADE, BELVOP, LEE, McCLELLAN, RUCKER	SUPPORTS FITZSIMMONS RECOMMENDATION; OTHERS UNDER REVIEW
DEPOT	NAVY LOSSES 4 S DEPOTS ART LOSSES 12 DEPOTS ART LOSSES 2 DEPOTS	GAINERS: ANNISTON, TOBYHANNA LOSERS: RED RIVER, LETTERKENNY, ANNISTON	SUPPORTS LETTERKENNY AND RED RIVER RECOMMENDATIONS

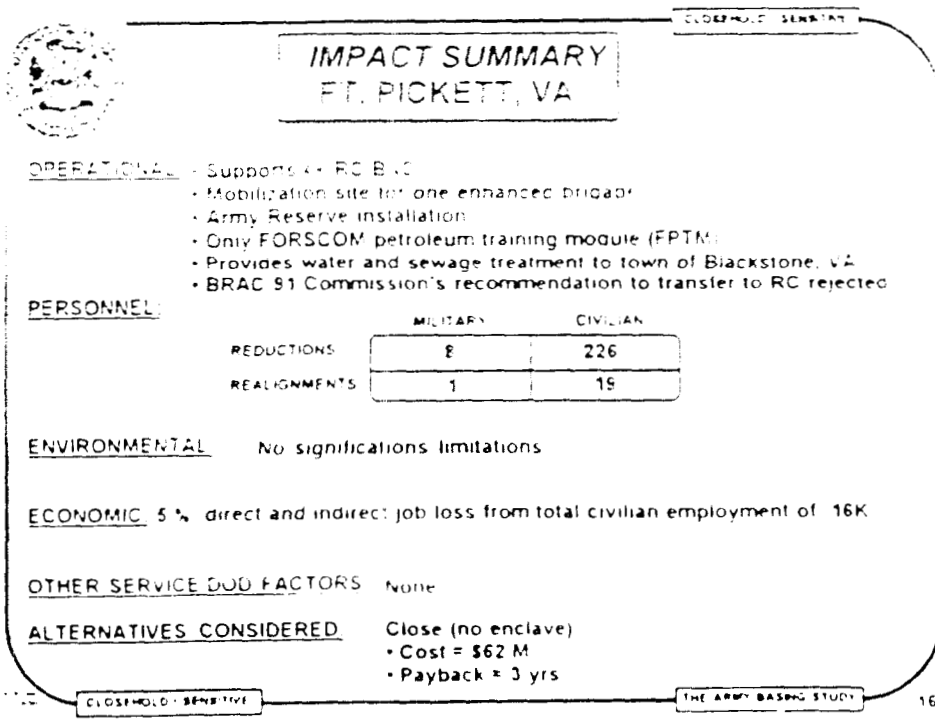
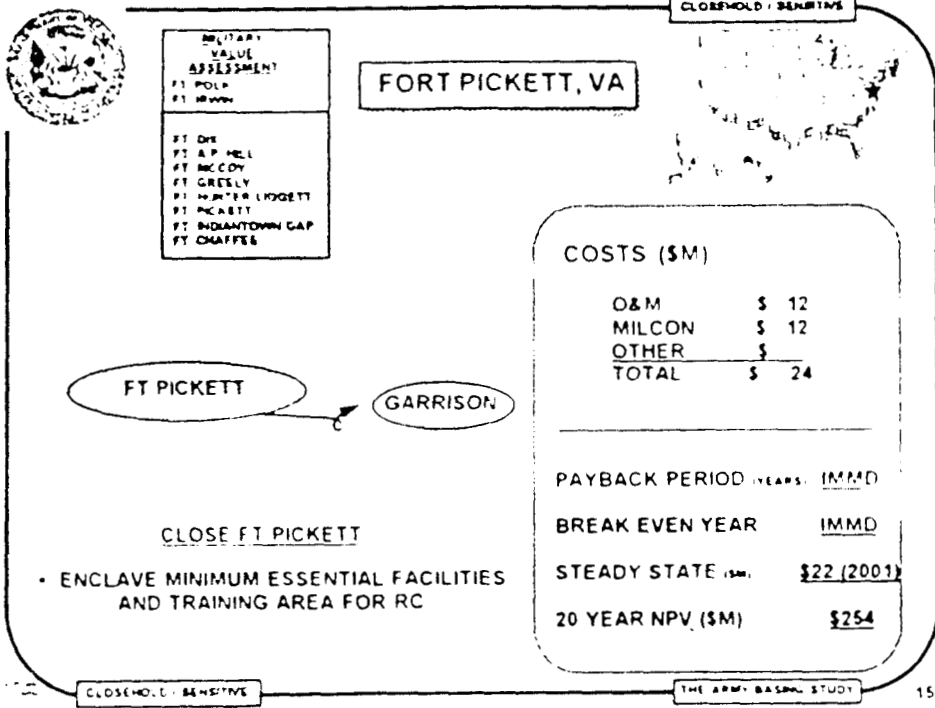
\* PERMITS RE TO ESTABLISH ARMY POSITION

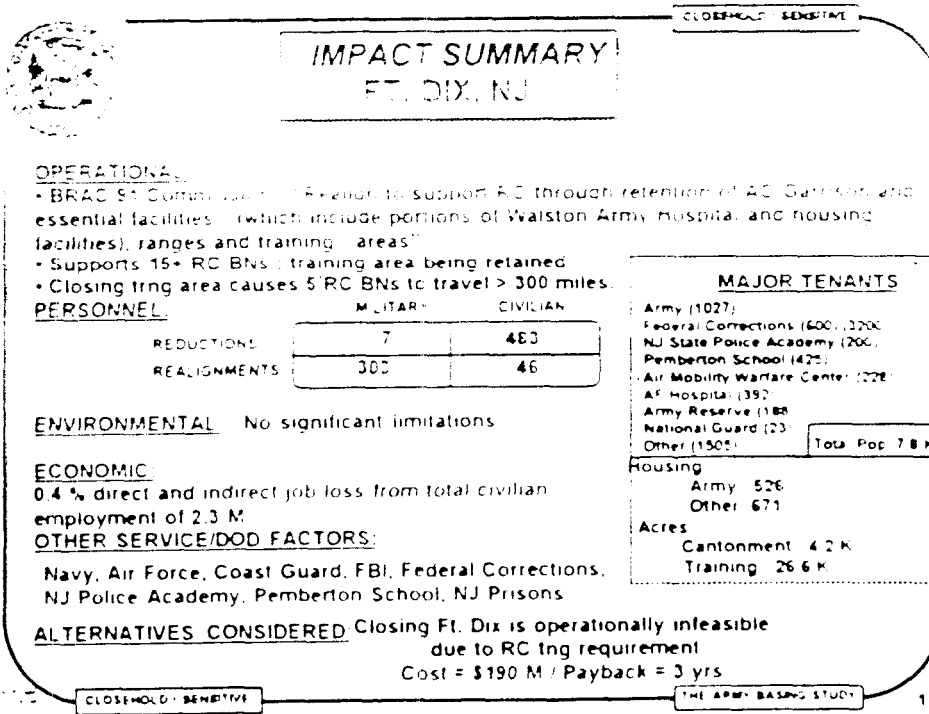
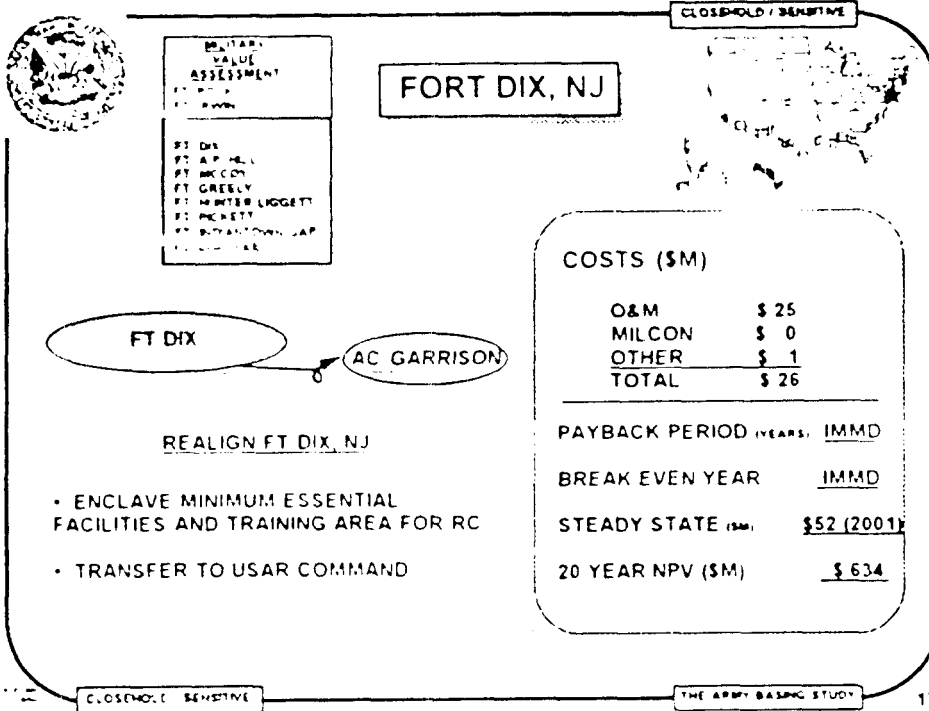
CLOSEHOLD - SENSITIVE

THE ARMY BASING STUDY 10







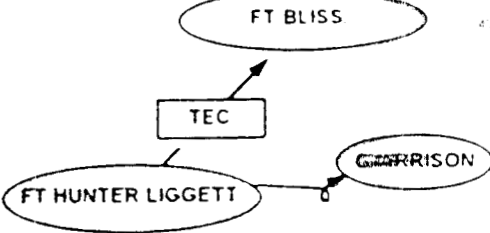




CLOSEHOLD / SENSITIVE

MILITARY VALUE ASSESSMENT
FT POLK
FT IRWIN
FT DIX
FT A.P. HILL
FT MCCOY
FT GRESLEY
FT HUNTER LIGGETT
FT PICKETT
FT BELMONTOWN GAP
FT CHAFFEE

### FORT HUNTER LIGGETT, CA



#### COSTS (\$M)

O&M	\$ 4
MILCON	\$ 0
OTHER	\$ 2
<b>TOTAL</b>	<b>\$ 6</b>

PAYBACK PERIOD (YEARS)	<u>1</u>
BREAK EVEN YEAR	<u>1999</u>
STEADY STATE (\$M)	<u>\$ 6 (1999)</u>
20 YEAR NPV (\$M)	<u>\$ 72</u>

#### REALIGN FT HUNTER LIGGETT

- Move Texcom to Ft Bliss (only active mission)
- Retain minimum essential facilities for enclave
- Retain training area

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

### IMPACT SUMMARY FT. HUNTER LIGGETT, CA

#### OPERATIONAL

- Army Reserve installation
- Supports 15+ RC BNS training
- Closing will cause 12+ BNS to travel over 300 miles to train

#### PERSONNEL

	MILITARY	CIVILIAN
REDUCTIONS	17	5
REALIGNMENTS	376	80

ENVIRONMENTAL: No significant limitations

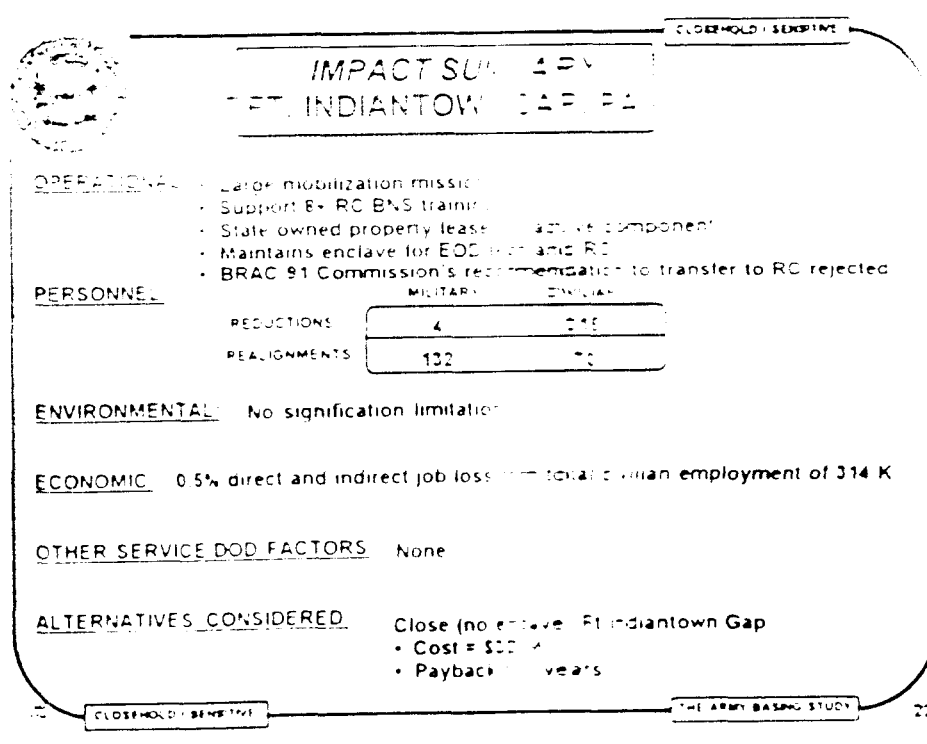
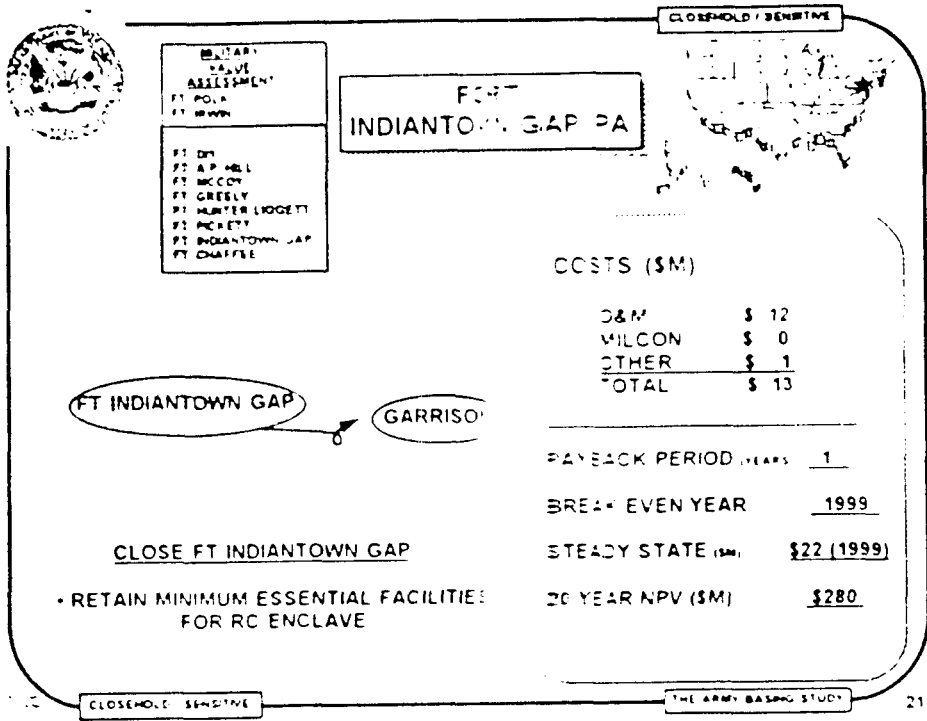
ECONOMIC: 1.1% direct and indirect job loss from total civilian employment of 154K

OTHER SERVICE/DOD FACTORS: None

ALTERNATIVES CONSIDERED: None

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



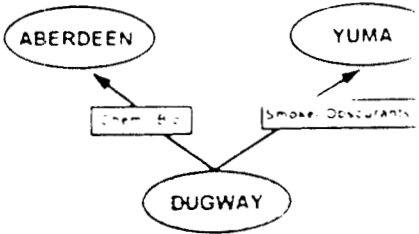
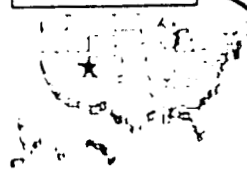




MILITARY  
VALUE  
ASSESSMENT  
WHITE SANDS  
YUMA  
ABERDEEN  
DUGWAY

## DUGWAY PROVING GROUNDS

CLOSEHOLD / SENSITIVE



COSTS (\$M)	
O&M	18
MILCON	10
OTHER	1
<b>TOTAL</b>	<b>29</b>

PAYBACK PERIOD (YEARS)	IMMED
BREAK EVEN YEAR	IMMED
STEADY STATE (\$M)	27 (2000)
20 YEAR NPV (\$M)	318

- REALIGN DUGWAY PROVING GROUNDS**
- CLOSE ENGLISH VILLAGE
  - RELOCATE SMOKE & TROPIC TESTING TO YUMA
  - RELOCATE CHEM. BIO TESTING TO ABERDEEN
  - RETAIN UNIQUE TESTING FACILITIES

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



## IMPACT SUMMARY DUGWAY PROVING GROUNDS, UT

CLOSEHOLD / SENSITIVE

**OPERATIONAL:** Only DoD site that performs live agent tests using lethal agents  
 - Transfer of Smoke / Observants to Yuma requires permitting (2 Yr lead)  
 - Includes "Safari" test costs \$10.5M/year per diem  
 - 107 personnel retained at Aberdeen  
 - No recommendations during previous BRAC rounds

	MILITARY	CIVILIAN
REDUCTIONS	000	000
REALIGNMENTS	145	100

**ENVIRONMENTAL:** None

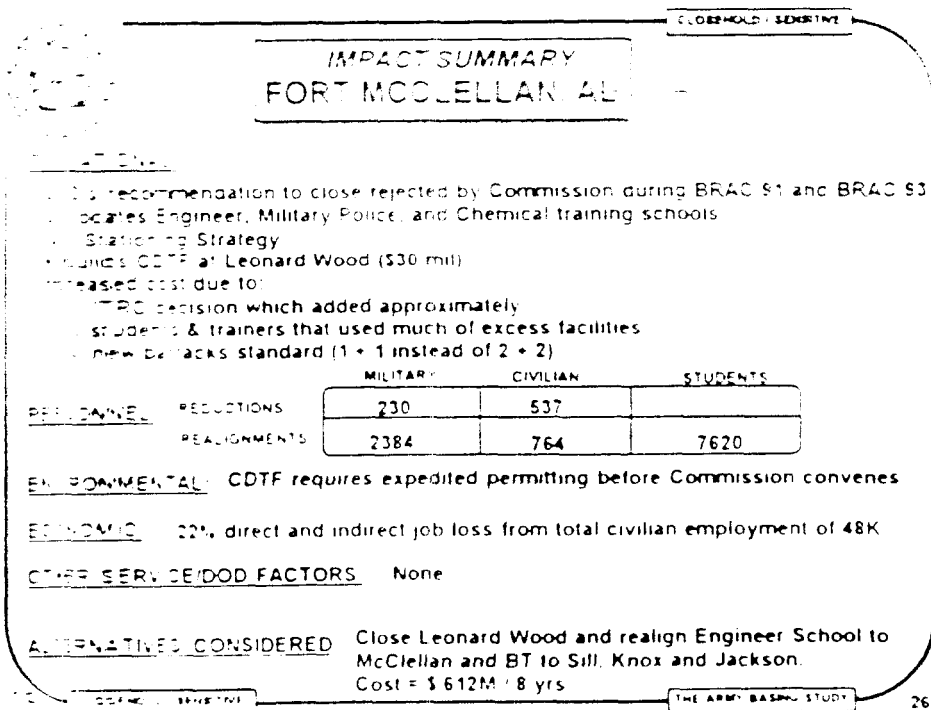
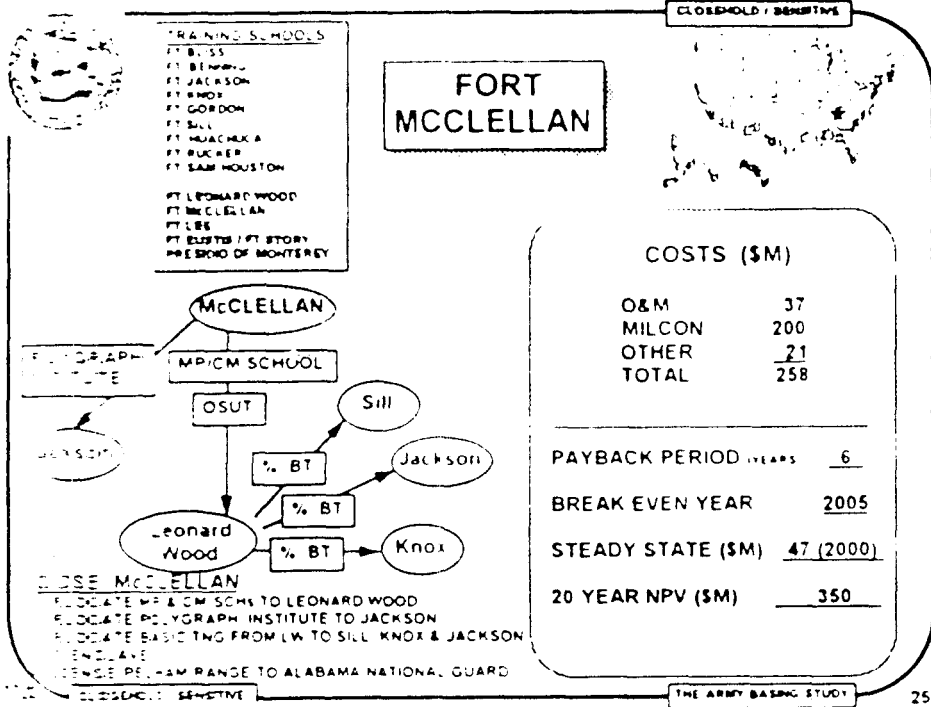
**ECONOMIC:** 16% direct and indirect jobs from total civilian employment of 12K  
 Reuse opportunity very limited  
 State interested in obtaining the housing

**OTHER SERVICE/DOD FACTORS:** Adjoins with Utah Test & Training Range

**ALTERNATIVES CONSIDERED:** Closure operationally infeasible

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



**PERSONNEL**

	MILITARY	CIVILIAN	STUDENTS
REDUCTIONS	230	537	
REALIGNMENTS	2384	764	7620

This recommendation to close rejected by Commission during BRAC 91 and BRAC 93

- Locates Engineer, Military Police, and Chemical training schools
- Stationing Strategy
- Funds CDTF at Leonard Wood (\$30 mil)

Increased cost due to:

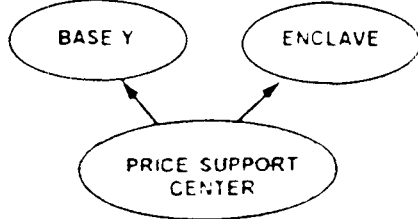
- JTRC decision which added approximately
- students & trainers that used much of excess facilities
- new barracks standard (1 + 1 instead of 2 + 2)



CLOSE/HOLD / SENSITIVE

## PRICE SUPPORT CENTER

- PT 30350
- PT 30351
- PT 30352
- PT 30353
- PT 30354
- PT 30355
- PT 30356
- PT 30357
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- PT 30393
- PT 30394
- PT 30395
- PT 30396
- PT 30397
- PT 30398
- PT 30399
- PT 30400



## COSTS (\$M)

O&M	4
MILCON	0
OTHER	0.1
TOTAL	4

PAYBACK PERIOD (YEARS) ImmedBREAK EVEN YEAR 1998STEADY STATE (\$M) 8 (1998)20 YEAR NPV (\$M) 115

## CLOSE PRICE SUPPORT CENTER

- Realign missions to other locations
- Enclave RC units and Defense storage

CLOSE/HOLD / SENSITIVE

THE ARMY BASING STUDY

27



CLOSE/HOLD / SENSITIVE

IMPACT SUMMARY  
PRICE SUPPORT CENTER

## OPERATIONAL

- Formerly Granite City Army Depot (pre 1988)
- Price Support Center provides administrative support, housing (164 units) & quality of life services to Army and non-Army activities in region.
- No recommendations during previous BRAC rounds

## PERSONNEL

	MILITARY	CIVILIAN
REDUCTIONS	25	64
REALIGNMENTS	4	2

Tenants:  
Contract Support  
Coast Guard  
Defense  
AAFES

ENVIRONMENTAL No significant environmental limitations.

ECONOMIC 0 % direct and indirect job loss from total civilian employment of 2.5M

## OTHER SERVICE/DOD FACTORS

Two Coast Guard units, DoD storage site for strategic ores

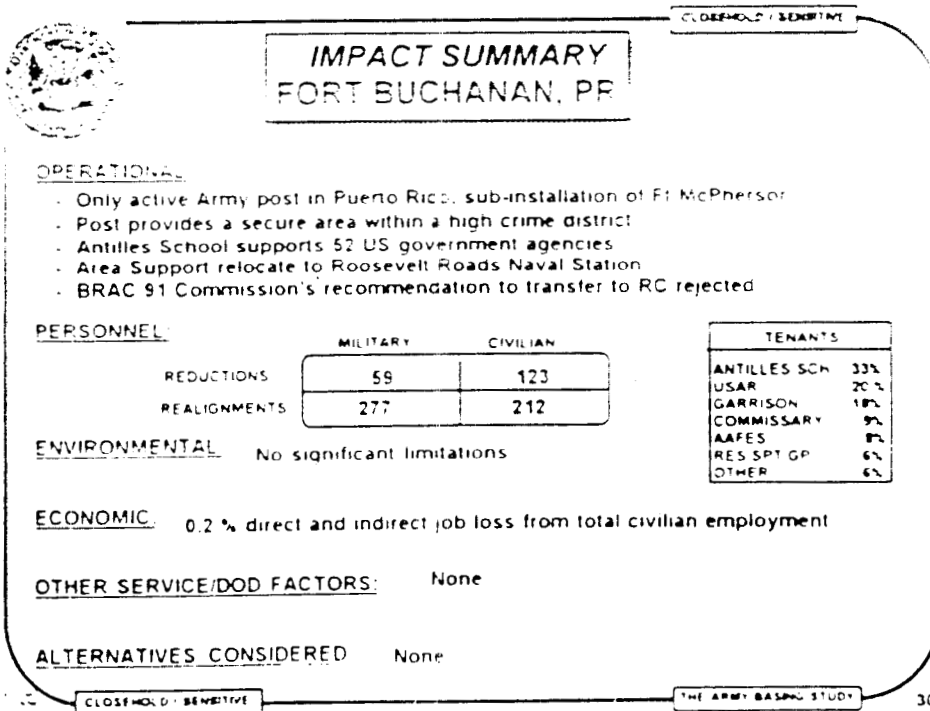
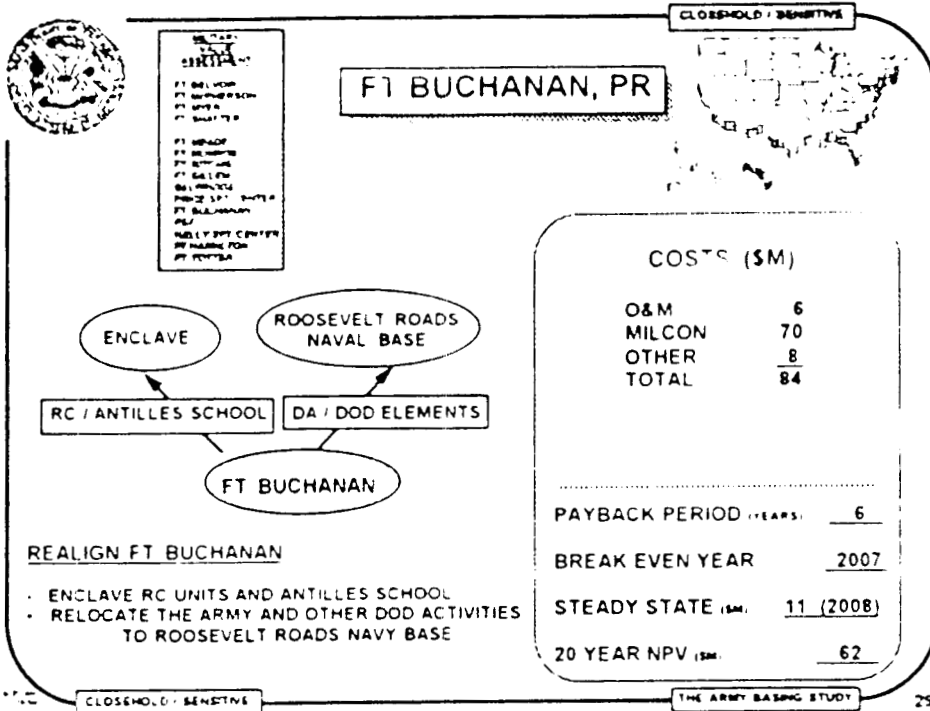
## ALTERNATIVES CONSIDERED

None

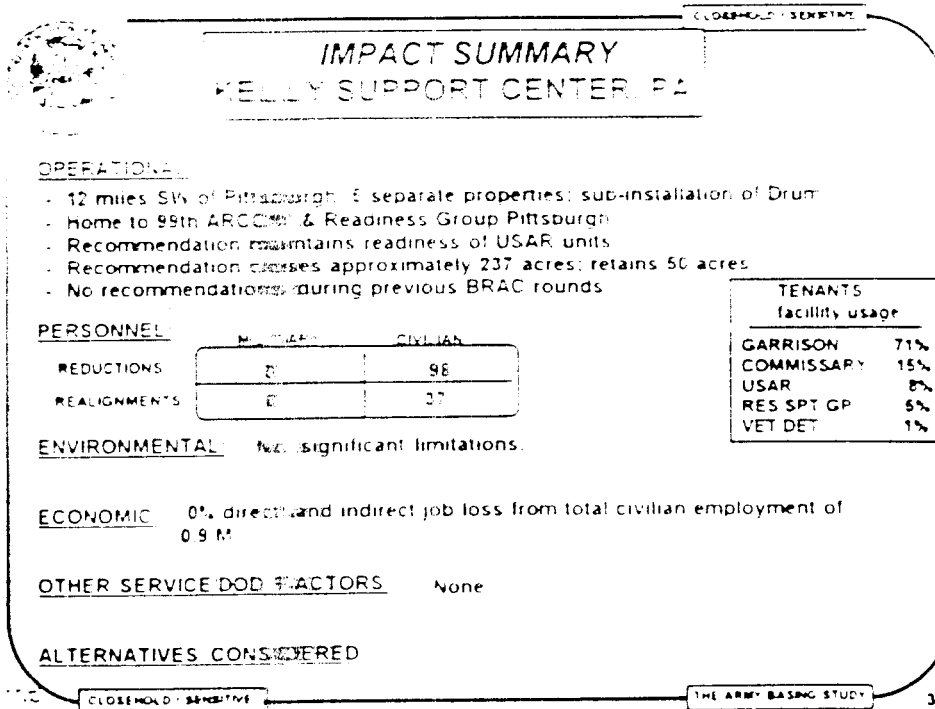
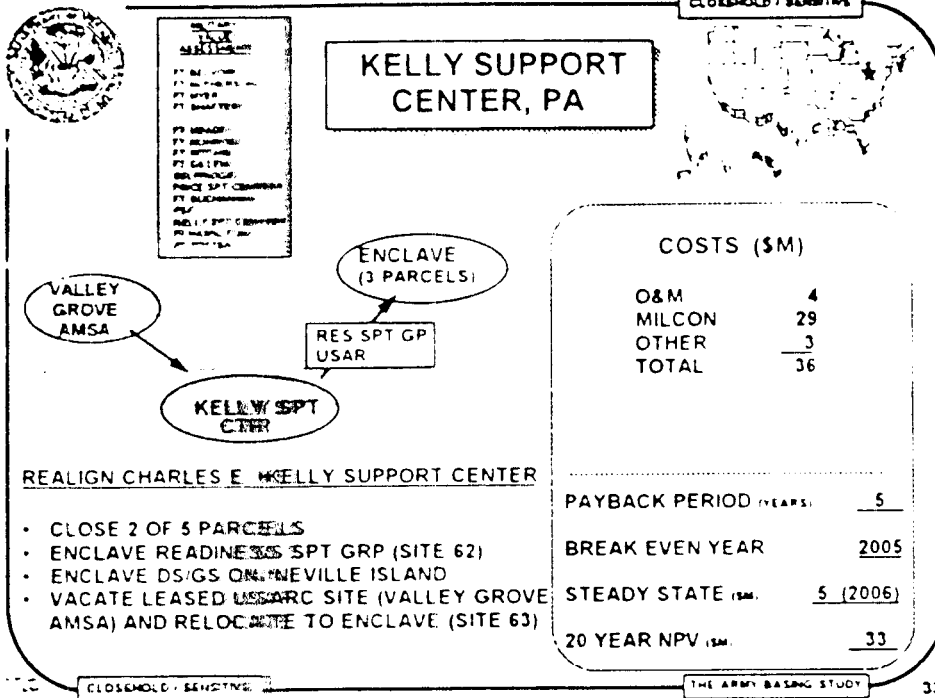
CLOSE/HOLD / SENSITIVE

THE ARMY BASING STUDY

28





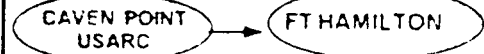
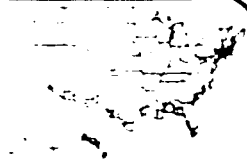




- FT BELLEVILLE
- FT BRUNNEN
- FT CASLER
- FT CHARLES
- FT COCKERILL
- FT DENNETT
- FT HAMILTON
- FT HENRI
- FT JOHNSON
- FT MONROE
- FT RAY
- FT SHILOH
- FT TARRANT

## FT HAMILTON, NY

Closehold Sensitive



COSTS (\$M)	
Op	2
MILITARY	
OTHER	
TOTAL	2

PAYBACK PERIOD (years)	IMMED
BREAK EVEN YEAR	1999
STEADY STATE (1999)	7 (2000)
20 YEAR NPV (1999)	79

### REALIGN FT HAMILTON

- REDUCE GARRISON FUNCTIONS
- CLOSE HOUSING
- DISPOSE OF EXCESS PROPERTY
- CLOSE CAVEN POINT USARC AND RELOCATE TO FT HAMILTON

Closehold Sensitive

Closehold Sensitive



## IMPACT SUMMARY FORT HAMILTON, NY

Closehold Sensitive

### OPERATIONAL

- Supports protocol mission of NYAC
- Eliminates family housing for approx 200 families
- Considered by Commission in 91 and 92

### PERSONNEL

	MILITARY	CIVILIAN
REDUCTIONS	0	43
REALIGNMENTS	3	9

HOUSING	
USA	261
USM	13
USAF	13
OTHERS	66
VACANT	89

### ENVIRONMENTAL

No significant limitations.

### ECONOMIC

0% direct and indirect job loss from total civilian employment of 3.5 M.

TENANTS	
NYAC	30%
OTHERS	26%
USAFEC	17%
COMMISSARY	9%
MEPS	7%
USAF	7%
MED	5%
AAFES	5%

### OTHER SERVICE/DOD FACTORS

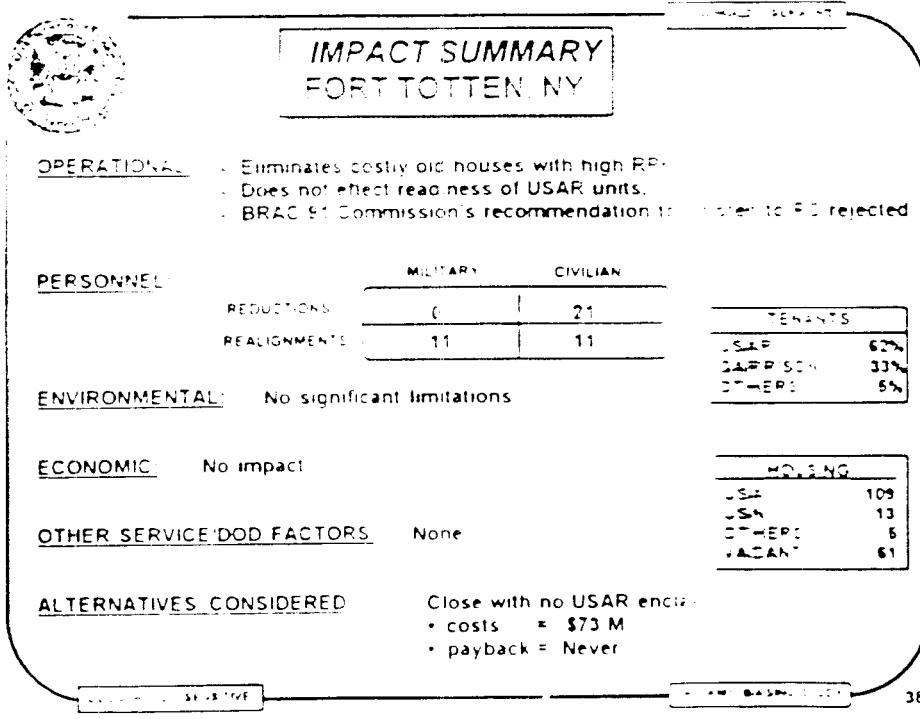
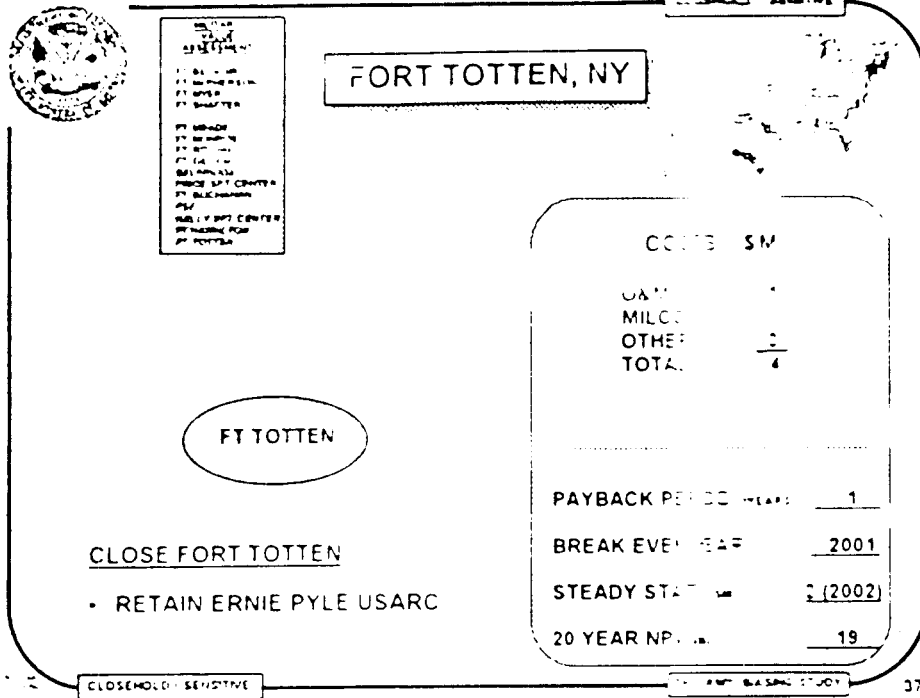
Navy housing at Mitchell Manor

### ALTERNATIVES CONSIDERED

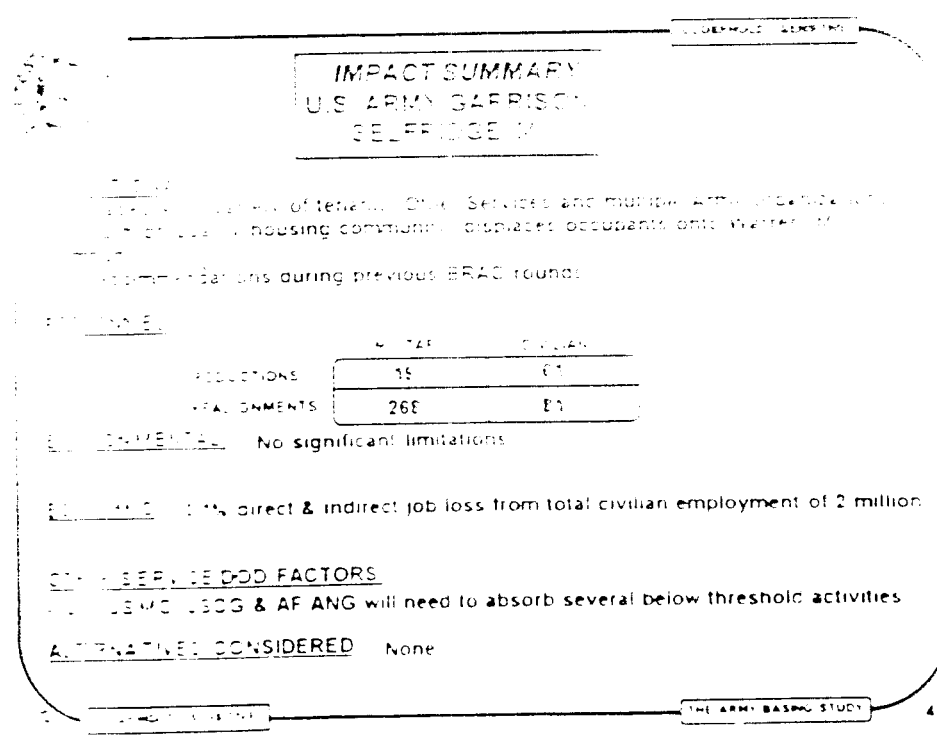
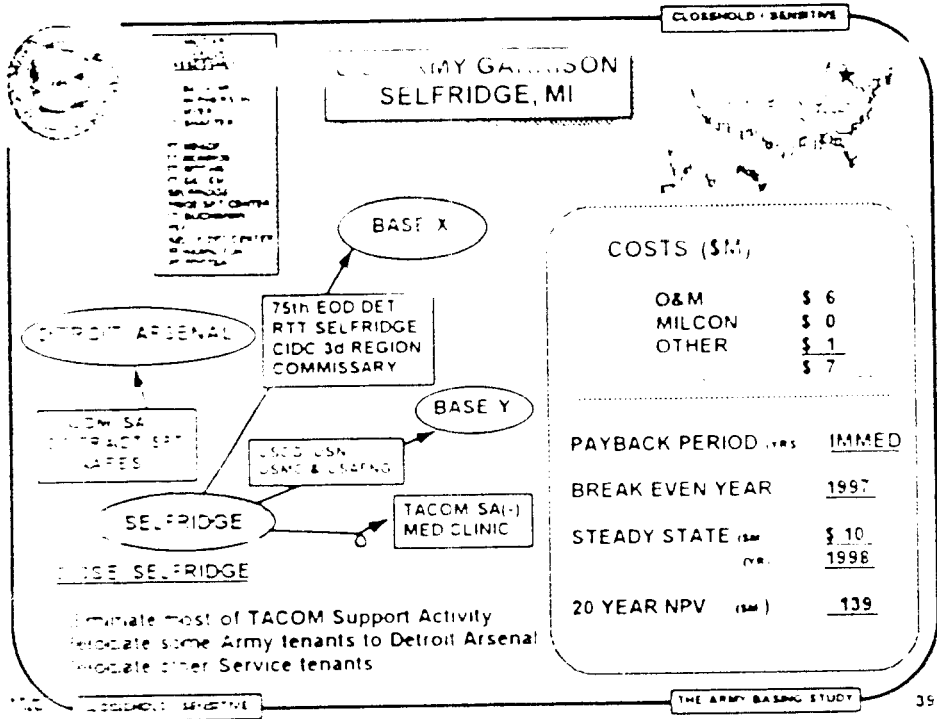
None

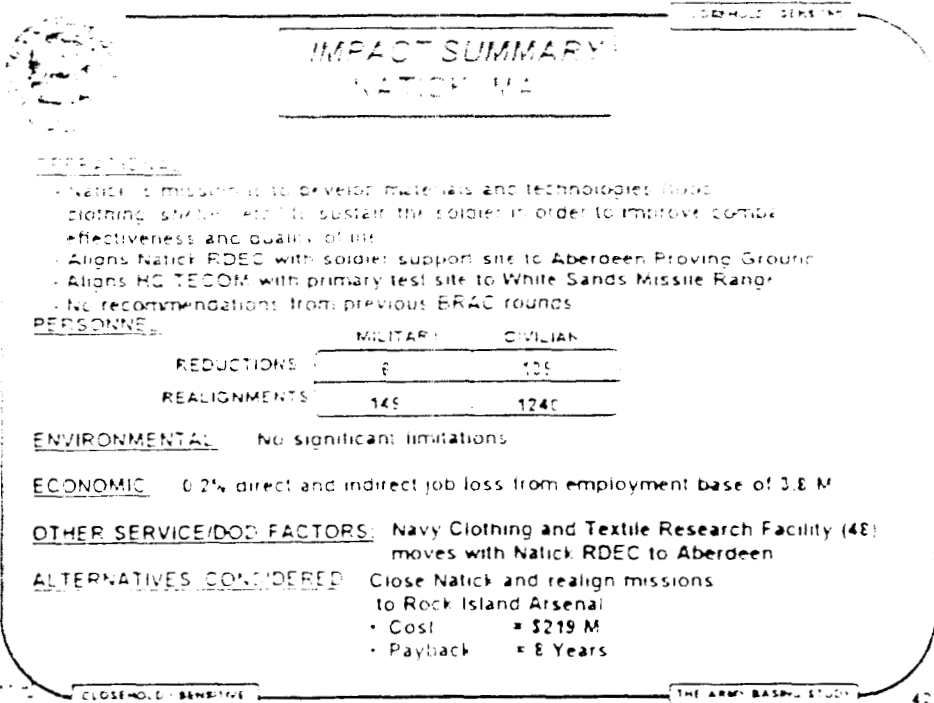
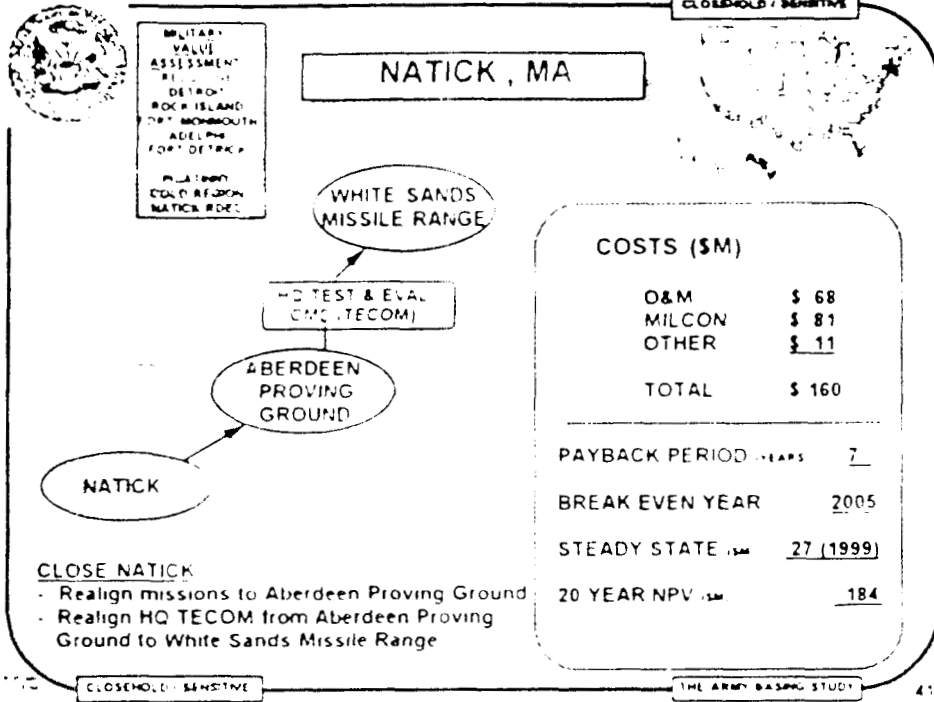
Closehold Sensitive

Closehold Sensitive











## IMPACT SUMMARY PICATINNY ARSENAL

CLOSURE / SENSITIVE

- OPERATIONAL:**
- MISSION: A RDT&E ACTIVITY FOR ARMAMENTS AND MUNITIONS SYSTEMS
  - NO RECOMMENDATIONS FROM PREVIOUS BRAC ROUNDS

PERSONNEL:	MILITARY	CIVILIAN
	141	3782

### INSTALLATION POINTS:

- RDTE BASOPS FUNDED INSTALLATION (\$ 67 M)
- CONSISTS OF OLD ADMINISTRATIVE AND R&D SPACE WITH CONVERTED AMMUNITION STORAGE WAREHOUSES AND PRODUCTION BUILDINGS
- 60% OF THE ADMINISTRATIVE SPACE IS EXCESS TO REQUIREMENTS
- 34% RTDE SPACE IS VACANT
- FACILITIES CONTAMINATED WITH MUNITIONS RESIDUE, ASBESTOS, AND LEAD PAINT
- NO UNIQUE CHARACTERISTICS

### OTHER SERVICE/DOD FACTORS:

- LABORATORY JCSG RECOMMENDS SUBSTANTIAL NAVY AND AIR FORCE PYROTECHNICS AND EXPLOSIVES WORKLOAD ( APPROX. 1600 PEOPLE) TO CONSOLIDATE TO PICATINNY

CLOSURE / SENSITIVE

THE ARMY BASING STUDY

43



## TRADE-OFFS CLOSING OF PICATINNY

CLOSURE / SENSITIVE

PROs	CONS
<ul style="list-style-type: none"> <li>SUPPORTED BY STATIONING STRATEGY</li> <li>LACKS CAPACITY TO SUPPORT INTEGRATED LIFE CYCLE MANAGEMENT</li> <li>SUBSTANTIAL RDTE FUNDED SAVINGS ACHIEVED IF CLOSED</li> <li>LOW MILITARY VALUE</li> <li>FACILITIES ARE OLD (48 YEARS), REQUIRING SUBSTANTIAL RENOVATIONS OR REPLACEMENT</li> <li>CURRENTLY ON NATIONAL PRIORITY LIST FOR 13 SITES IS A NON-ATTAINMENT AREA, AND REQUIRES RCRA PERMITS</li> </ul>	<ul style="list-style-type: none"> <li>LJCSG INITIATIVE TO MOVE SUBSTANTIAL WORKLOAD TO PICATINNY</li> <li>MUST KEEP RDEC AS AN INTEGRATED ACTIVITY</li> <li>CONVENTIONAL FIREPOWER EFFORT IS A MODEL OF GOVERNMENT/PRIVATE ENTERPRISE COOPERATION</li> <li>MOBILITY BASE FOR CONTINGENCY</li> <li>FINDING A RECEIVING LOCATION TO ACCOMMODATE EXPLOSIVES AND SIZE OF ORGANIZATION IS DIFFICULT</li> <li>MAJORITY OF WORK FORCE WILL NOT RELOCATE</li> </ul>

**BOTTOM LINE**  
CONTINUES TO BE A TOUGH CALL  
MUST DEFER DECISION UNTIL  
LJCSG ANALYSIS IS COMPLETE

CLOSURE / SENSITIVE

THE ARMY BASING STUDY

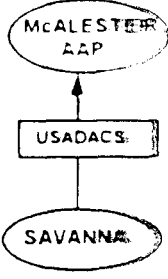
44



AMMO STORAGE  
 HAWTHORNE  
 TOOELE  
 BLUE GRASS  
 BRICKA  
 SAVANNAH  
 PUEBLO  
 BERRA  
 UNATILLA

## SAVANNA ARMY DEPOT ACTIVITY

CLOSE/HOLD SENSITIVE



COSTS (\$M)	
O&M	15
MILCON	20
OTHER	1
<b>TOTAL</b>	<b>35</b>

PAYBACK PERIOD (YEARS)	1
BREAK EVEN YEAR	2002
STEADY STATE (\$M)	13 (2002)
20 YEAR NPV (\$M)	118

**CLOSE SAVANNA ARMY DEPOT ACTIVITY**  
 - RELOCATE NON-AMMO MATERIAL  
 - RELOCATE USADACS TO McALESTER AAP

CLOSE/HOLD SENSITIVE

THE ARMY BASING STUDY



## IMPACT SUMMARY SAVANNA ARMY DEPOT ACTIVITY, II

CLOSE/HOLD SENSITIVE

**OPERATIONAL**

- Tier II installation
- Ammunition will relocate or be demilitarized

**PERSONNEL**

	Military	Civilian
Reductions	6	174
Realignments	0	266

**ENVIRONMENTAL**

No significant limitations

**ECONOMIC**

8% Direct and indirect job loss from employment base of 8 K

**OTHER SERVICE/DOD FACTORS**

The non-ammunition material not transferred to Tier II/III depots will relocate to DLA depots

**ALTERNATIVES CONSIDERED**

None

CLOSE/HOLD SENSITIVE

THE ARMY BASING STUDY



AMMO STORAGE  
 HAWTHORNE  
 TOOLEE  
 BLUE GRASS  
 SENECA  
 SAVANNAH  
 PUEBLO  
 SAPPA  
 UMATILLA

## SENECA ARMY DEPOT

CLOSE-TO-SENSITIVE



### COSTS (\$)

O&M	14
MILCON	0
OTHER	1
TOTAL	15

SENECA

### CLOSE SENECA ARMY DEPOT

- ENCLAVE HAZARDOUS MATERIAL ORE
- RELOCATE NON-AMMO MATERIAL TO DLA

PAYBACK PERIOD: IMMEDIATE

BREAK EVEN YEAR: 2001

STEADY STATE: 2001-2002

20 YEAR NPV: 2001

CLOSE-TO-SENSITIVE

THE ARMY BASH STUDY



## IMPACT SUMMARY SENECA ARMY DEPOT, NY

CLOSE-TO-SENSITIVE

### OPERATIONAL

- Tier III installation
- Ammunition will relocate or be demilitarized
- Hazardous material stocks will be enclaved

### PERSONNEL

	Military	Civilian
Reductions	2	312
Realignments	7	2

### ENVIRONMENTAL

No significant limitations

### ECONOMIC

3% Direct and indirect job loss from employment base of 16

### OTHER SERVICE DOD FACTORS

General supply and industrial plant equipment stocks will relocate to DLA depots.

### ALTERNATIVES CONSIDERED

None

CLOSE-TO-SENSITIVE

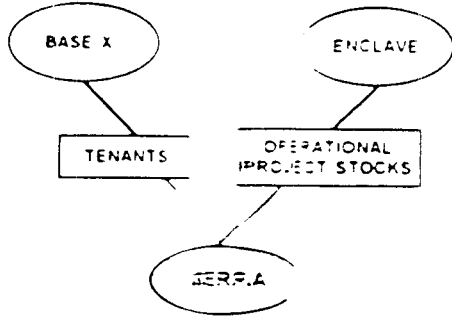
THE ARMY BASH STUDY



AMMO STORAGE  
HAZARDOUS WASTE  
TOXIC  
BLUE GASES  
SINKS  
SAVINGS  
PUBLIC  
SIERRA  
LIMITS

## SIERRA ARMY DEPOT

CLOSE/HOLD / SENSITIVE



### COSTS (\$M)

O&M	15
MILCON	0
OTHER	1
<b>TOTAL</b>	<b>16</b>

PAYBACK PERIOD (YEARS) IMMED  
 BREAK EVEN YEAR 2001  
 STEADY STATE (YR) 37 (2002)  
 20 YEAR NPV (YR) 427

**REALIGN SIERRA ARMY DEPOT**  
 - REALIGN DEPOT TO DEPOT ACTIVITY  
 - ENCLAVE OPERATIONAL PROJECT STOCKS / OPI

CLOSE/HOLD / SENSITIVE

THE ARMY BASING STUDY



## IMPACT SUMMARY JERPA ARMY DEPOT, CA

CLOSE/HOLD / SENSITIVE

### OPERATIONAL

- Tier III installation
- Ammunition will be used or be demilitarized
- Infeasible to relocate operational project stocks

### PERSONNEL

	Military	Civilian
Employment	36	477
Contractors	17	28

### ENVIRONMENTAL

significant limitations

### ECONOMIC

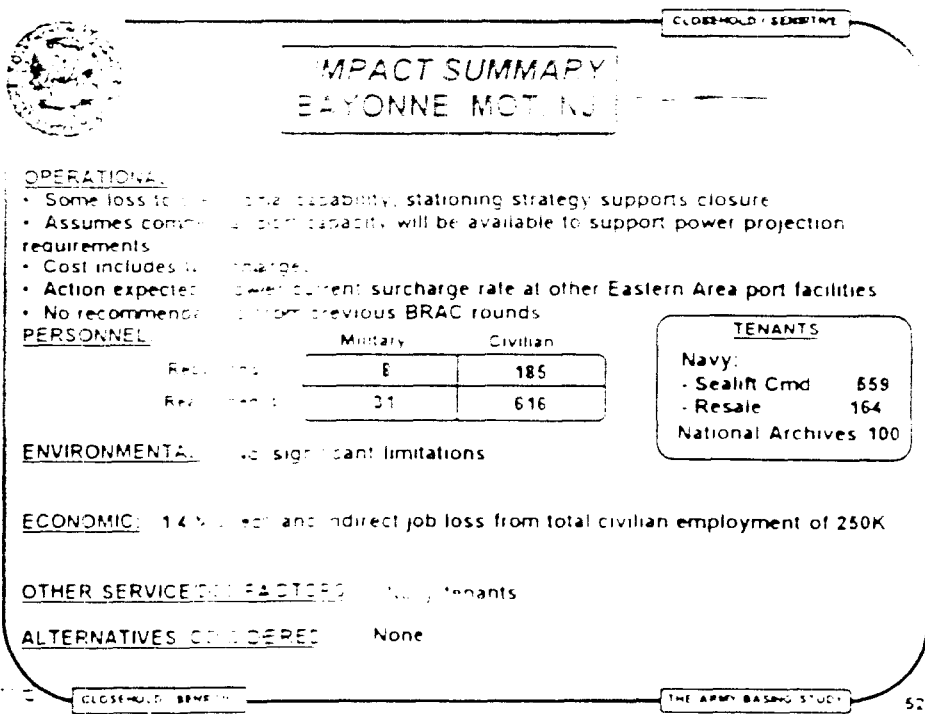
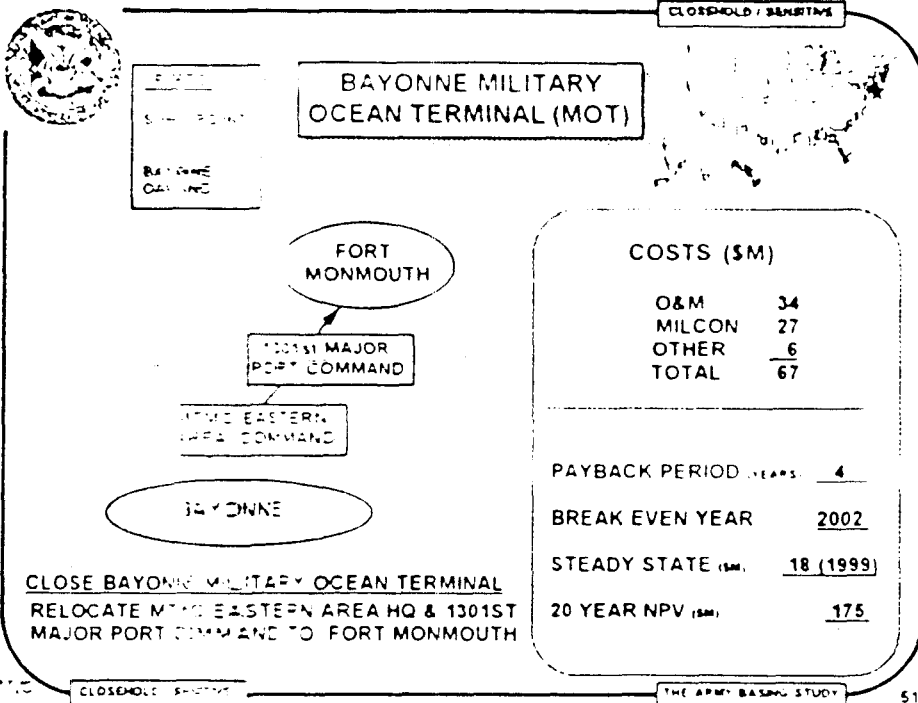
8% Direct and indirect job loss from employment base of 10K

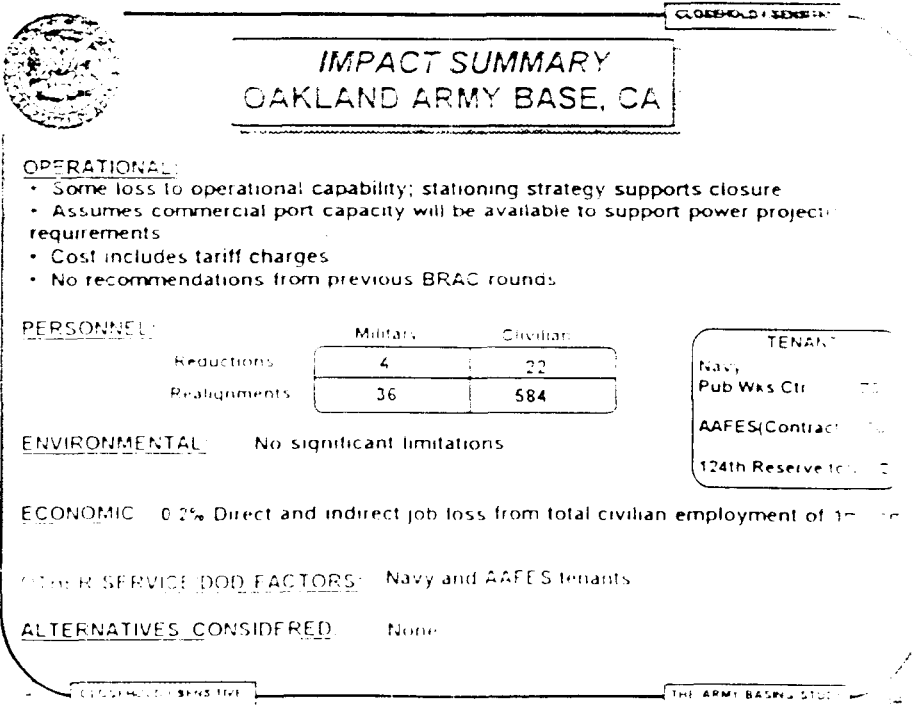
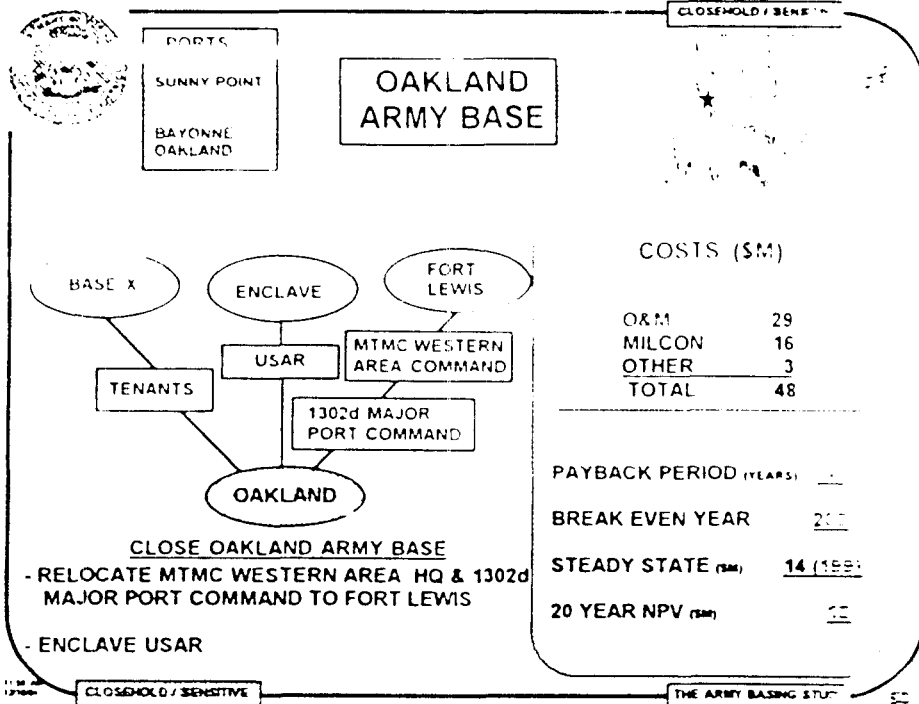
### OTHER SERVICE DOCUMENTS

### ALTERNATIVES CONSIDERED

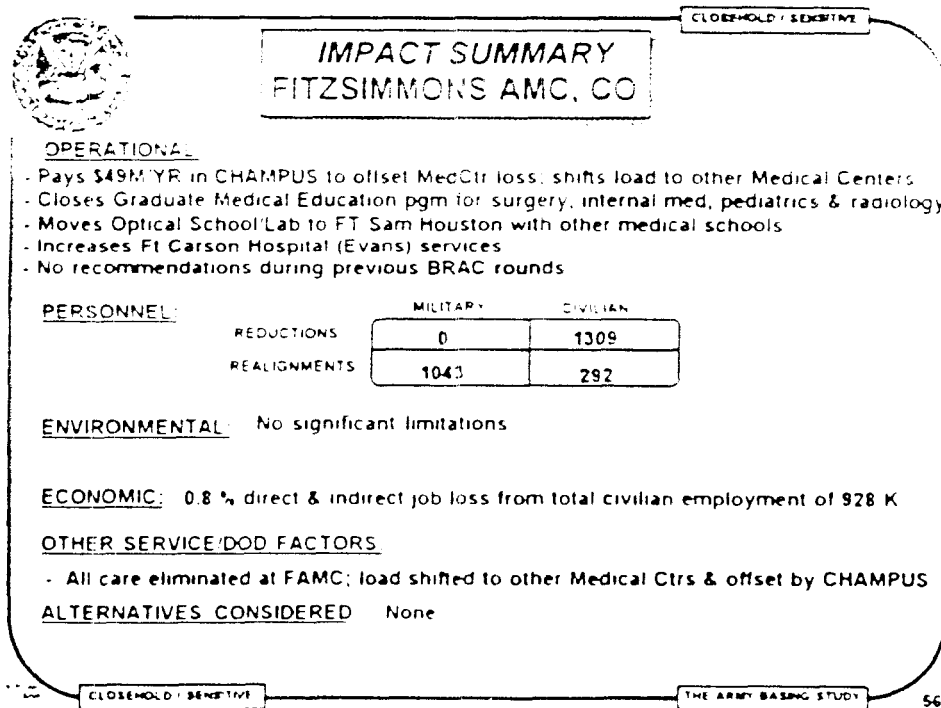
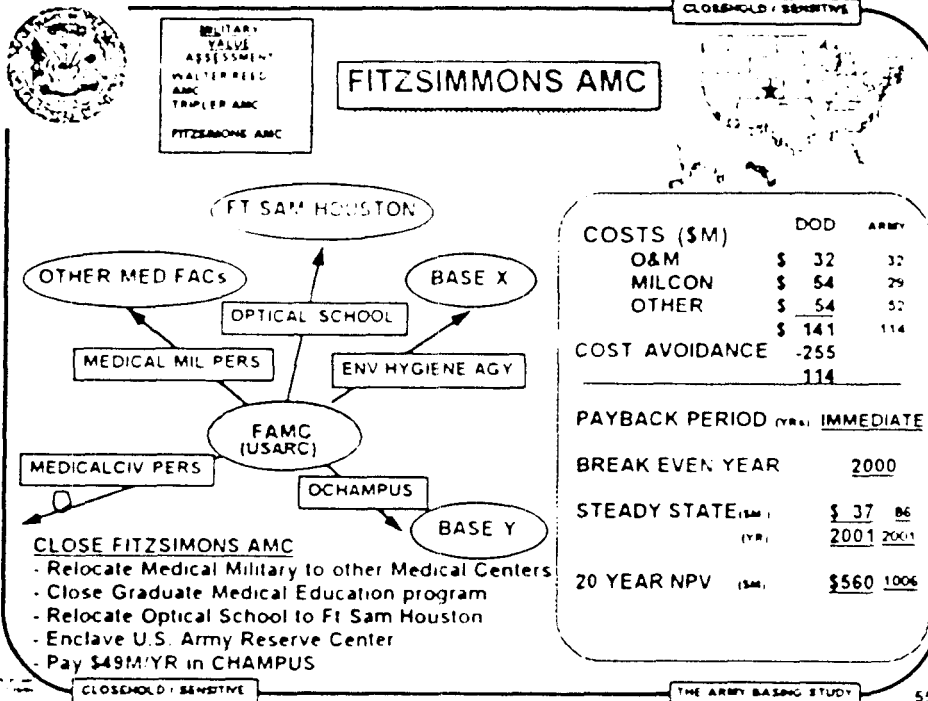
CLOSE/HOLD / SENSITIVE

THE ARMY BASING STUDY







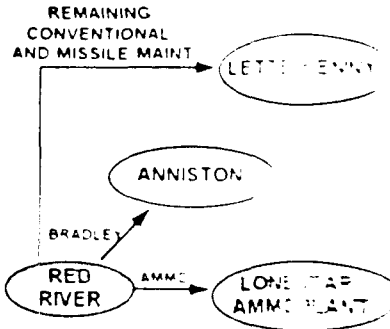




**MILITARY VALUE ASSESSMENT**  
 TOBYHANNA AD  
 ANNISTON AD  
 COPPUS CHRISTI AD  
 RED RIVER AD  
 LETTERKENNY

**RED RIVER  
 ARMY DEPOT, TX**

CLOSE/HOLD SENSITIVE



**COSTS (\$M)**

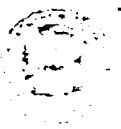
O&M	\$ 49
MILCON	\$ 0
OTHER	\$ 3
<b>TOTAL</b>	<b>\$ 52</b>

PAYBACK PERIOD (YEARS)	10.5 (10.5)
BREAK EVEN YEAR	2000
STEADY STATE (15M)	\$ 112
20 YEAR NPV (15M)	\$1,400

- CLOSE RED RIVER ARMY DEPOT**
- ENCLAVE TO LONE STAR AMMO PLANT
  - AMMUNITION STORAGE
  - DLA AREA ORIENTED DEPOT
  - RUBBER FACILITY

CLOSE/HOLD SENSITIVE

THE ARMY BASING STUDY



**MEAT SUMMARY  
 RED RIVER ARMY DEPOT, TX**

CLOSE/HOLD SENSITIVE

**OPERATIONAL**

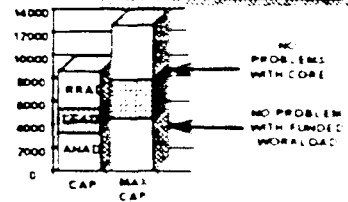
- Two major products: (1) conventional maintenance, (2) ammunition storage
- Adjacent to Lone Star Ammunition Plant
- JCSG supports closing Red River & Letterkenny
- No recommendations from previous BRAC rounds
- Stationing strategy supports retention of 1, not 5 depots
- Some operational risk to warhead release to funded workload, if closing 2 depots

**PERSONNEL**

	MILITARY	CIVILIAN
REDUCTIONS	12	330
REALIGNMENTS	2	100*

**ENVIRONMENTAL:** No significant limitations

**CLOSE ONE GROUND DEPOT  
 RED RIVER**



**ECONOMIC:** 11% direct and indirect job loss from total civilian employment base of 5000

**OTHER SERVICE/DOD FACTORS:** DLA has regional distribution center located here limited maintenance for other services

**ALTERNATIVES CONSIDERED**

CLOSE/HOLD SENSITIVE

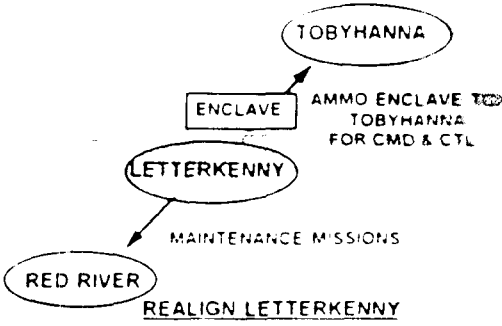
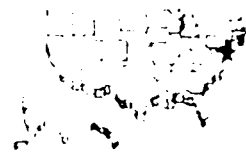
THE ARMY BASING STUDY



**MILITARY VALUE ASSESSMENT**  
 TOBYHANNA AD  
 ANNISTON AD  
 CORPUS CHRISTI AD  
 RED RIVER AD  
 LETTERKENNY

**LETTERKENNY  
 ARMY DEPOT, PA**

CLOSE-HOLD / SENSITIVE



**COSTS (\$M)**

O&M	\$ 80
MILCON	\$ 20
OTHER	\$ 5
<b>TOTAL</b>	<b>\$ 105</b>

**PAYBACK PERIOD (YEARS)** 3.0

**BREAK EVEN YEAR** 2001

**STEADY STATE (M)** \$ 104

**20 YEAR NPV (M)** \$ 1,200

- TRANSFER MAINTENANCE TO RED RIVER.
- ENCLAVE AMMUNITION STORAGE
- (Note: Under 2 depot option, missile maint is enclaved at Letterkenny)

CLOSE-HOLD / SENSITIVE

THE ARMY BASING STUDY



**IMPACT SUMMARY  
 LETTERKENNY ARMY DEPOT, PA**

CLOSE-HOLD / SENSITIVE

**OPERATIONAL**

- BRAC 91 Commission approved DoD's realignment of LEAD, DESCOM → Rock Island
- BRAC 93 Commission rejected DoD's realignment of maintenance mission and instead consolidated tactical missile maintenance at Letterkenny
- Stationing strategy supports retention of 3, not 5 depots
- Some operational risk to wartime surge, none for funded workload, if closing 2 depots
- JCSG supports closing Red River & Letterkenny

**PERSONNEL**

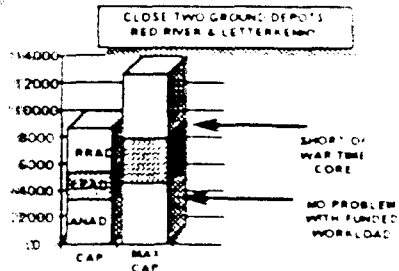
	MILITARY	CIVILIAN
REDUCTIONS	20	1144
REALIGNMENTS	20	1556

**ENVIRONMENTAL**

No significant limitations

**ECONOMIC**

9% direct and indirect job loss from total civilian employment of 59 K



**OTHER SERVICE/DOD FACTORS**

LEAD has very successful joint venture with industry (United Defense) for the Paladin

**ALTERNATIVES CONSIDERED**

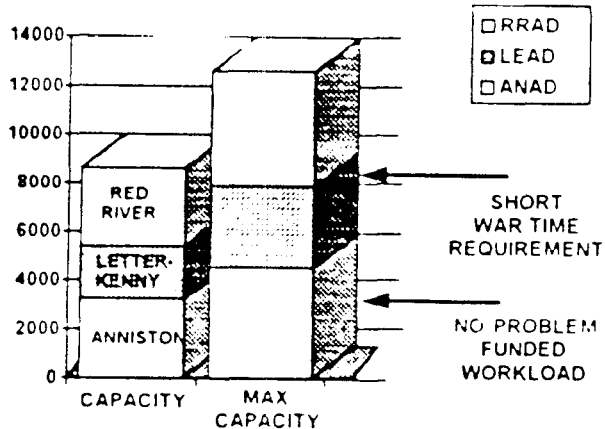
CLOSE-HOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

### IMPACT CLOSING 2 GROUND DEPOTS



CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

### TRADE-OFFS CLOSING 2 GROUND DEPOTS

#### PROs

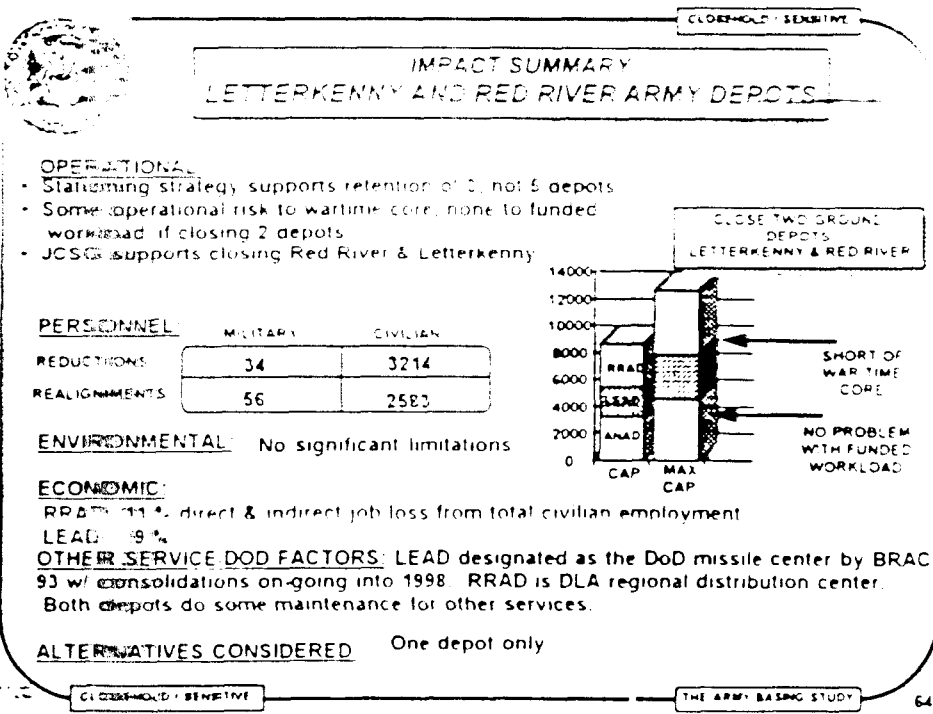
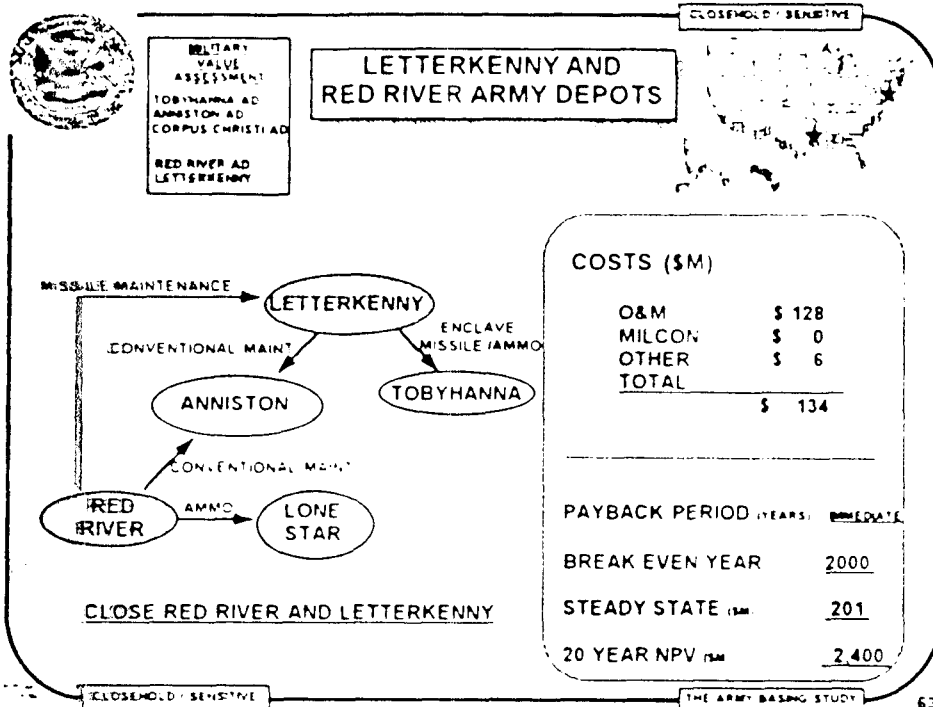
#### CONS

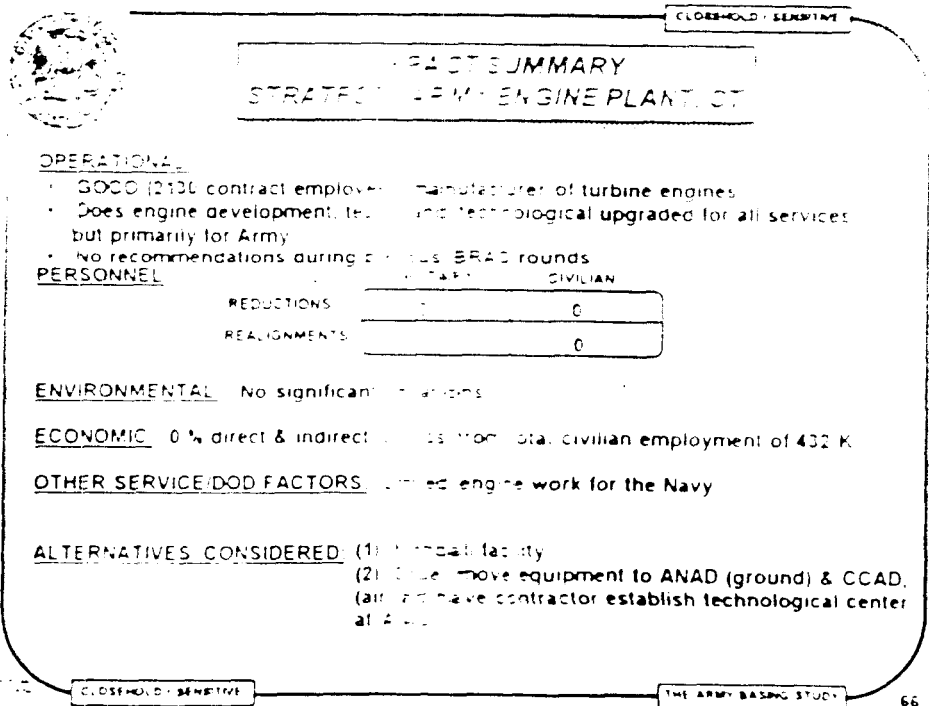
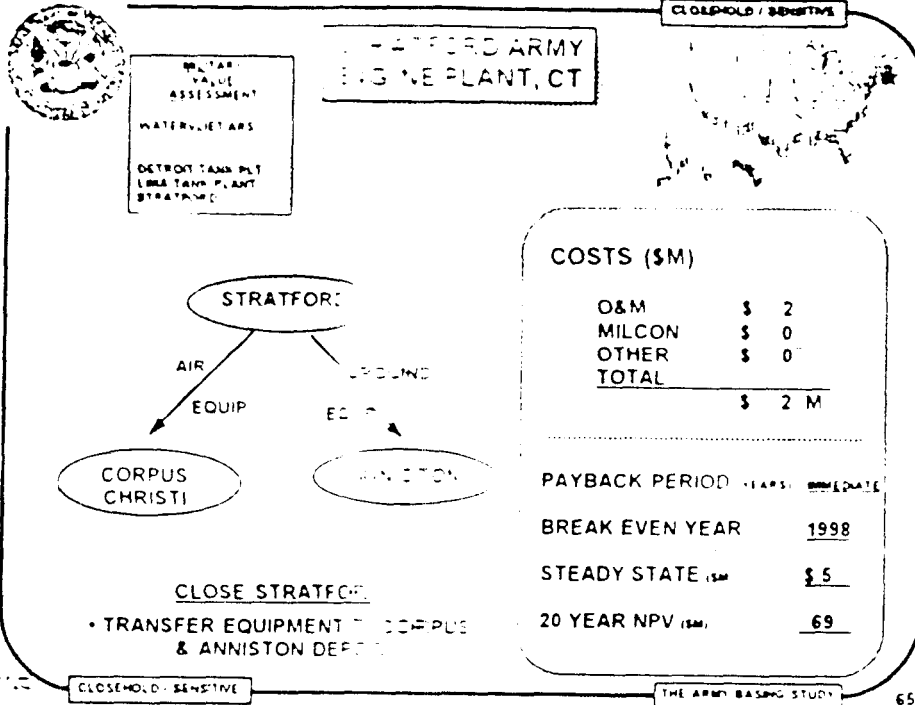
- SUPPORTS STATIONING STRATEGY
  - RETAINS 3 CORE DEPOTS
- JCSG SUPPORTS
- SIGNIFICANT FINANCIAL SAVINGS
  - \$ 118 MILLION ANNUALLY
- DOES NOT AFFECT FUNDED WORKLOAD. OVERRATED RISK TO WARTIME SURGE
  - INSTALLATION DOLs
  - INDUSTRIAL BASE FACILITIES
  - OTHER MILDEP CAPABILITIES
  - OUT SOURCING
- ANNISTON CAN ACCEPT GROUND WORK
- PALADDIN CHASSIS COMPLETE IN FY 97

- STATIONING STRATEGY INCURS RISK
- JCSG FAILS TO CONSIDER SURGE RQMTs
- SAVINGS DON'T JUSTIFY OPERATIONAL RISK
- 46% SHORTFALL IN WARTIME (2 MRC) RQMT FOR COMBAT VEHICLES
- MAY STRESS ANNISTON'S CAPABILITIES
- PALADDIN EFFORT IS MODEL OF DOD / CONTRACTOR COOPERATION

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



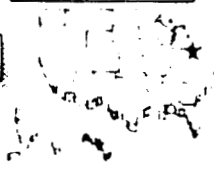




CLOSEHOLD / SENSITIVE

MILITARY  
VALUE  
ASSESSMENT  
WATERVLIET AFB  
DETROIT TANK PLT  
LORRAINE TANK PLANT  
STRATFORD

### DETROIT ARSENAL, MI



DETROIT  
ARSENAL

#### COSTS (\$M)

O&M	\$ 1.4
MILCON	\$ 0
OTHER	\$ 0
TOTAL	\$ 1.4

REALIGN DETROIT ARSENAL  
• CLOSE AND MOTHBALL TANK PLANT

PAYBACK PERIOD (YEARS)	1.4
BREAK EVEN YEAR	1998
STEADY STATE (\$M)	\$ 2
20 YEAR NPV (\$M)	\$ 32

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

### IMPACT SUMMARY DETROIT ARSENAL, MI

#### OPERATIONAL:

- Arsenal and tank plant are contiguous.
- Duplicate tank plant that is a GOOC with no current production contract.
- No recommendations during previous BRAC rounds.

#### PERSONNEL:

	MILITARY	CIVILIAN
REDUCTIONS	0	0
REALIGNMENTS	0	0

ENVIRONMENTAL: No significant limitations.

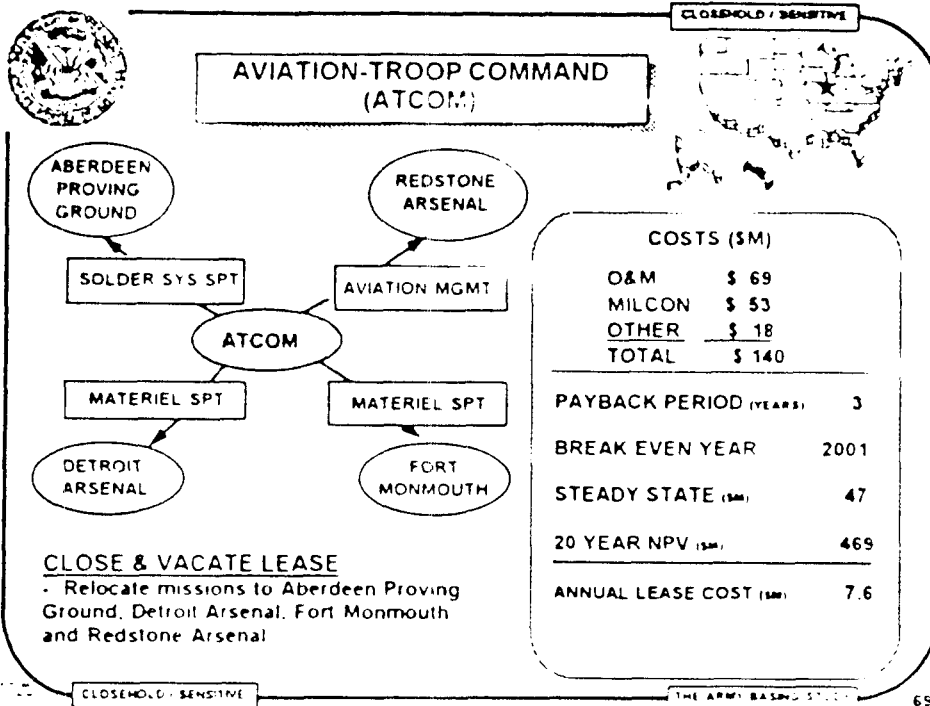
ECONOMIC: None

OTHER SERVICE/DOD FACTORS: None

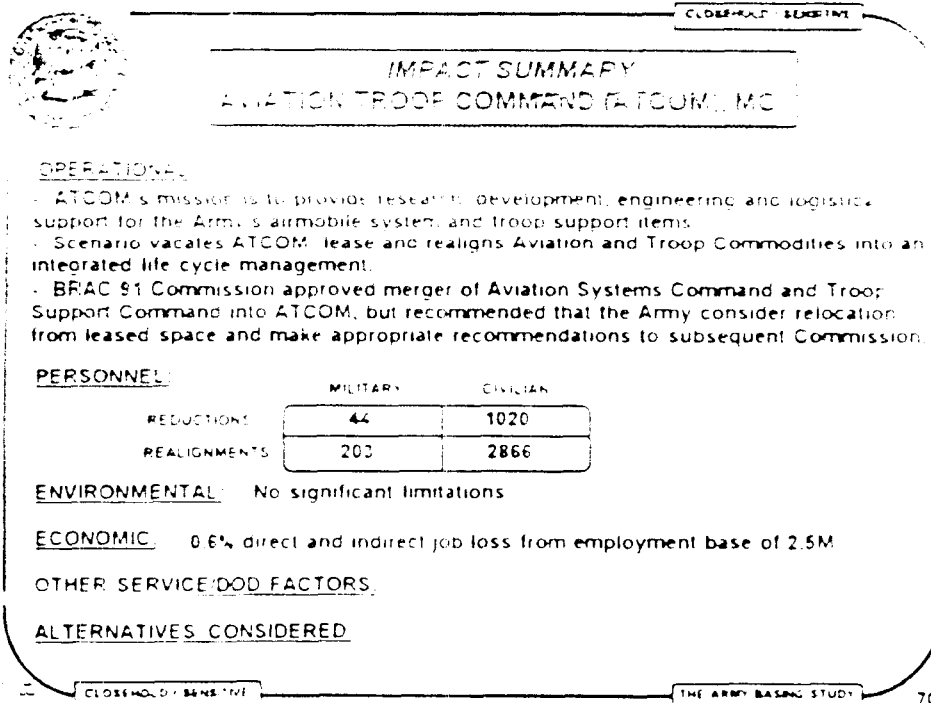
ALTERNATIVES CONSIDERED: None

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

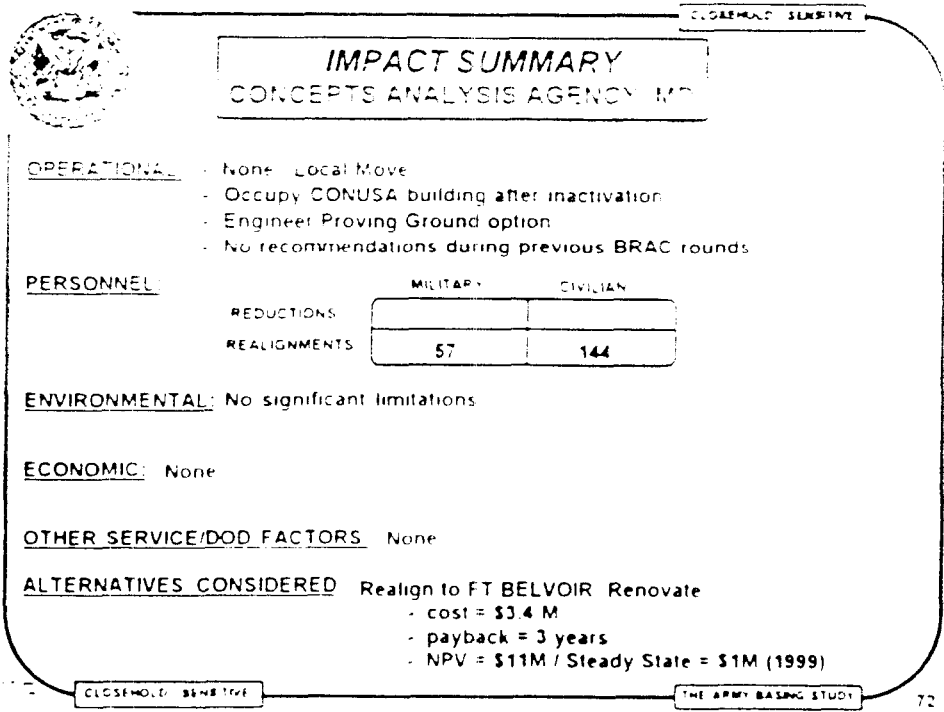
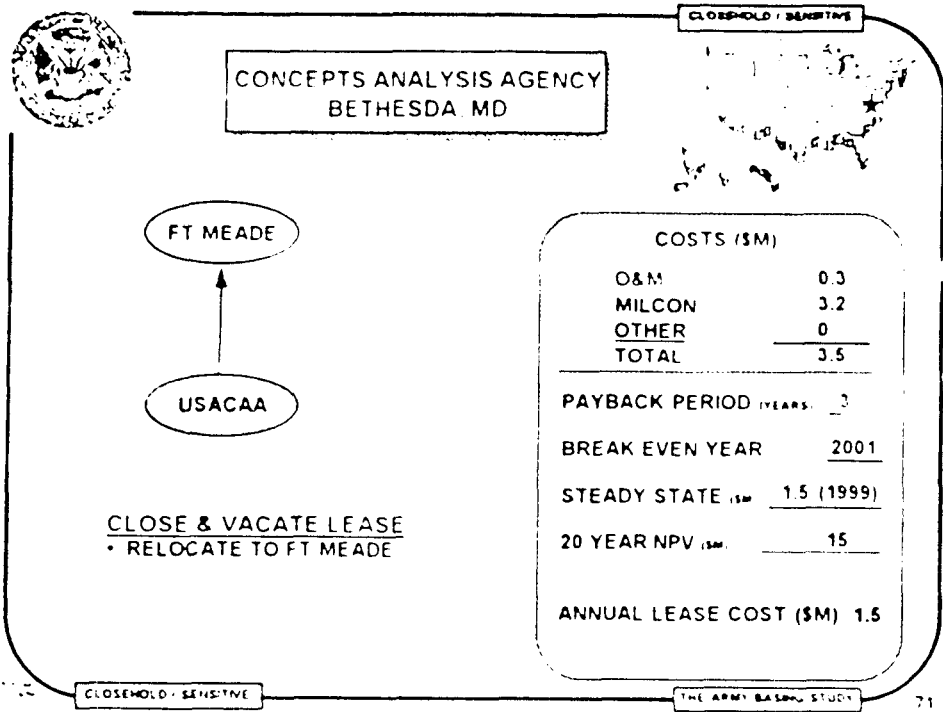


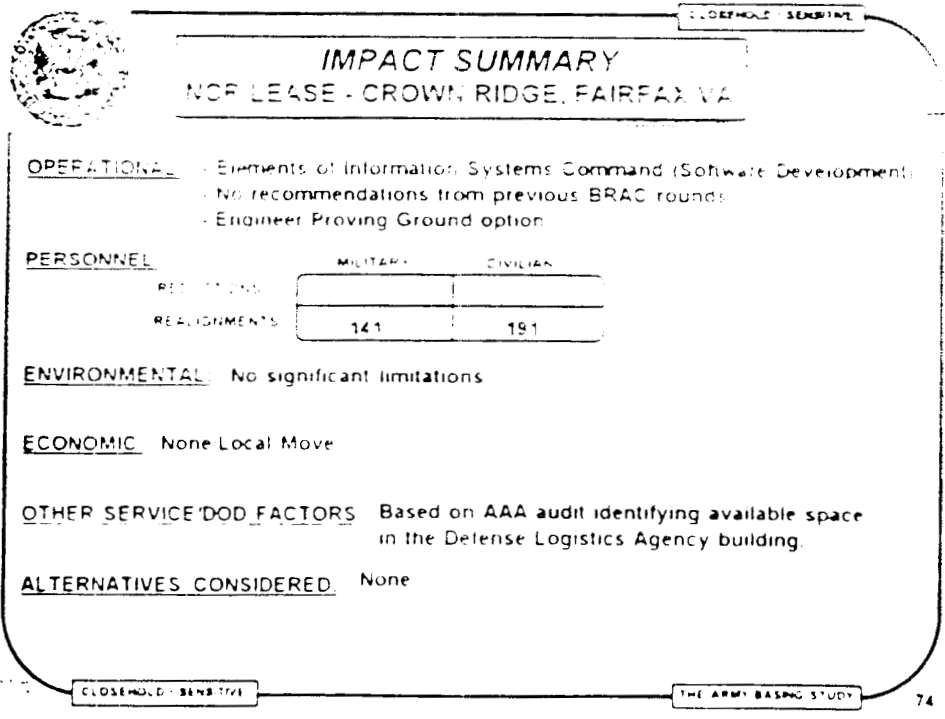
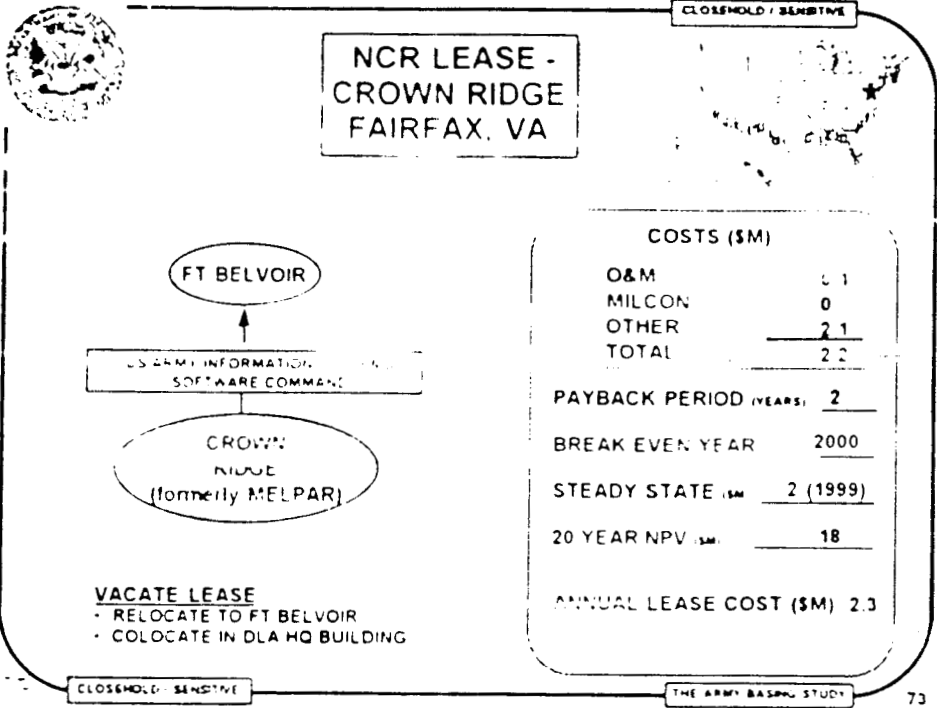
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70

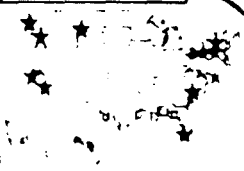








### MINOR INSTALLATIONS



Closures:	One Time Costs (\$M)	Steady State Savings (\$M)
• East Ft Baker, CA	\$ 7.8	\$ 1.7
• Rio Vista USARC, CA	\$ 0	\$ 0.1
• Bellmore Log Facility, NY	\$ 0	\$ 0.3
• Big Copter Key, FL	\$ 0	\$ 0.01
• Camp Bonneville, WA	\$ 0.04	\$ 0.2
• Sudbury Training Annex, MA	\$ 0.8	\$ 0.1
• Higham Cohasset, MA	\$ 0	\$ 0.2
• Rec Center #2, NC	\$ 0	\$ 0
• Branch USDB Lompoc, CA	\$ 0	\$ 0
• Caven Point, NJ - see Ft Hamilton closure		
• Baltimore Publications, MD	\$ 6.4	\$ 3.2
• Valley Grove, WV - see Kelly Spt Ctr closure		
<b>Close, Except RC enclave</b>		
• Sievers Sandberg, NJ	\$ 0.1	\$ 0.4
• Camp Kilmer, NJ	\$ 0.1	\$ 0.2
• Fort Missoula, MT	\$ 0.4	\$ 0.2

COSTS (\$M)	
O&M	\$ 5
MILCON	\$ 6
OTHER	\$ 5
<b>TOTAL</b>	<b>\$ 16</b>
PAYBACK PERIOD (years) <u>2</u>	
BREAK EVEN YEAR <u>2000</u>	
STEADY STATE (\$M) <u>7 (2000)</u>	
20 YEAR NPV (\$M) <u>73</u>	



### IMPACT SUMMARY MINOR INSTALLATIONS

OPERATIONAL:

- All actions are below the BRAC threshold
- All properties are excess to the Army's needs
- Recommendations provided by MACOM HQ

PERSONNEL	MILITARY	CIVILIAN
	REDUCTIONS	
REALIGNMENTS	88	137

ENVIRONMENTAL: No significant limitations identified

ECONOMIC: Minimal

ALTERNATIVES CONSIDERED: None



CLOSEHOLD - SENSITIVE

# ARMY BRAC 95 PRELIMINARY REALIGNMENTS & CLOSURES

FT CHAFFEE  
FT GREELY  
FT HICKETT  
FT DA  
FT HUNTER LIGGETT  
FT BOWTOWN GAP  
DUGWAY PROV GRD  
FT MCCLELLAN  
PRICE SPT CTR  
FT BUCHANAN  
FT RITCHIE  
KELLY SPT CTR  
FT HAMILTON  
SALFRIDGE

BATEK  
SAVANNA DEPOT  
SABIE CA DEPOT  
SERRA DEPOT  
BAYONNE  
OAKLAND  
FITZGERALD AMC  
RED RIVER DEPOT  
STRATFORD ENG PLT  
DETROIT TANK PLT  
HQ ATCON LEASE  
CBA LEASE  
MELPARC BOPNN  
INDO LEASE

FT WEDGE  
\$705 M

**OTHER SITES (12)**  
 EAST FT BANER CA  
 CAMP BOWEN HILLS WA  
 BULL HORN WA  
 THE WTR LABORATORY WA  
 CAMP ALBERTA WA  
 FT BRIDGES WA  
 FT COFFEY HBY GA  
 BFT WPTA USARMC CA  
 BUCKINGHAM TRAINING AREA TX  
 WINDHAM POWERSPT USARMC WA  
 RECREATION CENTER @ RC  
 BRANCH WOOD LAMPDC CA  
 BALTIMORE PUBS CENTER MD  
 CAMP PERRY NJ  
 VALLEY CTR LEASE WV

RECOMMEND: INSTALLATIONS/SITES  
 4 INSTALLATIONS  
 1 LEASE  
 2 BRANCH SITES  
 COST \$138  
 PAY IMMEDIATE (2000)  
 ANNUAL SAVINGS \$718 M  
 COM NET \$138  
 OTR IMPV \$19 B

PKATRONY ARSENAL

LETTERKENNY DEPOT

POSSIBLE: INSTALLATIONS  
 10 THROUGH CALLS

FT RILEY  
FT DRUM  
FT RICHARDSON  
FT A P HILL  
FT MCCOY  
FT EUSTIS STORY  
FT LEE  
FT LEONARD WOOD

FT MEADE  
FT BRONCOS  
LIMA TANK PLT  
HQ AMC LEASE  
USA PERS CTR LEASE  
BAILEY'S X-ROADS LEASE  
PARR CTR LEASE  
BALLSTON LEASE  
CRYSTAL CITY LEASE

NOT RECOMMEND: INSTALLATIONS  
 10 INSTALLATIONS  
 1 LEASE  
 HIGH COST  
 OPERATIONAL CONSIDERATIONS

CLOSEHOLD - SENSITIVE

THE ART BASING STUDY



CLOSEHOLD - SENSITIVE

# NOT RECOMMENDED

## RATIONALE

### MANUFACT

FT RILEY  
FT DRUM  
FT RICHARDSON

HIGH COST (\$715 M) NOT SUPPORTED BY STAT...  
 SIGNIFICANT COST (\$359 M) NOT SUPPORTED...  
 SIGNIFICANT COST (\$351 M) UNIQUE ENVIRONM...

### MTA

FT A P HILL  
FT MCCOY

HEAVY RC TRAINING LOAD CLOSURE NOT FEAS...  
 HEAVY RC TRAINING LOAD CLOSURE NOT FEAS...

### TRAINING

FT EUSTIS  
FT LEE  
FT LEONARD WOOD

HIGH COST (\$588 M) 8 YEAR PAY-OFF  
 HIGH COST (\$701 M) 30 YEAR PAY-OFF BRAC 93 REJECTION  
 HIGH COST (\$413 M) 8 YEAR PAY-OFF RECOMMEN... MCCLELLAN

### C2/ADMIN

FT MEADE  
FT MONROE

HIGH COST (\$651 M) 11 YEAR PAY-OFF  
 JOINT WARFARE CENTER BRAC 93 REJECTION

### INDUSTRIAL

LIMA TANK PLANT

REQUIRE 1 TANK PLANT RECOMMEND DETROIT... PLANT

### LEASES

HQ AMC LEASE  
 USAR PERSONNEL CTR LEASE  
 BAILEY'S X-ROADS LEASE  
 PARR CTR LEASE  
 BALLSTON LEASE  
 CRYSTAL CITY LEASE

27 YEAR PAY-OFF  
 29 YEAR PAY-OFF  
 15 YEAR PAY-OFF  
 19 YEAR PAY-OFF  
 19 YEAR PAY-OFF  
 19 YEAR PAY-OFF

CLOSEHOLD - SENSITIVE

RUN AS ONE HQ LEASE SCENARIO

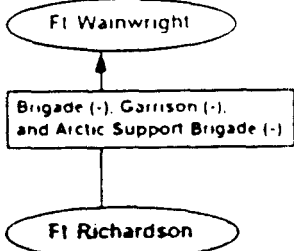
THE ART BASING STUDY



MILITARY VALUE ADDED	
FT WAINWRIGHT	
FT LEWIS	
FT BRAGG	
FT STEUBEN	
FT CAMPBELL	
FT MONROE	
FT BELT	
FT DRUM	
FT JAMESON	
FT RICHARDSON	

## FORT RICHARDSON, AK

CLOSEHOLD / SENSITIVE



### COSTS (\$M)

O&M	42
MILCON	74
AFH	238
OTHER	35
TOTAL	391

PAYBACK PERIOD (YEARS)	8
BREAK EVEN YEAR	2007
STEADY STATE (MM)	66 (2000)
20 YEAR NPV (\$M)	306

### CLOSE FT RICHARDSON

- MOVE UNITS TO WAINWRIGHT
- RETAIN RESERVE COMPONENT ENCLAVE

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

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## IMPACT SUMMARY FORT RICHARDSON, AK

CLOSEHOLD / SENSITIVE

- OPERATIONAL:**
- Locates all Brigade units at one installation - eases cmd & control
  - Newer facilities at Ft Wainwright
  - Can fire all weapons systems at Wainwright
  - BRAC 91 Commission's recommendation to close was rejected

### PERSONNEL

	MILITARY	CIVILIAN
REDUCTIONS	262	437
REALIGNMENTS	1,730	695

**ENVIRONMENTAL:** No significant limitations

**ECONOMIC:** 4% direct and indirect job loss from total civilian employment of 125,000

### OTHER SERVICE/DOD FACTORS:

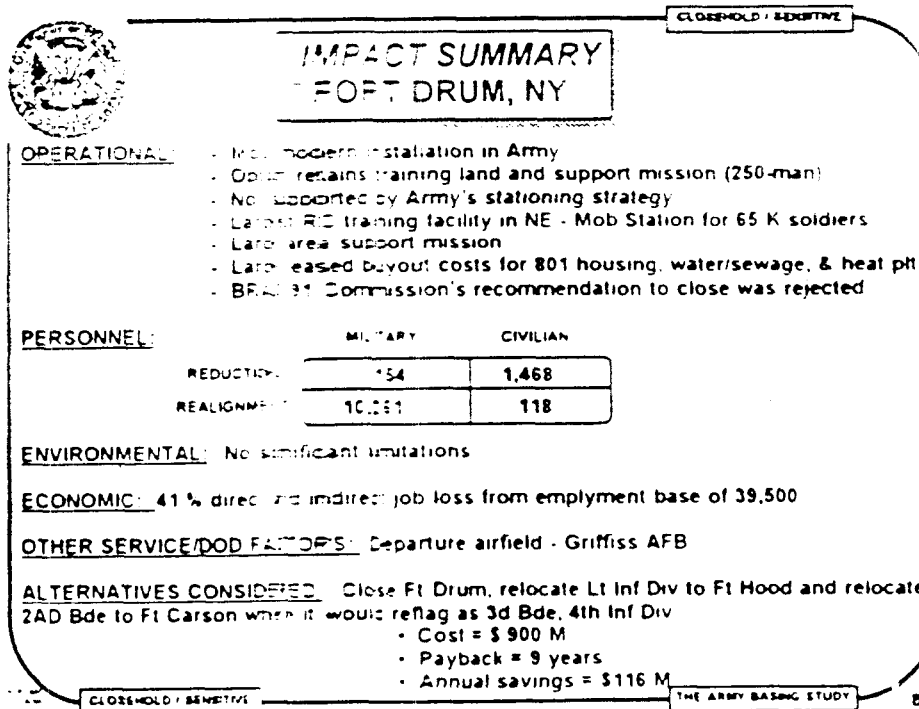
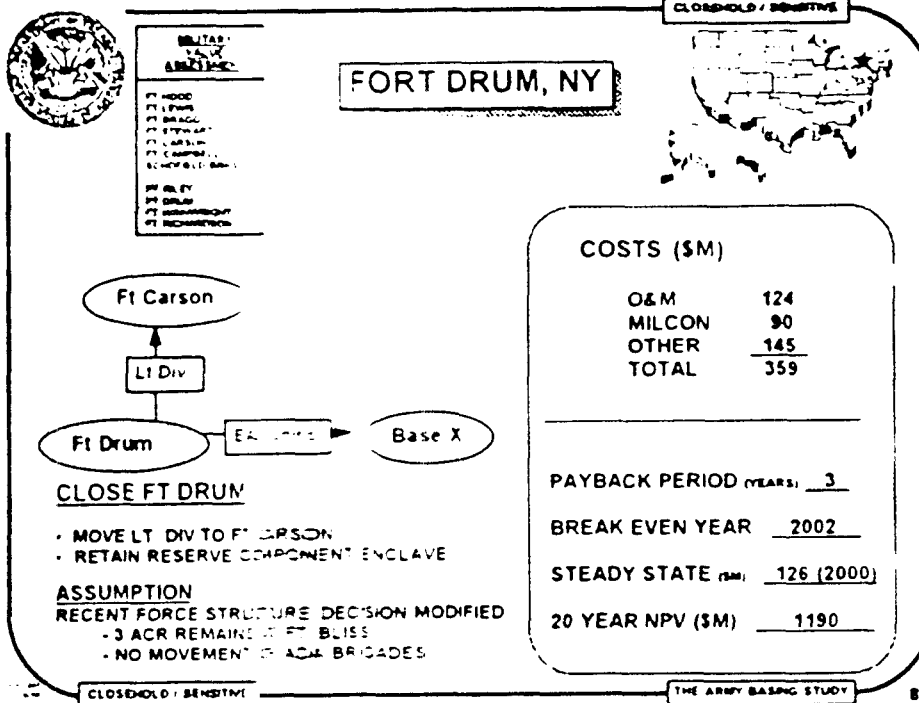
- (1) Richardson/Elmendorf is the planned site for the Joint Mobility Complex
- (2) Alaskan ARNG HQS, TAG, and Reserve Coordination Center located on Richardson
- (3) CDR, USARAK (MG) located at Richardson
- (4) Anchorage is the HQS for most Federal Agencies: FBI, FAA, ATF, BLM, DOE, EPA

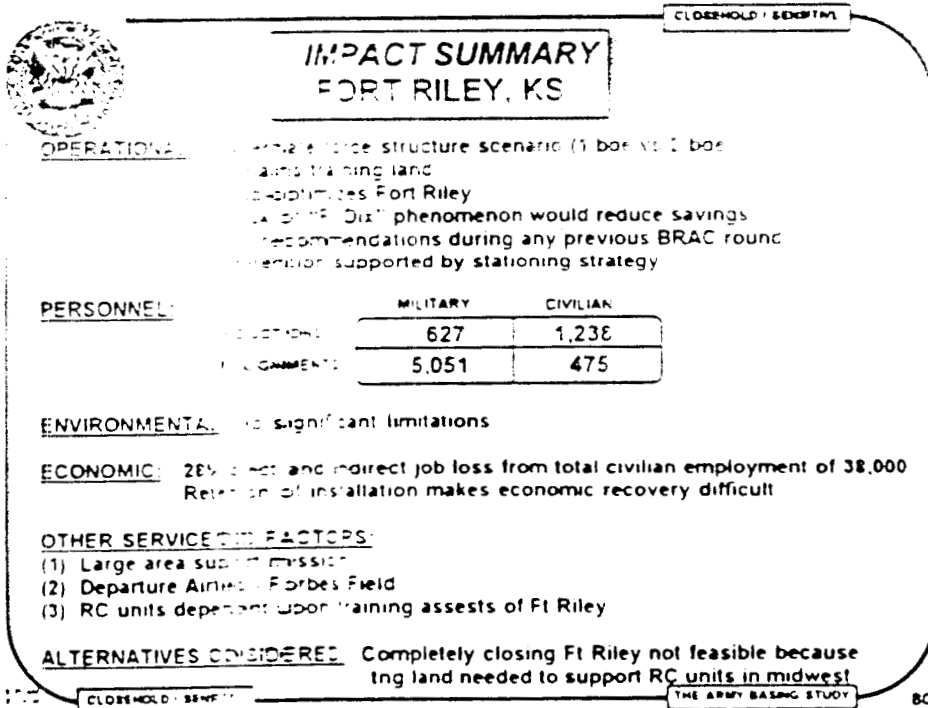
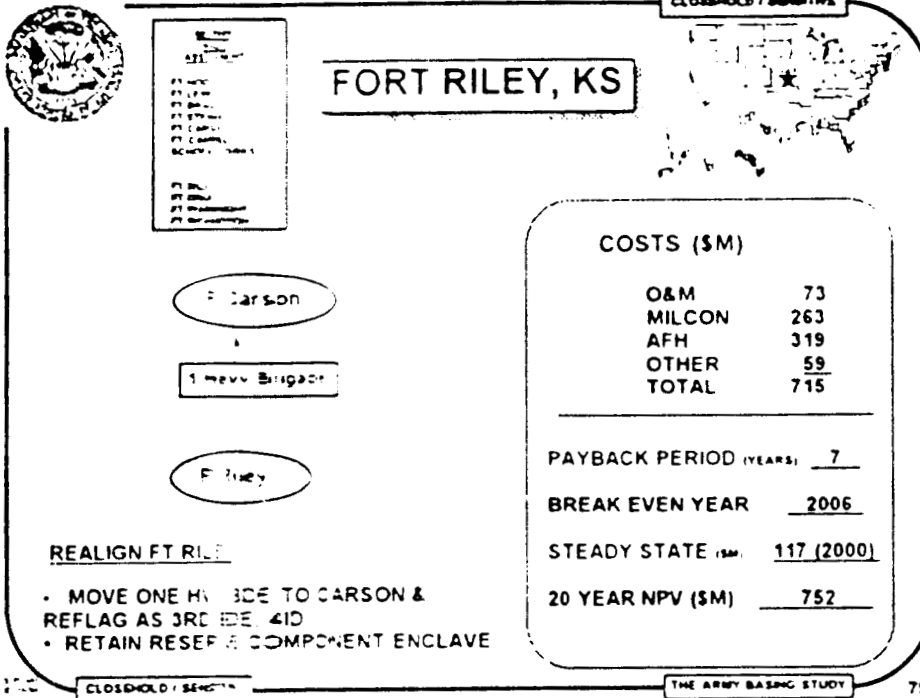
**ALTERNATIVES CONSIDERED:** Close Ft Richardson (no enclave) - infeasible because facilities needed to support RC mission

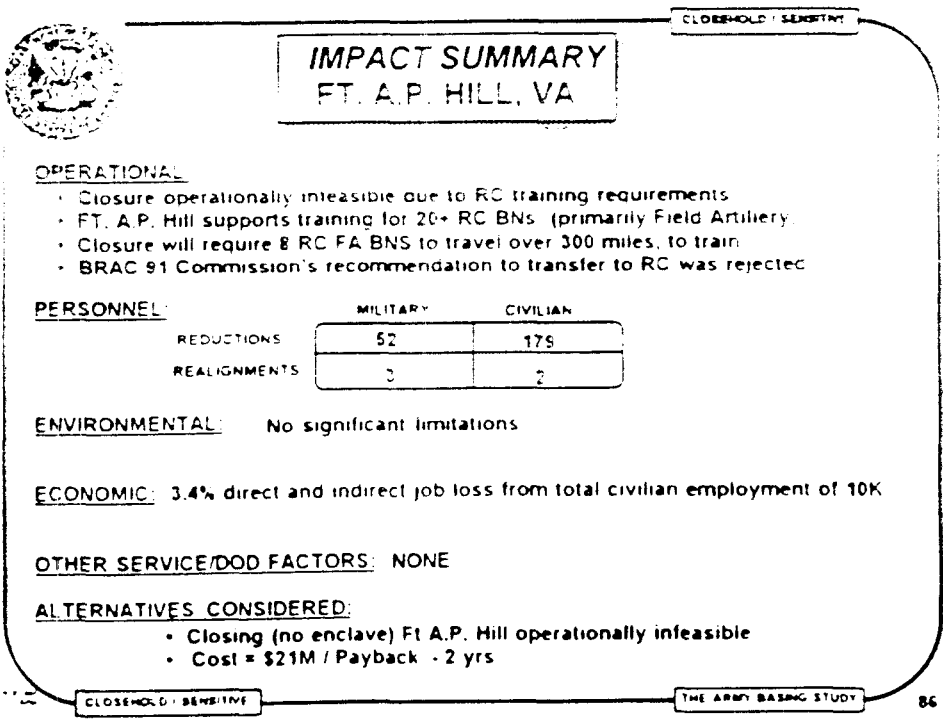
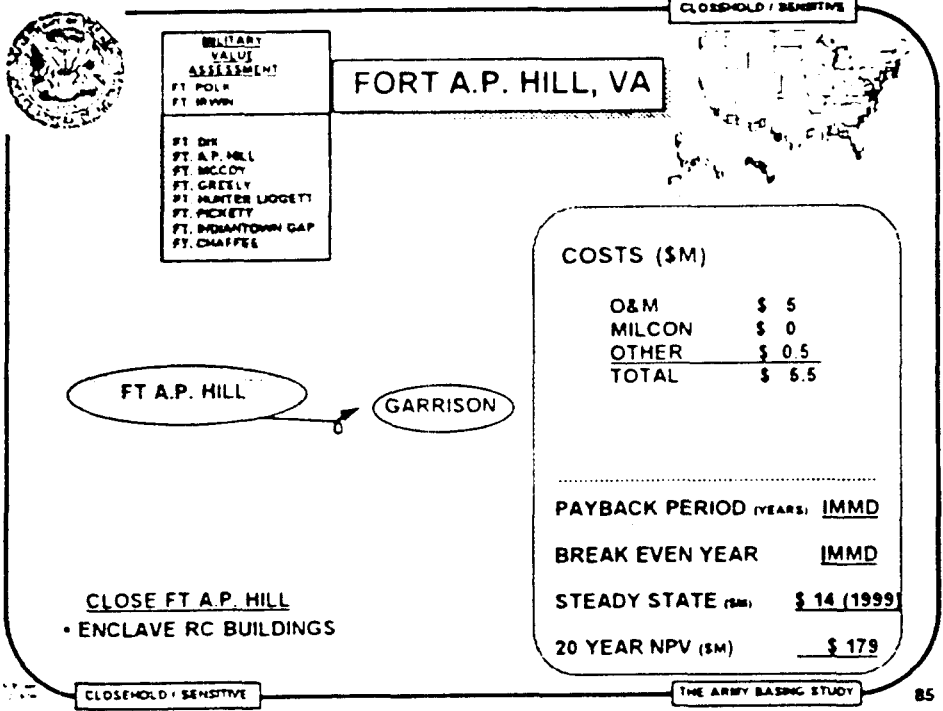
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

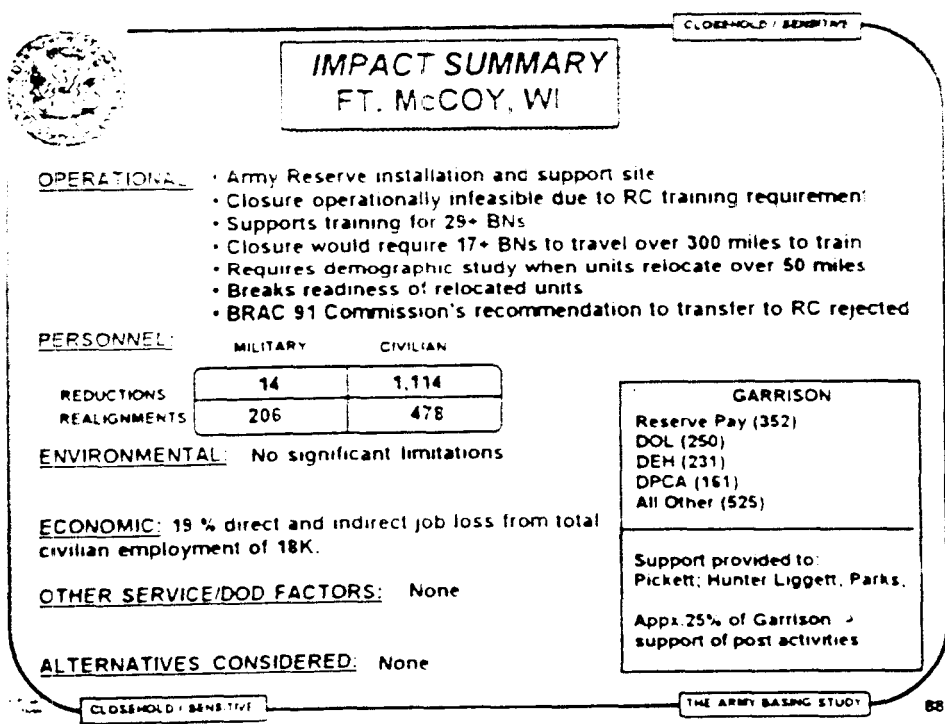
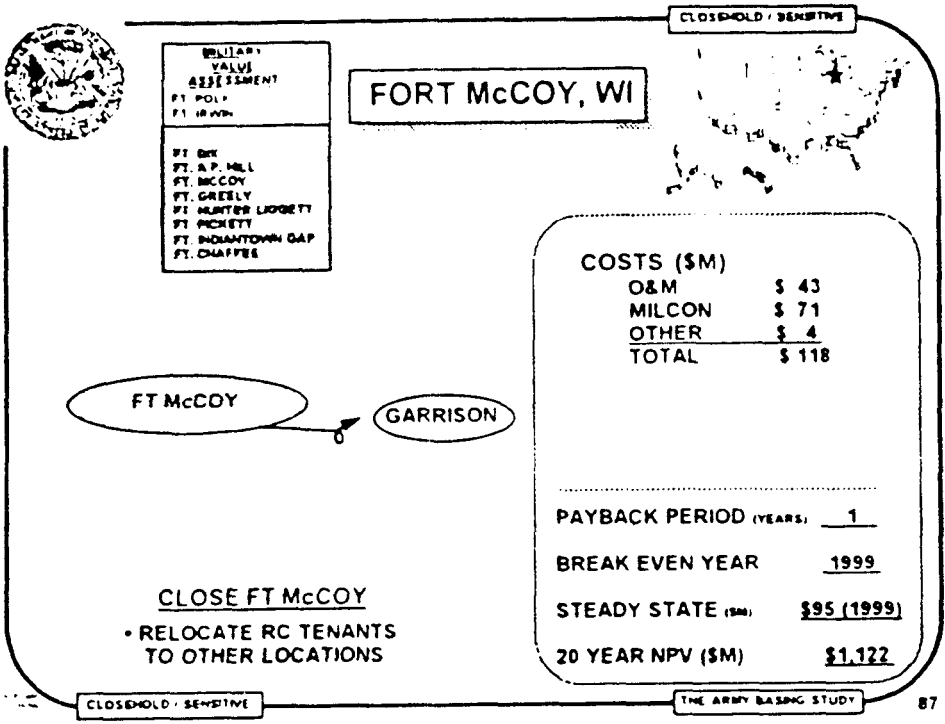
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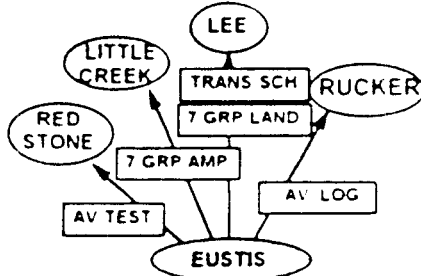


CLOSE-HOLD / SENSITIVE

# FORT EUSTIS



- TRAINING SCHOOLS**
- FT BELLEVILLE
  - FT BENNING
  - FT JACKSON
  - FT KROGER
  - FT GORDON
  - FT BELT
  - FT BRANCH
  - FT BUCKNER
  - FT SAN HOUSTON
  - FT LEONARD WOOD
  - FT MCCLELLAN
  - FT LEBANON
  - FT POLK
  - FT STORY
  - FT WALKER



- CLOSE FORT EUSTIS - KEEP STORY FOR LOTS**
- REALIGN TRANS SCHOOL TO LEE
  - REALIGN AV LOG TO RUCKER
  - REALIGN AV TEST TO RED STONE
  - REALIGN 7 GRP LAND ELEMENTS TO LEE
  - REALIGN 7 GRP AMPHIB TO LITTLE CREEK

## COSTS (\$M)

CREW	48
MILCON	482
OTHER	57
<b>TOTAL</b>	<b>588</b>

PAYBACK PERIOD (YEARS)	8
BREAK EVEN YEAR	2007
STEADY STATE (\$M)	\$0 (2000)
20 YEAR NPV (\$M)	470

CLOSE-HOLD / SENSITIVE

THE ARMY BASING STUDY

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CLOSE-HOLD / SENSITIVE

# IMPACT SUMMARY FORT EUSTIS, VA

### OPERATIONAL:

- Maintains Over-the-shore (OTS) capability at Ft. Story
- Little Creek has only 145 buildable acres
- Must build applied inst bldgs, general inst bldgs, ops bldgs, HQs bldgs
- Construction of required facilities at Little Creek would be very tight fit

### PERSONNEL:

	MILITARY	CIVILIAN	STUDENTS
REDUCTIONS	336	940	
REALIGNMENTS	3800	1396	1516

### ENVIRONMENTAL:

No significant limitations

### ECONOMIC:

2.4% direct and indirect job loss from employment base of 655K

### OTHER SERVICE/DOD FACTORS:

- Unsure of Navy's plans for Little Creek
- Navy dock space available for Eustis boats

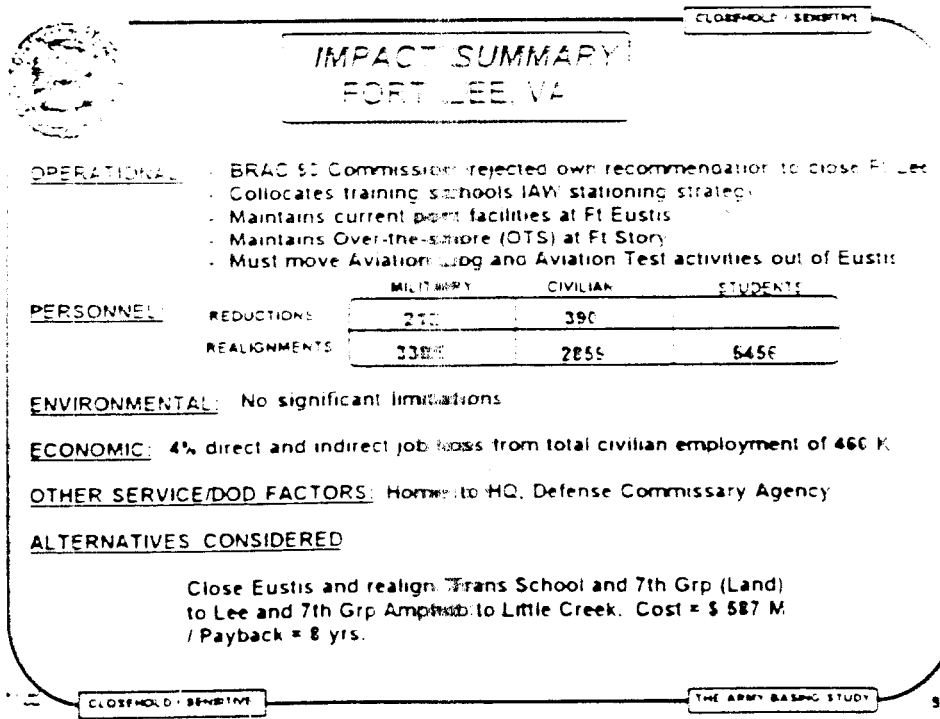
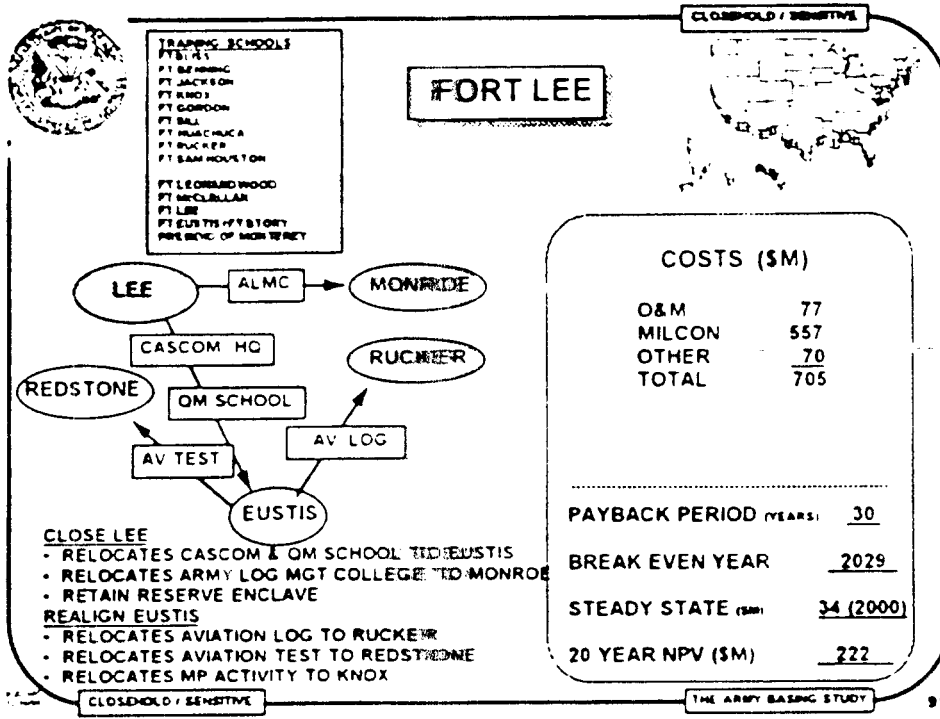
### ALTERNATIVES CONSIDERED

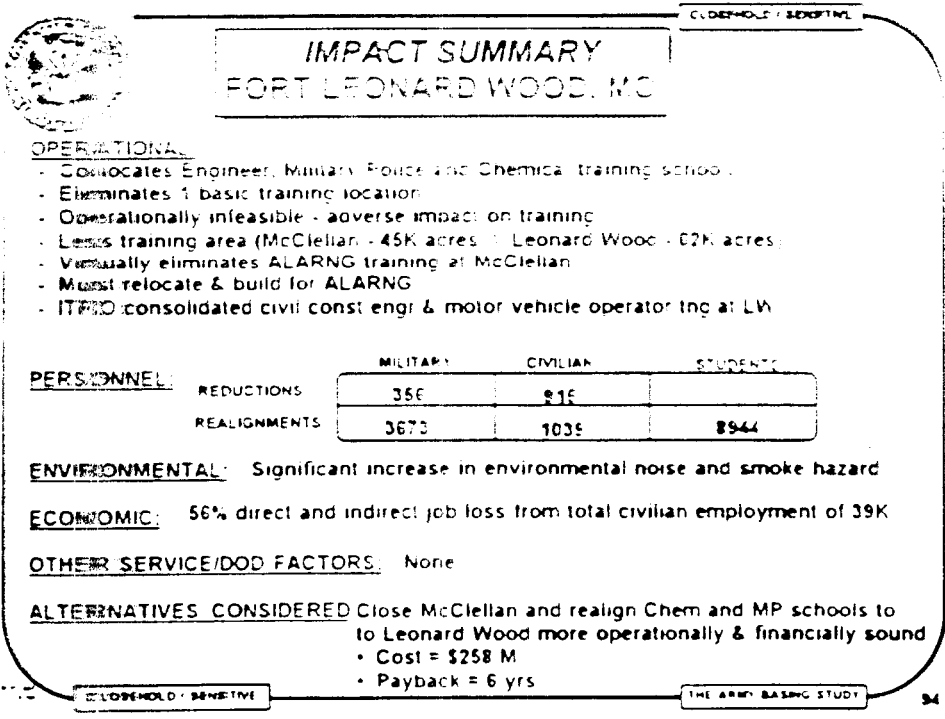
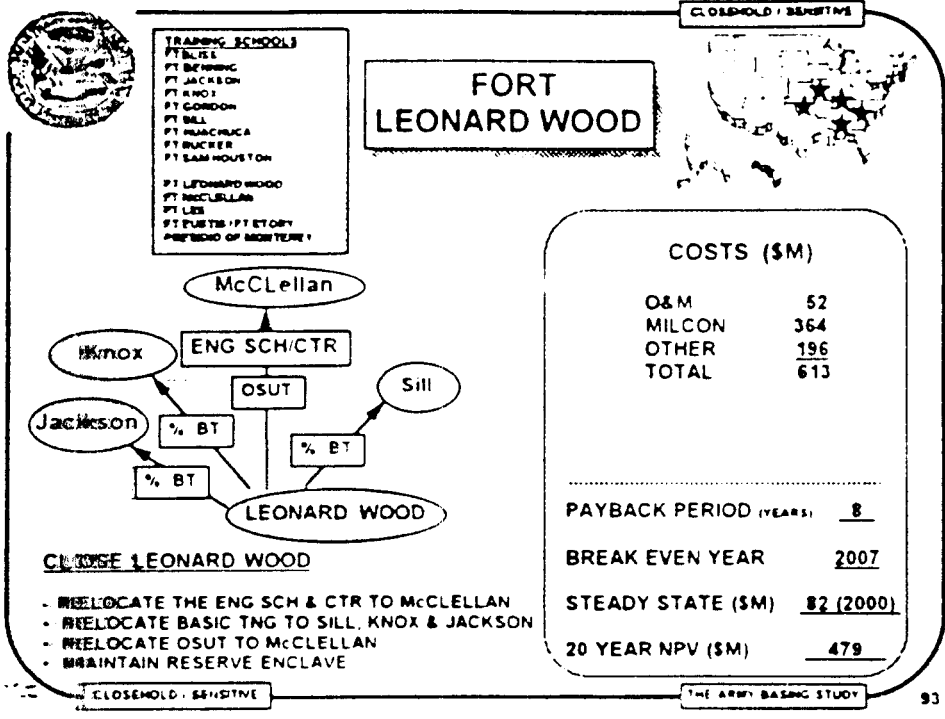
- Close Fort Lee and move to Eustis. Realign AV LOG and AV Test activities to Rucker and Redstone, respectively.
- cost = \$704 M
  - payback = 30 years

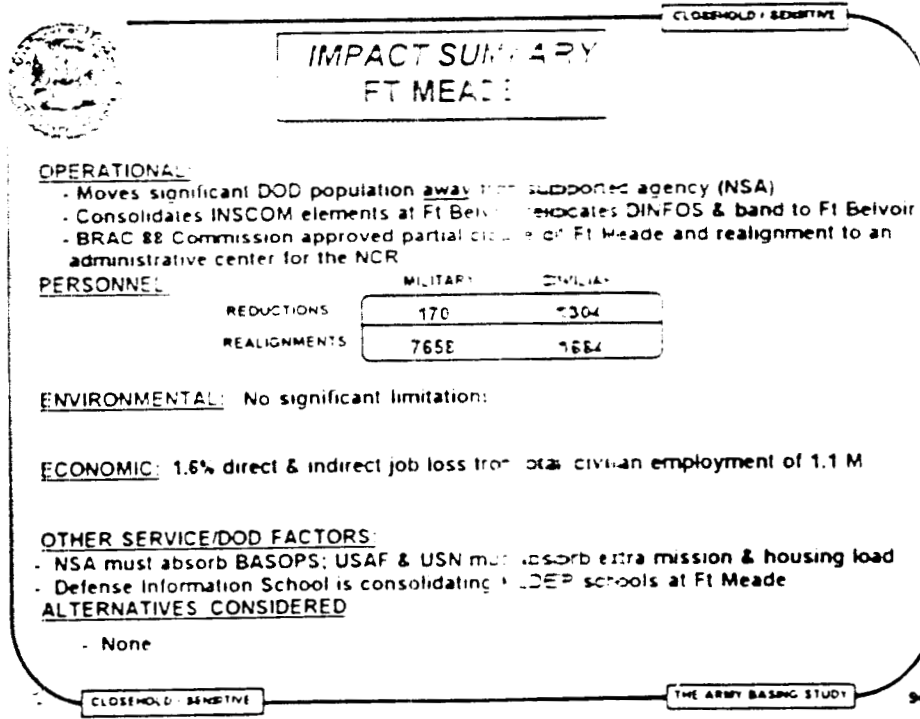
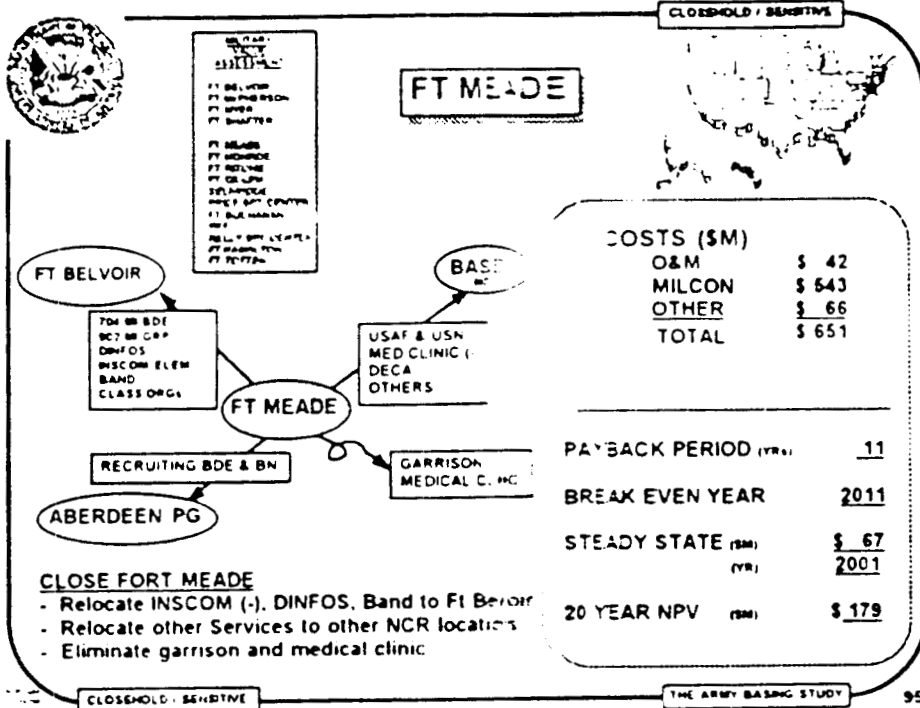
CLOSE-HOLD / SENSITIVE

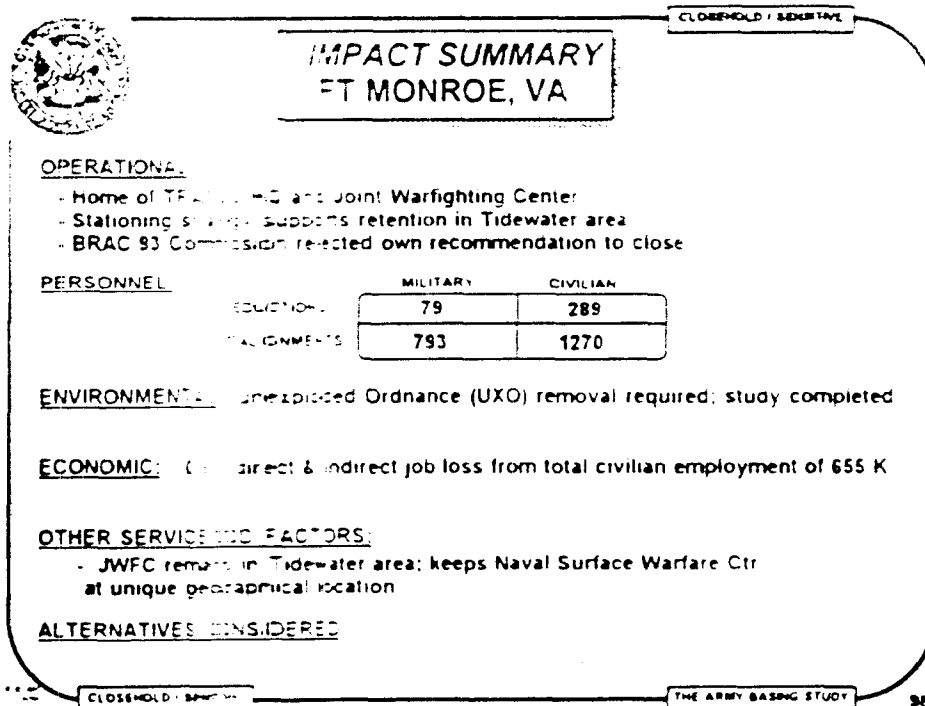
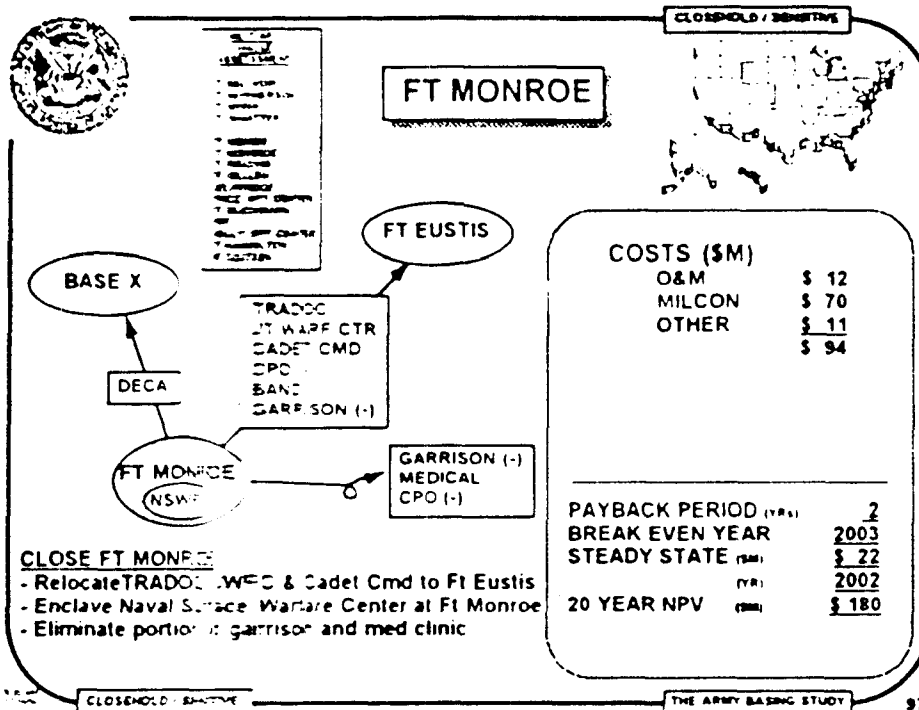
THE ARMY BASING STUDY

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CLOSEHOLD / SENSITIVE



## LIMA ARMY TANK PLANT



MILITARY  
VALUATION  
ADJUSTMENTS

INTERVIEWS ARE  
CONDUCTED AT THE  
LIMA TANK PLANT  
BY THE WORK

LIMA TANK PLANT

CLOSE LIMA TANK PLANT

• MOTHBALL FACILITY

**COSTS (\$M)**

O&M	\$ 3
MILCON	\$ 0
OTHER	\$ 0
<hr/>	
<b>TOTAL</b>	<b>\$ 3</b>

**PAYBACK PERIOD (YEARS):** IMMEDIATE

**BREAK EVEN YEAR:** 1999

**STEADY STATE (M):** \$ 6

**20 YEAR NPV (M):** \$ 79

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

CLOSEHOLD / SENSITIVE

## IMPACT SUMMARY LIMA ARMY TANK PLANT, OH

**OPERATIONAL:**

- GOCO
- Lima's production plant (no rebuild) has more capability than Detroit Tank Plant
- No recommendations during previous BRAC rounds

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS	E	1
REALIGNMENTS	0	0

**ENVIRONMENTAL:** No significant limitations

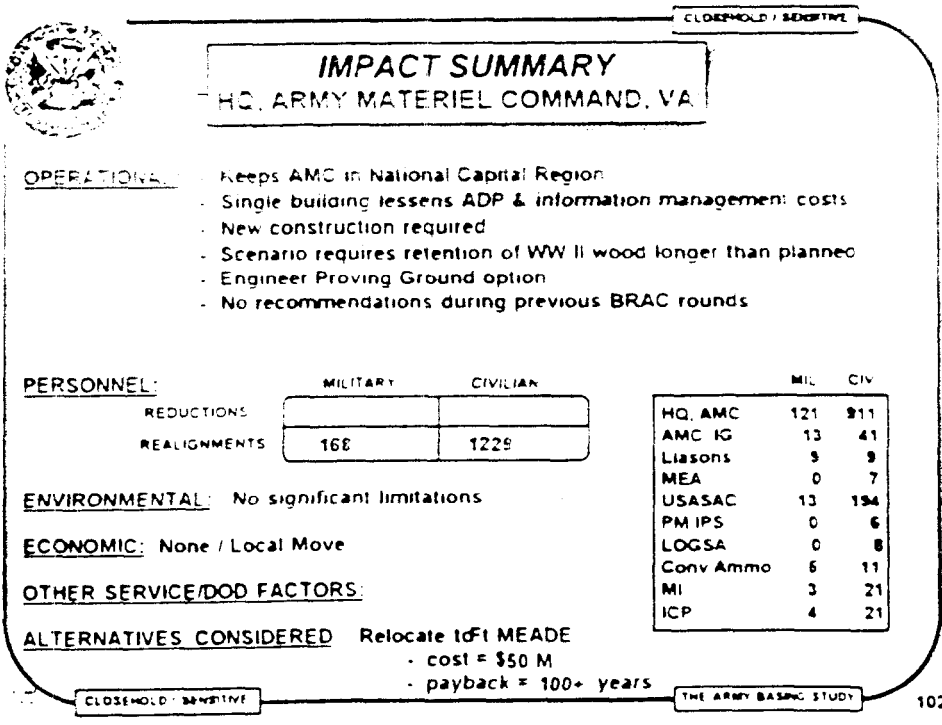
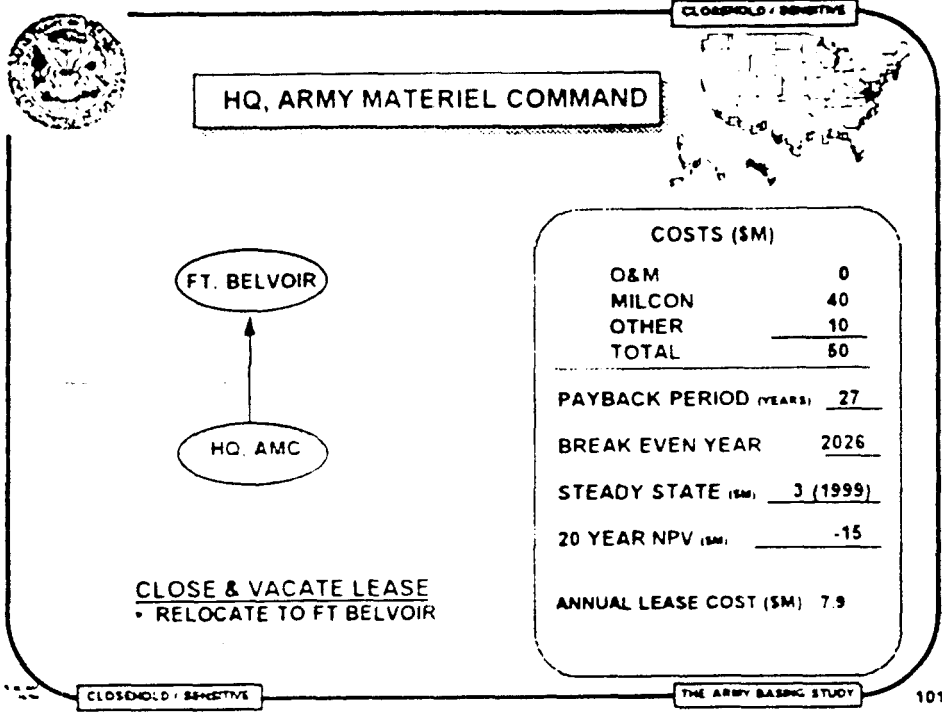
**ECONOMIC:** None

**OTHER SERVICE/DOD FACTORS:** None

**ALTERNATIVES CONSIDERED:** None

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY







**ARMY RESERVE  
PERSONNEL CENTER (ARPERCEN)  
ST. LOUIS, MO**

CLOSEHOLD / SENSITIVE



FT SAM  
HOUSTON



**COSTS (\$M)**

O&M	33
MILCON	34
OTHER	5
<b>TOTAL</b>	<b>72</b>

PAYBACK PERIOD (YEARS) 29

BREAK EVEN YEAR 2027

STEADY STATE (\$M) 4 (1999)

20 YEAR NPV (\$M) 21

ANNUAL LEASE COST (\$M) 7.5

**CLOSE & VACATE LEASE**

- RELOCATE TO FT SAM HOUSTON
- BROOKE ARMY MEDICAL CENTER (BAMC)

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



**IMPACT SUMMARY  
ARMY RESERVE PERSONNEL CENTER, MO**

CLOSEHOLD / SENSITIVE

- OPERATIONAL:**
- Major relocation Missouri to Texas
  - Current BAMC Main facility can only handle 1000 people
  - Renovation of other facilities will be necessary
  - Initial BRAC look

**PERSONNEL:**

	MILITARY	CIVILIAN
REDUCTIONS		
REALIGNMENTS	728	1474

**ENVIRONMENTAL:** No significant limitations

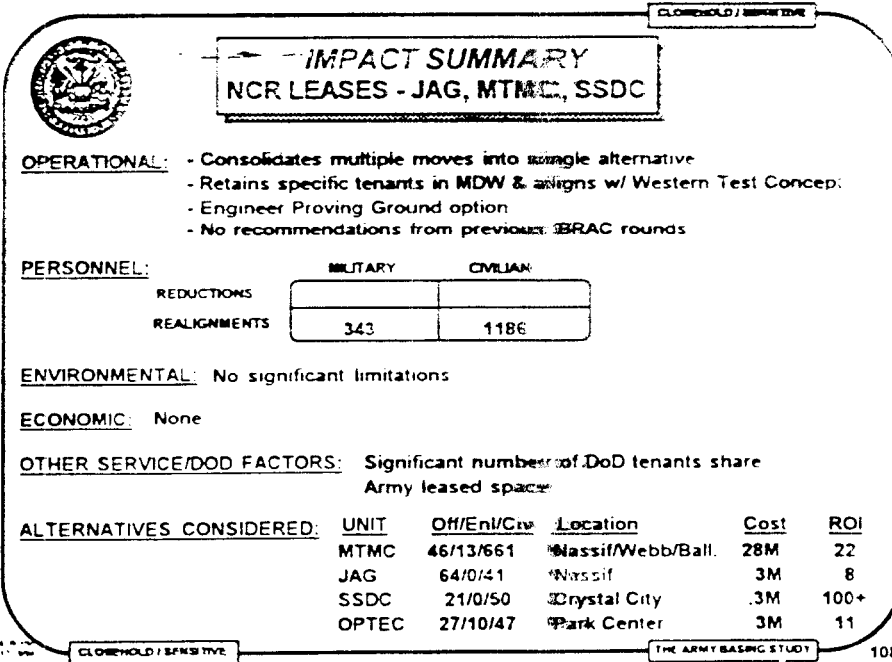
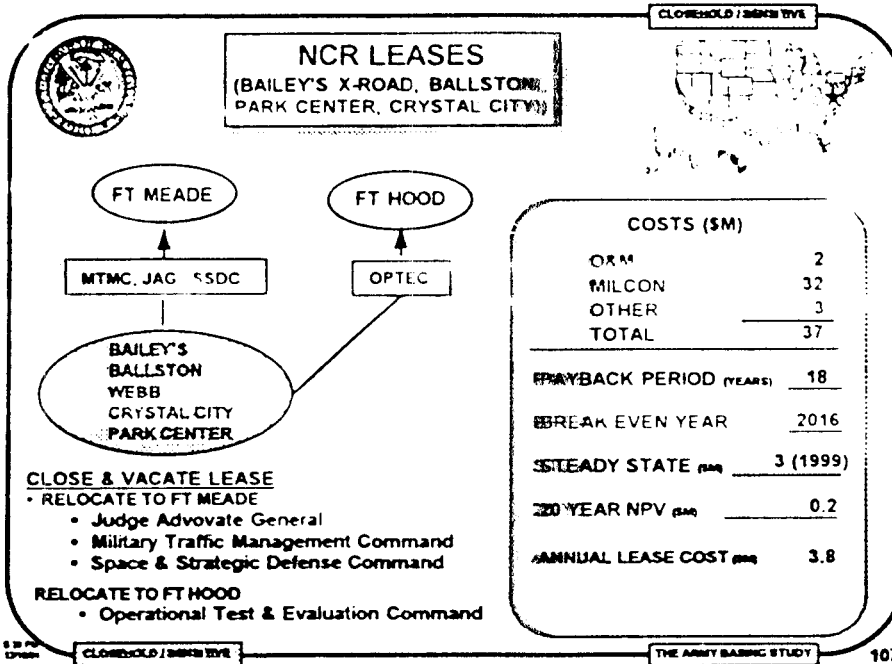
**ECONOMIC:** 0.3% direct and indirect job loss from total civilian employment of 1.2 M

**OTHER SERVICE/DOD FACTORS:** None

- ALTERNATIVES CONSIDERED:** Relocate to Rock Island Arsenal
- cost = \$94 M
  - payback = 18 years
  - Steady State = 7M (1999)

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSE-HOLD / SENSITIVE



## BRAC SUMMARY

24 - 28 INSTALLATIONS + 3 LEASES + 15 MINOR SITES = 42 - 46 RECOMMENDATIONS

- 1-TIME COST: \$ 1.3 - 1.7 B
- ANNUAL SAVINGS: \$ 0.7 - 0.9 B
- 20 YR NET PRESENT VALUE: \$ 7.9 - 10.2 B
- CIVILIAN REDUCTIONS: 8.6 - 11.5 K
- MILITARY SPACE SAVINGS: 936 - 1112



22 STATES

CLOSE-HOLD / SENSITIVE

THE ARMY BASING STUDY

CLOSE-HOLD / SENSITIVE



## BRAC RESULTS

- REDUCES INFRASTRUCTURE AND OVERHEAD SIGNIFICANTLY
- PRODUCES SUBSTANTIAL SAVINGS QUICKLY AT AN AFFORDABLE COST
- RETAINS INSTALLATIONS WITH HIGH MILITARY VALUE FOR FUTURE
- MINIMIZES LOSS TO MANEUVER LAND
- COMPLETES RESHAPING EFFORT BEGUN IN BRAC 88
- REFLECTS JOINT CROSS-SERVICE GROUPS RECOMMENDATIONS



CLOSE-HOLD / SENSITIVE

THE ARMY BASING STUDY

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

**MEMORANDUM FOR THE RECORD**

**SUBJECT:** Briefing for the Secretary of the Army, January 26, 1995, 1000-1100 hours

1. The purpose was to: (a) obtain a decision on the Army's BRAC recommendations, and (b) provide information on the financial implications of various options, an update on the Joint Cross Service Groups' information on options to vacate leases in the National Capital Region and information on upcoming milestones.

2. Principal attendees: Mr. West, GEN Sullivan (Chief of Staff), Mr. Reeder (Undersecretary), GEN Tiele (Deputy Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), Mr. Coleman (General Counsel), LTG Dominy (Director of the Army Staff), Mr. Spoochale (Deputy General Counsel), and COL Jones (Director, TABS). BG Shane (Director of Management) gave the briefing.

3. After obtaining consensus, Secretary West approved the closure or realignment of the following 42 installations and sites. The recommendation to close Ft McClellan was made with the expressed condition of getting the requisite environmental permits.

Ft Chaffee (C)  
Ft Greely (R)  
Ft Pickett (C)  
Ft Dix (R)  
Ft Hunter Liggett (R)  
Ft Ingham (R)  
Dugway Proving Ground  
Ft McClellan (C)  
Ft Sisson (R)  
Ft Buchanan (R)  
Ft Ritchie (C)  
Kelly Support Center (R)  
Ft Hamilton (R)  
Letterkenny Depot (R)

Savonogue (C)  
Savanna Depot (C)  
Seneca Depot (C)  
Sierra Depot (R)  
Bayonne (C)  
Ft Mifflin AMC (C)  
Red River Depot (C)  
Detroit Engine Plant  
Detroit Arsenal (R)  
Ft Totten (C)  
Lease - HQ ATCOM (C)  
Lease - Concepts Anal Agcy  
Lease - Info Sys Software Cmo

MINOR SITES  
East Ft Baker (C)  
Recreation Ctr #2 (C)  
Big Cobbet Key (C)  
Bellmore (C)  
Baltimore Pub Ctr (C)  
Sudbury Annex (C)  
Camp Kirtland (C)  
Valley Grove (C)  
Ft Missouri (C)  
Camp Bonneville (C)  
Branch, US Disciplinarian Bldg (C)  
Rio Vista (C)  
Sievers-Sandberg (C)  
Caven Point (C)  
Hingham Cohasset (C)

4. He disapproved the closure or realignment of the following installations and sites:

Ft Drum  
Picatinny Arsenal  
Ft Riley  
Ft Richardson  
Ft A P Hill  
Ft McCoy  
Natick

Ft Eustis/Story  
Ft Lee  
Ft Leonard Wood  
Ft Meade  
Ft Monroe  
Lima Tank Plant  
Oakland Army Base

Lease - USAR Pers Ctr  
Lease - HQ AMC  
Lease - HQ MTMC  
Lease - HQ OPTEC  
Lease - JAG  
Lease - HQ SSDC

Enclosure  
- Briefing Slides

Mr. Nerger/697-1766  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Secretary of the Army, December 9, 1994, 1530-1730 hours

1. The purpose of this meeting was to:
  - a. prepare for the decision briefing, scheduled for December 22nd,
  - b. provide information on the overall strategy for BRAC 95, preliminary recommendations and the Joint Cross Service Groups.
  
2. Principal attendees: Mr. West, Mr. Reeder (Undersecretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), Mr. Coleman (General Counsel), Mr. Baskir (Principal Deputy General Counsel), and Mr Takakoshi (Special Assistant to the Undersecretary). COL Jones (Director, TABS) gave the briefing.
  
3. After discussing the purpose of the meeting, COL Jones stated BRAC 95 holds the promise of producing greater savings and a quicker return on investment than the previous rounds combined. He explained that a strategy which minimizes cost and maximizes savings seems to be advantageous to the Army. After reviewing major milestones to date, he reported TABS is evaluating whether the recent force structure announcement affects any analyses. COL Jones highlighted the remaining study candidates (36 installations and 9 leases) and identified an additional 13 minor installations and leases that exceed the command threshold but are not currently in the BRAC process. If including these properties would be below threshold, he explained the advantages of including them in the BRAC process. COL Jones surveyed each of the installations and leases on the preliminary list of recommendations, addressing pertinent operational and financial considerations.
  
4. There was general agreement on the desirability of adding the 13 minor installations to the BRAC process. There was a general discussion of the recent force structure announcement and whether that announcement would have an effect on any study candidate. It was felt that the announcement could have implications for Fort Drum only. The Secretary returned Fort Drum to the current list of active study candidates. After listening to the information presented, Secretary West also moved Fort Dix and Fort Buchanan from the category of "unlikely" recommendations to the category of "likely" recommendations. He expressed overall satisfaction with the briefing.

Enclosure  
- Briefing Slides

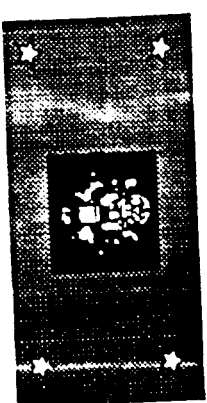
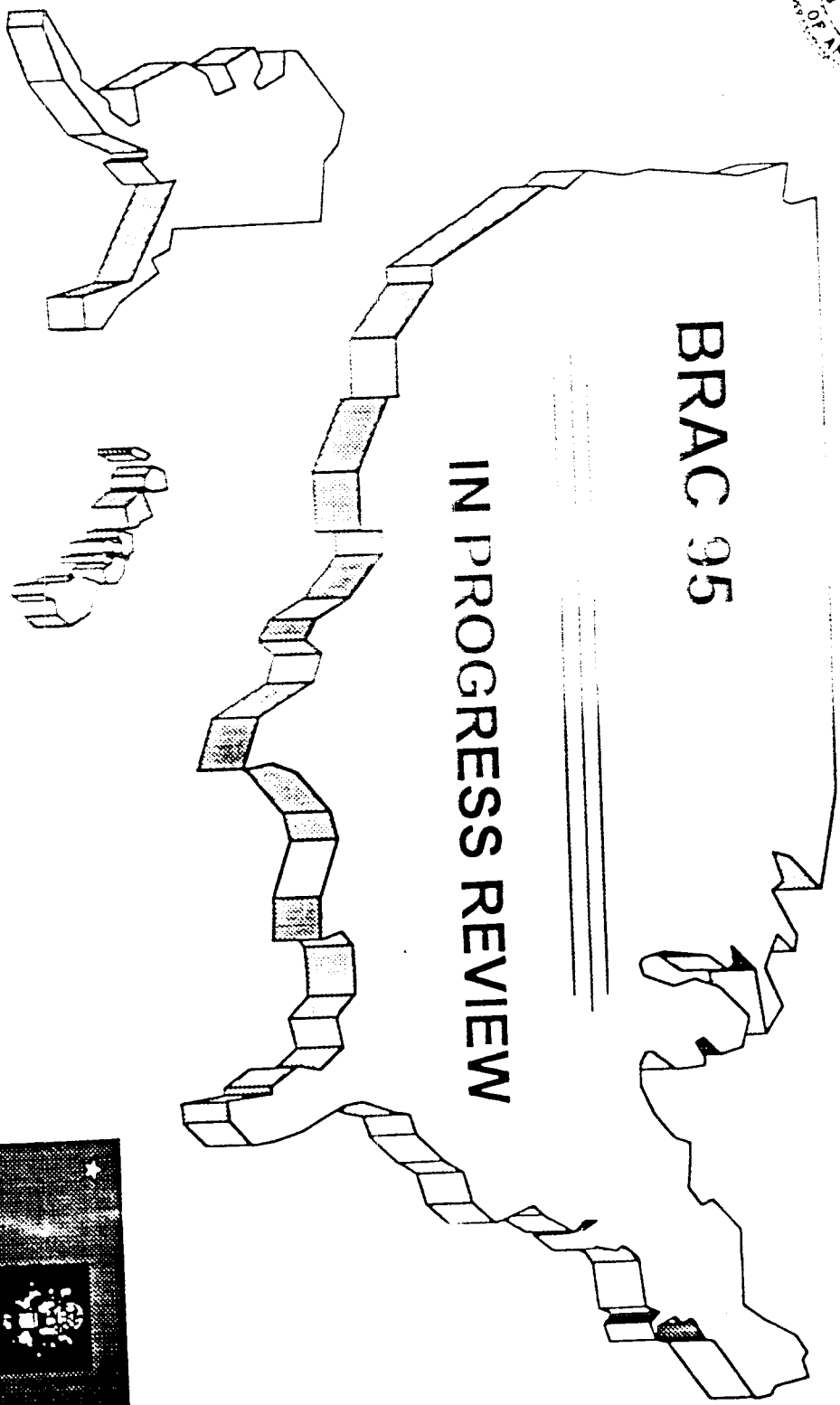
Mr. Nerger/697-1766  
Approved by: COL M. Jones

CLOSE HOLD / SENSITIVE



**BRAC 95**

**IN PROGRESS REVIEW**



**9 DEC 94**

**THE ARMY RASING STUDY**

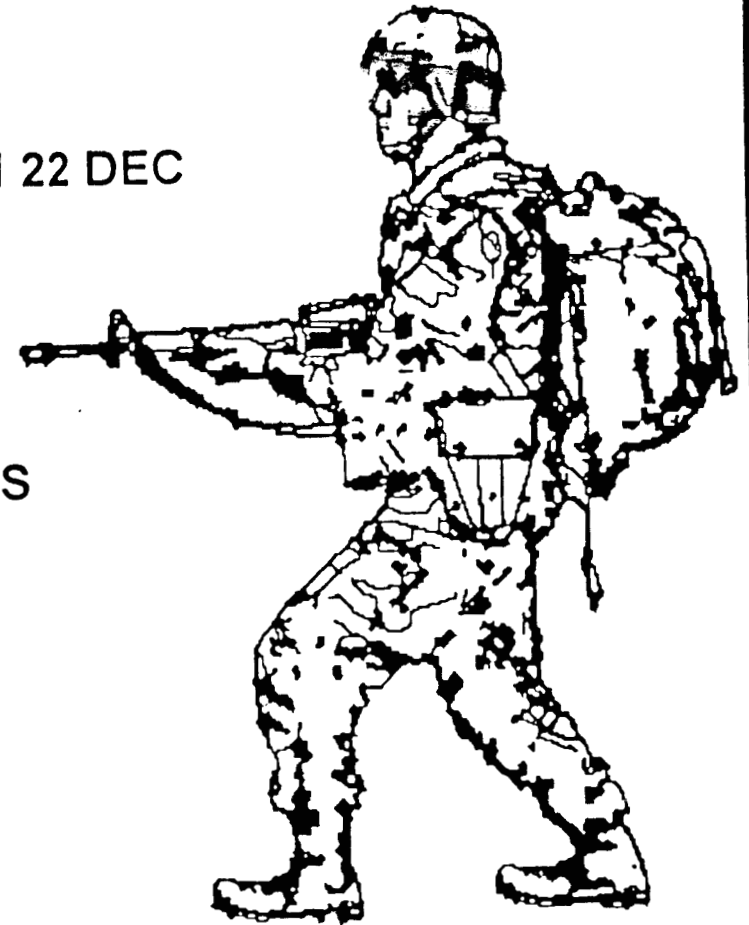
**CLASSIFIED/SENSITIVE**

**CLASSIFIED/SENSITIVE**



## PURPOSE

- PREPARE FOR DECISION BRIEFING ON 22 DEC
- PROVIDE INFORMATION ON:
  - BRAC 95 STRATEGY
  - PRELIMINARY RECOMMENDATIONS
  - JOINT CROSS SERVICE GROUPS

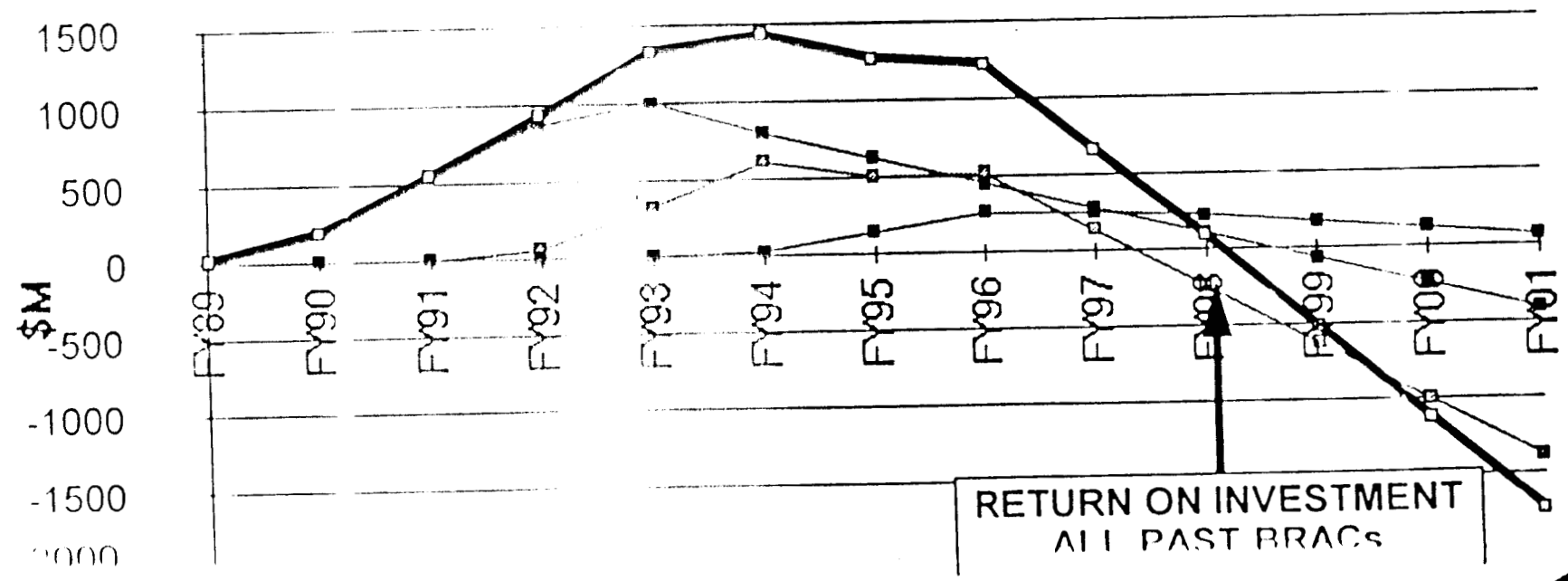




# BRAC PERSPECTIVE.

	# INSTALLATIONS (CLOSURE / REALIGNMENT)	COST	SAVINGS
BRAC 88	77 / 57	\$1.4 B	\$259 M
BRAC 91	5 / 23	\$1.6 B	\$304 M
BRAC 93	1 / 3	\$ .3 B	\$ 53 M
TOTAL	83 / 83	\$3.3 B	\$616 M

## CUM



RETURN ON INVESTMENT  
ALL PAST BRACs





# UNDERSTANDING TRADE-OFFS

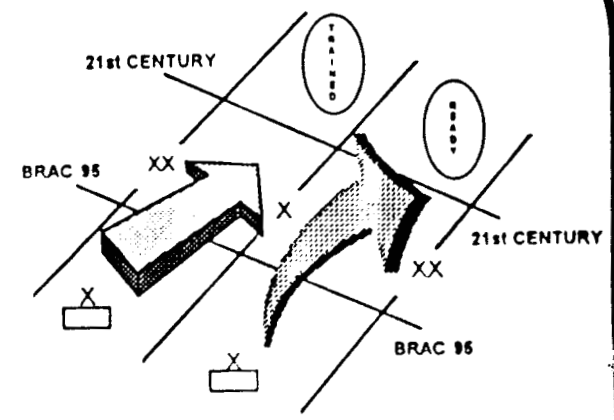
	<u>CLOSE 11 HIGH COST INSTALLATION</u>	<u>CLOSE 22 OTHER* LOWER COST INSTALLATIONS</u>
COST	\$ 688 M	\$ 691 M
STEADY STATE SAVINGS	\$ 118 M	\$ 592 M
PAYBACK	6 YEARS (2005)	1 YEAR (1999)
PLANT REPLACEMENT VALUE (PRV)	\$1,721 M	\$ 9,961 M
NET PRESENT VALUE (NPV) (20 YEARS)	\$ 827 M	\$ 6,950 M

- OTHER
- STRATFORD ENGINE PLANT (C)
  - SIERPA DEPOT (C)
  - DETROIT TANK PLANT (R)
  - SELFRIDGE (C)
  - PRICE SUPPORT CTR (R)
  - FT PICKETT (C)
  - FT CHAFFEE (C)
  - RED RIVER DEPOT (R)
  - FITZSIMMONS AMC (C)
  - FT INDIANTOWN GAP (C)
  - SENECA DEPOT (C)
  - FT HUNTER LIGGETT (R)
  - FT HAMILTON (C)
  - FT GREELEY (R)
  - CROWN RIDGE (L) (R)
  - SAVANNA (R)
  - FT RITCHIE (C)
  - BAYONNE (C)
  - KELLY SUPPORT (C)
  - DUGWAY PG (R)
  - HQ, ATCOM (L) (R)
  - CAA (L) (R)
- C - CLOSURE  
R - REALIGN  
L - LEASE

- BOTTOM LINE:
- 5 TIMES THE ANNUAL SAVINGS
  - 6 YEARS SOONER BREAK-EVEN
  - 6 TIMES THE PRV
  - 8 TIMES THE NPV



# BRAC 95 STRATEGY



## BALANCED APPROACH THAT:

- FOCUSES ON FUTURE FORCE XXI
- CONSISTENT WITH STATIONING STRATEGY
- MEETS OSD EXPECTATIONS (ROBUST LIST)
- MAXIMIZES SAVINGS / MINIMIZES COST



# ARMY BRAC 95 PROCESS

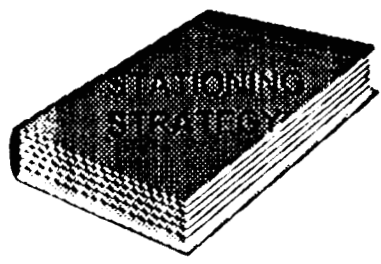
FEB 94  
97 INSTALLATIONS  
15 LEASES

ORIGINAL STUDY LIST

MILITARY VALUE  
ASSESSMENT

AUG 94  
45 INSTALLATIONS  
15 LEASES

REDUCED STUDY LIST  
THROUGH  
MILITARY VALUE ASSESSMENT



INSTALLATION  
ASSESSMENT

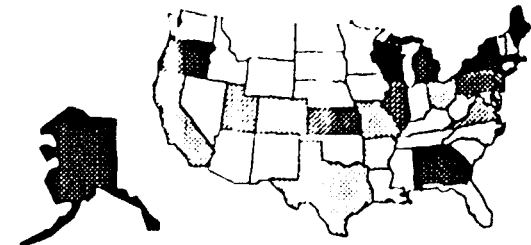
OCT 94  
36 INSTALLATIONS  
9 LEASES

REDUCED STUDY LIST  
DUE TO  
HIGH COST  
& INFEASIBILITY

JAN 95  
PRELIMINARY  
LIST



# CURRENT BRAC 95 STUDY CANDIDATES



## MANEUVER INSTALLATIONS

1. FT RILEY
- ~~2. FT DRUM~~
3. FT RICHARDSON
- ~~4. FT WAINWRIGHT~~

## MAJOR TRAINING AREAS

1. FT AP HILL
2. FT CHAFFEE
3. FT GREELY
4. FT PICKETT
5. FT DIX
6. FT HUNTER LIGGETT
7. FT INDIANTOWN GAP
8. FT McCOY

## PROVING GROUNDS

1. DUGWAY PG

## TRAINING SCHOOLS

1. FT EUSTIS/STORY
2. FT LEE
3. FT McCLELLAN
- ~~4. PRESIDIO, MONTEREY~~
5. FT LEONARD WOOD

## C2/ADMIN CENTERS

1. PRICE SPT CENTER
2. FT BUCHANAN
- ~~3. FT GILLEM~~
4. FT MEADE
5. FT MONROE
6. FT RITCHIE
7. KELLY SPT CENTER
8. FT HAMILTON
- ~~9. FT TOTTEN~~
- ~~10. PRESIDIO, SF~~
11. SELFRIDGE

## COMMODITY INSTALLATIONS

1. NATICK RDEC
2. PICATINNY
- ~~3. COLD REGION LAB~~

## AMMUNITION STORAGE

1. SAVANNA DEPOT
2. SENECA DEPOT
3. SIERRA DEPOT
- ~~4. PUEBLO DEPOT~~
- ~~5. UMATILLA DEPOT~~

## PORTS

1. BAYONNE
2. OAKLAND

## MEDICAL FACILITIES

1. FITZSIMONS AMC

## DEPOTS / INDUSTRIAL FACILITIES

1. LETTERKENNY DEPOT
2. RED RIVER DEPOT
3. LIMA TANK PLANT
4. STRATFORD ENG PLANT
5. (DETROIT TANK PLANT)

## LEASES

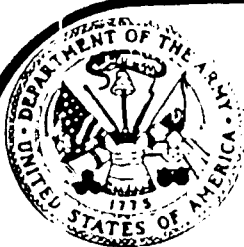
1. HQ AMC
2. HQ ATCOM
- ~~3. HQ PERSCOM~~
4. USA PERS CTR
- ~~5. HQ SDC~~
6. BAILEY'S X-ROAD
- ~~7. USA SPACE COM~~
8. CAA
- ~~9. ARO~~
10. PARK CTR
1. BAL LSTON-WEBB
12. CRYSTAL CITY
- ~~13. FOREIGN TECH~~
- ~~14. JAG SCHOOL~~
15. MELPAR / CROWN RIDGE

### MINOR INSTALLATIONS (13)

EAST FT BAKER, CA  
CAMP BONNEVILLE, WA  
BELLMORE, WA  
SIEVER-SANDBERG, NJ  
CAMP KILMER, NJ

FT MISSOULA, MT  
BIG COPPETT KEY, GA  
RIO VISTA USARC, CA  
SUDBURY TRAINING ANNEX, MA  
HINGHAM COHASSET USARC, MA

RECREATION CENTER #2, NC  
BRANCH USDB, LOMPOC, CA  
BALTIMORE PUBS CENTER, MD



# ARMY BRAC 95 PRELIMINARY REALIGNMENTS & CLOSURES

DETROIT ARSENAL (R)  
 DUGWAY PROV GRD (R)  
 FITZSIMMONS MED CTR (C)  
 KELLY SPT CTR (C)  
 FT CHAFFEE (C)  
 FT GREELEY (R)  
 FT HAMILTON (C)  
 FT HUNTER LIGGETT (R)  
 FT INDIANTOWN GAP (C)  
 FT PICKETT (C)  
 FT RITCHIE (C)  
 PRICE SPT CTR (R)  
 NATICK (C)

SAVANNA DEPOT (C)  
 SENECA DEPOT (C)  
 SELERIDGE (C)  
 SIERRA DEPOT (C)  
 STRATFORD EN PLT (C)  
 RED RIVER DEPOT (C)  
 FT McCLELLAN (C)  
 BAYONNE (C)  
 OAKLAND (C)  
 LEASES  
 CROWN RIDGE/MELPAR  
 NCR CAA (C)  
 ATCOM HQ (C)

POM WEDGE  
 \$729 M

LIKELY



38 INSTALLATIONS / SITES  
 COST - \$ 1.1 B  
 ROI: 3 YEAR (2000)  
 ANNUAL SAVINGS: \$695 M  
 POM NET: \$1.2 B  
 20 YR NPV: \$7.8 B

**MINOR INSTALLATIONS (13)**  
 EAST FT BAKER, CA  
 CAMP BONNEVILLE, WA  
 BELL MORE, WA  
 SIEVER-SANDBERG USARC, NJ  
 CAMP KILMER, NJ  
 FT MISSOULA, MT  
 BIG COPPETT KEY, GA  
 RIO VISTA USARC, CA  
 SUDBURY TRAINING ANNEX, MA  
 HINGHAM COHASSET USARC, MA  
 RECREATION CENTER #2, NC  
 BRANCH USDB, LOMPOC, CA  
 BALTIMORE PUBLICATIONS CENTER, MD

LETTERKENNY DEPOT (C)

PICATINNY ARSENAL (C)

POSSIBLE



2 INSTALLATIONS -  
THE "TOUGH CALLS"

FT A P HILL  
 FT BUCHANAN  
 FT DIX  
 FT EUSTIS  
 FT LEE  
 FT LEONARD WOOD

FT McCOY  
 FT MONROE  
 FT RICHARDSON  
 FT RILEY  
 LIMA TANK PLANT  
 FT MEADE  
 6 LEASES

UNLIKELY



NOT RECOMMENDED  
 • COST  
 • OPERATIONAL  
 CONSIDERATIONS



# LETTERKENNY DEPOT, PA

## FINANCIAL CONSIDERATIONS:

COST: \$ 105 M

ROI: IMMEDIATE (1999)

ANNUAL SAVINGS: \$ 110 M

DOM NET: \$ 253 M

20 YR NPV: \$ 1.4 B

## OPERATIONAL CONSIDERATIONS:

- RECEIVED DOD MISSILE WORKLOAD IN BRAC 93
- AMC DOES NOT SUPPORT CLOSURE
- STATIONING STRATEGY SUPPORTS 3 DEPOTS VICE 5
- JCSG IDENTIFIED LETTERKENNY AND RED RIVER DEPOTS FOR CLOSURE
- SOME RISK TO WARTIME CORE, NONE TO FUNDED WORKLOAD

**BOTTOM LINE**

IMMEDIATE PAYOFF  
BUT SOME OPERATIONAL RISK



# PICATINNY, NJ

## FINANCIAL CONSIDERATIONS:

COST: \$ 236 M

ROI: 6 YEARS (2004)

ANNUAL SAVINGS: \$ 47 M

POM NET: - \$ 75 M

20 YR NPV: \$ 388 M

## OPERATIONAL CONSIDERATIONS:

- LOW MILITARY VALUE
- CONSOLIDATION SUPPORTED BY STATIONING STRATEGY
- AMC MAY NOT SUPPORT
- POTENTIAL RECEIVER FOR OTHER MILDEP WORKLOAD

### BOTTOM LINE

MODERATE PAYOFF  
ANALYSIS SUPPORTS CLOSURE

SUBJECT TO LAB  
JCSG ANALYSIS



# RECOMMENDATIONS UNLIKELY

## RATIONALE

### FORSKOM

FT AP HILL  
FT DIX

OPERATIONALLY INFEASIBLE DUE TO RC TRAINING REQUIREMENTS  
BRAC LANGUAGE CHANGE TO ELIMINATE AC GARRISON, AND IS  
OPERATIONALLY INFEASIBLE DUE TO RC TRAINING REQUIREMENTS  
OPERATIONALLY INFEASIBLE DUE TO RC TRAINING REQUIREMENTS  
HIGH COST (\$688 M), UNABLE TO EXECUTE STATIONING STRATEGY  
BRAC 91 REJECTION, INFEASIBLE DUE TO ENCLAVE REQUIREMENTS

FT McCOY  
FT RILEY

FT BUCHANAN

### AMC

LIMA TANK PLANT

REQUIRE 1 TANK PLANT - DETROIT TANK PLANT RECOMMENDED

### TRADOC

FT LEONARD WOOD  
FT MONROE  
FT EUSTIS  
FT LEE

HIGH COST (\$632 M) - RECOMMEND FT McCLELLAN  
BRAC 91 REJECTION, JOINT WARFARE CENTER  
HIGH COST (\$832 M), LONG PAY-OFF 10 YEARS  
BRAC 93 REJECTION, HIGH COST (\$703 M), LONG PAY-OFF 30 YEARS

### USARPAC

FT RICHARDSON

SIGNIFICANT COST (\$373 M), UNIQUE ENVIRONMENT

### MDW

NCR LEASES\*  
FT MEADE  
HQ, AMC LEASE

LONG PAY-OFF 16 YEARS  
HIGH COST (\$648 M), LONG PAY-OFF 11 YEARS  
LONG PAY-OFF 26 YEARS

### OTHER

USAR PERSONNEL CTR LEASE

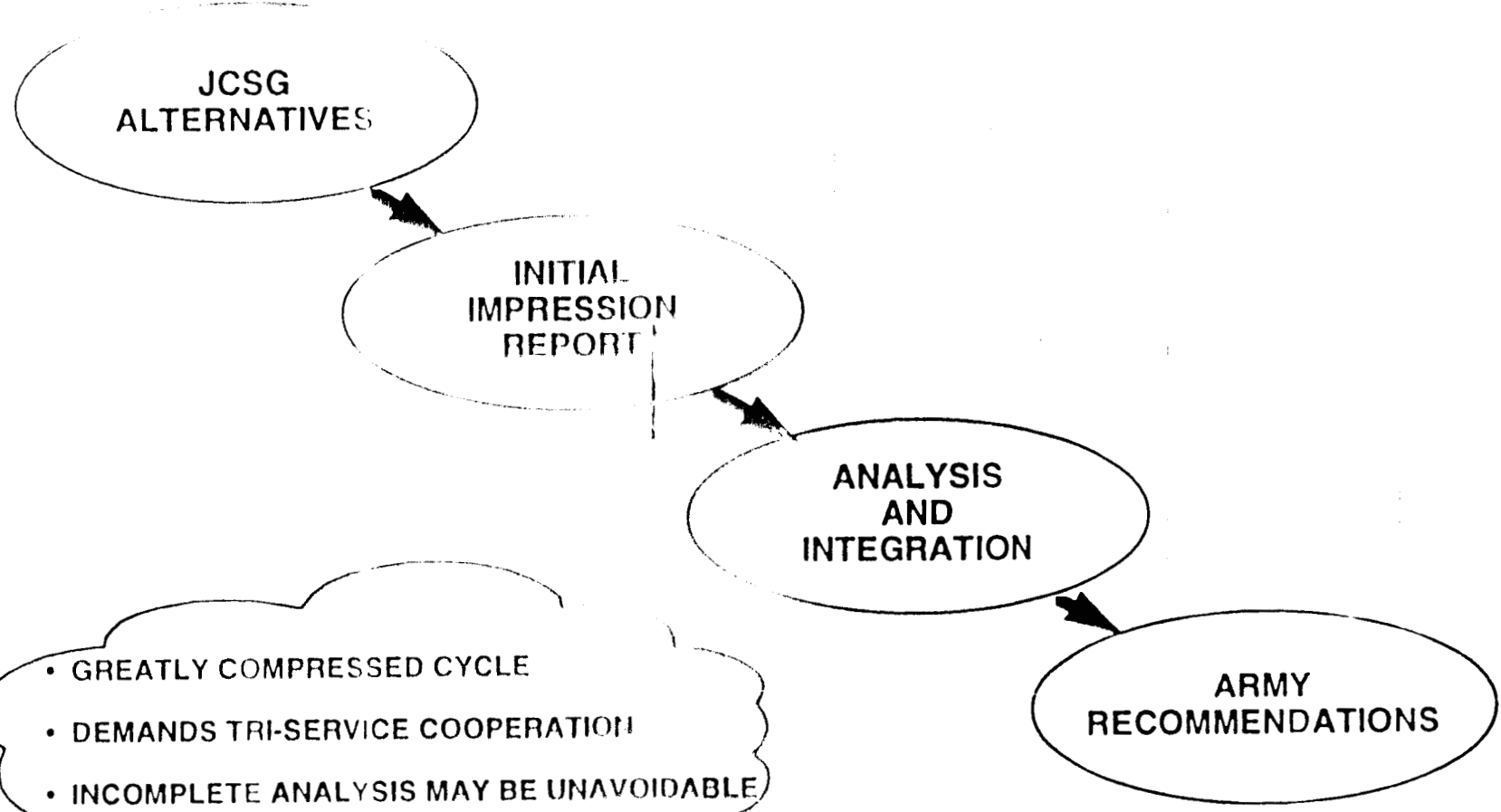
LONG PAY-OFF 29 YEARS

\* INCLUDES BAILEY'S CROSS ROADS, CRYSTAL CITY, BALLSTON, AND WEBB





# MIL DEP - JCSG INTEGRATION





# JOINT CROSS-SERVICE GROUP ALTERNATIVES SUMMARY

JCSG	GENERAL	ARMY IMPACT	1st IMPRESSION *
TEST & EVALUATION	REALIGN MINOR WORKLOAD	GAINERS: YUMA, WHITE SANDS, HUACHUCA LOSERS: RUCKER, REDSTONE	NO BRAC IMPACT
LABORATORIES	REALIGN MINOR WORKLOAD	GAINERS: PICATINNY, MONMOUTH, REDSTONE, ADELPHI LOSERS: REDSTONE, RUCKER, ARI	SUPPORTS PICATINNY RETENTION/ OTHERS UNDER REVIEW
UNDERGRADUATE PILOT TRAINING	AF & NAVY LOSE 2&3 INSTALLATIONS; ARMY GAINS HEL UPT	GAINERS: RUCKER LOSERS: NONE	NO EFFECT ON ARMY RECOMMENDATION
MEDICAL	AF LOSES 3 MEDCEN & 5 HOSPITALS; NAVY LOSES 2 HOSPITALS; ARMY LOSES 1 MEDCEN & 5 HOSPITALS	GAINERS: WALTER REED LOSERS: FITZSIMMONS, MEADE, BELVOIR, LEE, McCLELLAN, RUCKER	SUPPORTS FITZSIMMONS RECOMMENDATION / OTHERS UNDER REVIEW
DEPOT	NAVY LOSES 4-5 DEPOTS AF LOSES 1-2 DEPOTS ARMY LOSES 2 DEPOTS	GAINERS: ANNISTON, TOBYHANNA LOSERS: RED RIVER, LETTERKENNY, ANNISTON	SUPPORTS LETTERKENNY AND RED RIVER RECOMMENDATIONS

\* PREMATURE TO ESTABLISH ARMY POSITION



## POTENTIAL AMENDMENTS TO PREVIOUS COMMISSION DECISIONS

- FT DIX (BRAC 91):
  - ADJUST REALIGNMENT LANGUAGE TO PERMIT RC GARRISON (VICE AC)
  - RATIONALE: ALIGNS MANAGEMENT WITH PRIMARY USER
- TRI SERVICE RELIANCE (BRAC 91):
  - DO NOT RELOCATE TOXICOLOGY RESEARCH TO WRIGHT-PATTERSON AFB
  - REALIGN PORTION TO ABERDEEN PROVING GROUND
    - REMAINDER STAYS AT FT DETRICK
  - RATIONALE: NO OPERATIONAL BENEFITS
- LETTERKENNY (BRAC 93):
  - ADJUST REALIGNMENT LANGUAGE ON MISSILE CONSOLIDATION
  - RATIONALE: NO FINANCIAL BENEFIT

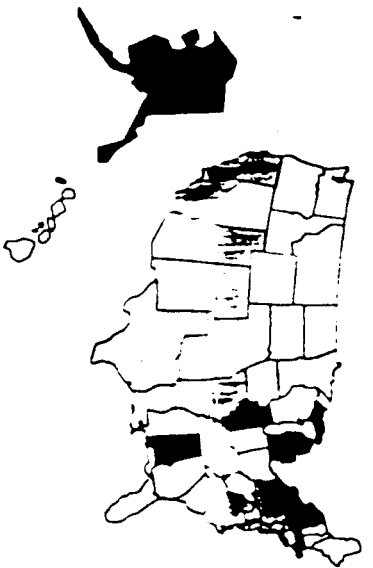
CLOSEHOLD / SENSITIVE

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



## BRAC SUMMARY

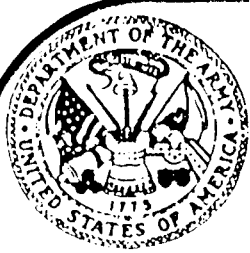


- CLOSES / REALIGNS 25 - 27 INSTALLATIONS (+ 13 SMALLER SITES)
- 1-TIME COST: \$ 1.1 B - \$1.5 B
- ANNUAL SAVINGS: \$0.7 B - \$0.9 B
- 20 YR NET PRESENT VALUE: \$7.8 B - \$9.6 B
- CIVILIAN REDUCTIONS: 7.8 - 9.6 K
- MILITARY SPACE SAVINGS: 638 - 864

CLOSEHOLD / SENSITIVE

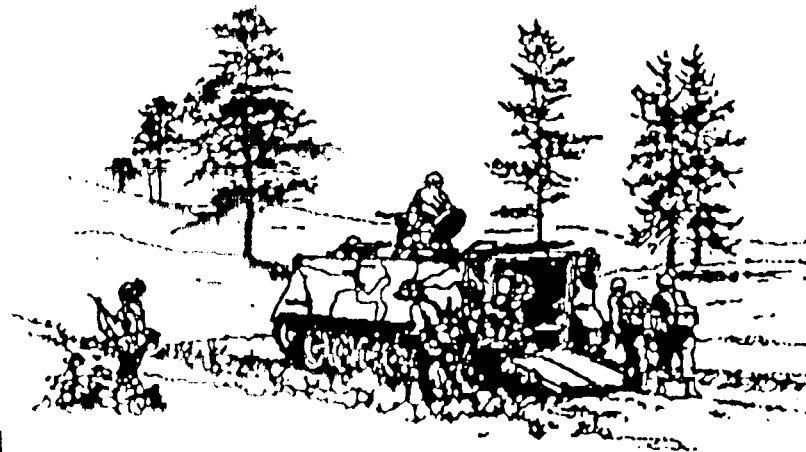
CLOSE HOLD / SENSITIVE

THE ARMY BUDGET STUDY



## BRAC RESULTS

- REDUCES INFRASTRUCTURE AND OVERHEAD SIGNIFICANTLY
- PRODUCES SUBSTANTIAL SAVINGS QUICKLY AT AN AFFORDABLE COST
- RETAINS INSTALLATIONS WITH HIGH MILITARY VALUE FOR FUTURE
- MINIMIZES LOSS TO MANEUVER LAND
- COMPLETES RESHAPING EFFORT BEGUN IN BRAC 88
- REFLECTS JOINT CROSS-SERVICE GROUPS RECOMMENDATIONS





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*BRAC 95*  
**IN PROGRESS REVIEW**

*CLOSEHOLD*  
*DO NOT DUPLICATE*

19 DECEMBER 1994

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DACS-IAB

**CLOSE HOLD / SENSITIVE**

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

**MEMORANDUM FOR THE RECORD**

**SUBJECT:** Briefing for the Secretary of the Army, January 26, 1995, 1000-1100 hours

1. The purpose was to: (a) obtain a decision on the Army's BRAC recommendations; and (b) provide information on the financial implications of various options, an update on the Joint Cross Service Groups, information on options to vacate leases in the National Capital Region and information on upcoming milestones.
2. Principal attendees: Mr. West, GEN Sullivan (Chief of Staff), Mr. Reeder (Undersecretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), Mr. Coleman (General Counsel), LTG Dominy (Director of the Army Staff), Mr. Stockdale (Deputy General Counsel), and COL Jones (Director, TABS). BG Shane (Director of Management) gave the briefing.
3. After obtaining consensus, Secretary West approved the closure or realignment of the following 42 installations and sites. The recommendation to close Ft McClellan was made with the expressed condition of getting the requisite environmental permits.

Ft Chaffee (C)	Selfridge (C)	<u>MINOR SITES</u>
Ft Greely (F)	Savanna Depot (C)	East Ft Baker (C)
Ft Pickett (C)	Seneca Depot (C)	Recreation Ctr #2 (C)
Ft Dix (F)	Sierra Depot (F)	Big Coppitt Key (C)
Ft Hunter Liggett (F)	Bayonne (C)	Belimore (C)
Ft Ingham (F)	Edwards AFB (C)	Baltimore Pub Ctr (C)
DuPage Airwing Support (F)	Red River Depot (C)	Succubus Annex (C)
Ft McChesnut (C)	Strombore Engine Plant (C)	Camp Nimitz (C)
Armed Support Center (F)	Detroit Arsenal (F)	Valley Grove (C)
Ft Buchanan (F)	Ft Trench (C)	Ft Missouri (C)
Ft Ritonie (C)	Lease - HQ, ATCOM (C)	Camp Bonneville (C)
Nelly Support Center (F)	Lease - Concepts Anal Agcy	Branch US Disciplinary Bns (C)
Ft Hamilton (F)	Lease - Intc Sys Software Cmp	Rio Vista (C)
Lettenkenny Depot (F)		Sievers-Sandberg (C)
		Caven Point (C)
		Hingham Cohasset (C)

4. He disapproved the closure or realignment of the following installations and sites:

Ft Drum	Ft Eustis / Story	Lease - USAR Pers Ctr
Picatinny Arsenal	Ft Lee	Lease - HQ AMC
Ft Riley	Ft Leonard Wood	Lease - HQ MTMC
Ft Richardson	Ft Meade	Lease - HQ OPTEC
Ft A P Hill	Ft Monroe	Lease - JAG
Ft McCoy	Lima Tank Plant	Lease - HQ SSSC
Natick	Oakland Army Base	

Enclosure  
- Briefing Slides

Mr. Neger/697-1766  
Approved by: COL M. Jones

**CLOSE HOLD / SENSITIVE**

	APPROVE	DISAPPROVE		APPROVE	DISAPPROVE
FT CHAFFEE (C)	✓		NATICK (C)		✓
FT GREELEY (R)			SAVANNA DEPOT (C)		
FT PICKETT (C)	✓		SENECA DEPOT (C)	✓	
FT DIX (R)	✓		SIERRA DEPOT (R)	✓	
FT HUNTER LIGGETT (R)	✓		BAYONNE (C)	✓	
FT IND GAP (C)	✓		OAKLAND (C)		✓
DUGWAY PROV GRD (R)	✓		FITZSIMMONS AMC (C)	✓	
FT McCLELLAN (C)	✓		RED RIVER DEPOT (C)	✓	
PRICE SPT CTR (C)	✓		STRAT ENG PLT (C)	✓	
FT BUCHANAN (R)	✓		DETROIT TANK PLT (C)	✓	
FT RITCHIE (C)	✓		FT TOTTEN (C)	✓	
KELLY SPT CTR (R)	✓		LEASE - HQ ATCOM (C)	✓	
FT HAMILTON (R)	✓		LEASE - HQ ATCOM (C)	✓	
SELFRIDGE (C)	✓		NCR LEASE - ISC (C)	✓	
			FAIRFAX VA (BELLFARME / CROWN RIDGE)		
			NCR LEASE - CAA (C)	✓	
			BETHESDA, MD		

MINOR SITES (15)

EAST FT BAKER, CA (C)	FT MISSOULA, MT (C)
RECREATION CENTER #2 (C)	CAMP BONNEVILLE, WA (C)
BIG COPPETT KEY, FL (C)	BRANCH USDB, LOMPOC, CA (C)
BELLMORE, WA (C)	RIO VISTA USARC, CA (C)
BALTIMORE PUBS CTR, MD (C)	SIEVERS-SANDBERG, NJ (C)
SUDBURY ANNEX, MA (C)	CAVENE POINT, NJ (C)
CAMP KILMER, NJ (C)	HINGHAM COHASSET, MA (C)
VALLEY GROVE, WA (C)	

FT DRUM (C)	✓	LETTERKENNY DEPOT (C)	✓
PICATINNY ARSENAL (C)	✓		
FT RILEY (C)	✓	FT MONROE (C)	✓
FT RICHARDSON (C)	✓	LIMA TANK PLT (C)	✓
FT A P HILL (C)	✓	LEASE - USAR PERS CTR (C)	✓
FT McCOY (C)	✓	ST LOUIS, MO	
FT EUSTIS/STORY (C)	✓	NCR LEASE - HQ AMC (C)	✓
FT LEE (C)	✓	ALEXANDRIA, VA	
FT LEONARD WOOD (C)	✓	NCR LEASE - HQ MTMC (C)	✓
		BAILLEYS X-ROADS, VA (NASSIP)	
		NCR LEASE - HQ OPTC (C)	✓
		ALEXANDRIA VA (PARK CENTER)	
		NCR LEASE - JAG OFFICE (C)	✓
		BAILLEYS X-ROADS VA (NASSIP)	
		NCR LEASE - HQ SSDC (C)	✓
		CRYSTAL CITY, ARLINGTON VA	
FT MEADE (C)	✓		

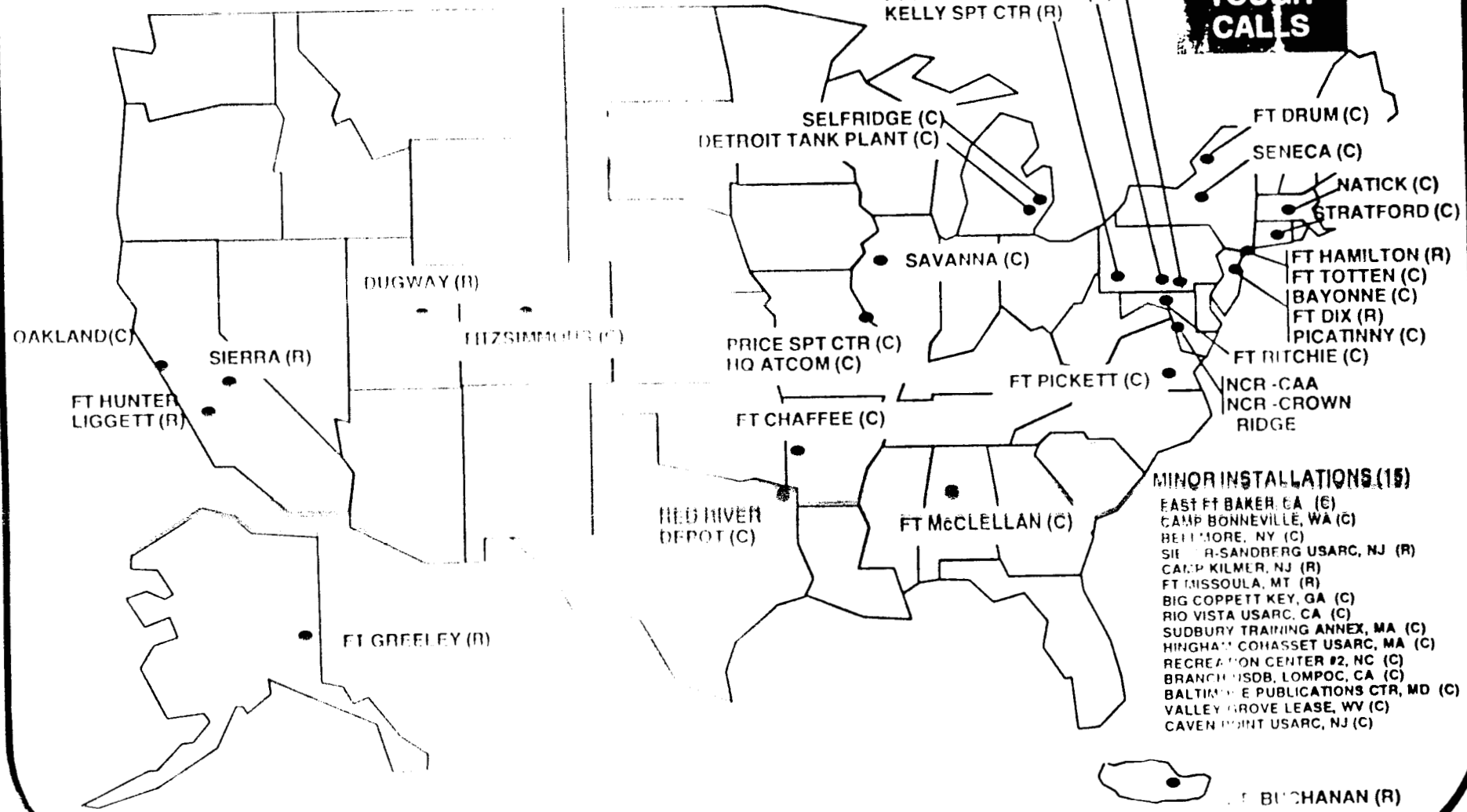
(C) = CLOSE (R) = REAL





# ARMY BRAC 95 RECOMMENDATIONS

**RECOMMENDED**  
**TOUGH CALLS**





# OPTIONS

CLOSEHOLD / SENSITIVE

## 1. CORE RECOMMENDATIONS (GREEN BAND)

- NATICK - OAKLAND	+ LETTERKENNY
-----------------------	---------------

NUMBER OF INSTALLATIONS/SITES 42

I-TIME COST \$1.1 B

STEADY STATE SAVINGS \$722 M

NET PRESENT VALUE (20 YEARS) \$8.1 B

POM SAVINGS / POM COST RATIO 1.75

## 2. CORE RECOMMENDATIONS (GREEN BAND)

- FT McCLELLAN - NATICK - OAKLAND	+ LETTERKENNY + PICATINNY
---	------------------------------

NUMBER OF INSTALLATIONS/SITES 42

I-TIME COST \$1.2 B

STEADY STATE SAVINGS \$724 M

NET PRESENT VALUE (20 YEARS) \$8.1 B

POM SAVINGS / POM COST RATIO 1.72

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# OPTIONS

CLOSEHOLD / SENSITIVE

### 3. CORE RECOMMENDATIONS (GREEN BAND)

- FITZMCLELLAN
- NATICK
- OAKLAND
+ LETTERKENNY

+

=

NUMBER OF INSTALLATIONS/SITES 41

I-TIME COST

\$865 1A

STEADY STATE SAVINGS

\$676 1A

NET PRESENT VALUE (20 YEARS)

\$7.8 B

POM SAVINGS/ COST RATIO

2.06

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# JOINT CROSS-SERVICE GROUP ALTERNATIVES OVERVIEW

<u>JCSG</u>	<u>GENERAL</u>	<u>ARMY IMPACT</u>	<u>ASSESSMENT</u>
<b>TEST &amp; EVALUATION</b>	REALIGN MINOR WORKLOAD	GAINERS: YUMA, WHITE SANDS, HUACHUCA LOSERS: RUCKER, REDSTONE	NO BRAC IMPACT
<b>LABORATORIES</b>	REALIGN MINOR WORKLOAD	GAINERS: PICATINNY, MONMOUTH, BELVOIR, ADELPHI LOSERS: REDSTONE, RUCKER, ARLINGTON, ADELPHI, ST LOUIS, PICATINNY	NO BRAC IMPACT MAY LOSE SOME WORK FROM AF AND NAVY
<b>UNDERGRADUATE PILOT TRAINING</b>	AF & NAVY LOSE 2&3 INSTALLATIONS; ARMY GAINS HEL UPT	GAINERS: RUCKER LOSERS: NONE	NO BRAC IMPACT
<b>MEDICAL</b>	AF LOSES 3 MEDCEN & 5 HOSPITALS; NAVY LOSES 2 HOSPITALS; ARMY LOSES 1 MEDCEN & 5 HOSPITALS	GAINERS: WALTER REED LOSERS: FITZSIMMONS, MEADE, BELVOIR, LEE, McCLELLAN, RUCKER	SUPPORTS FITZSIMMONS CLOSURE DOWNSIZE LEE & MEADE DOWNSIZE McCLELLAN IF IT STAYS OPEN
<b>DEPOT</b>	NAVY LOSES 4-5 DEPOTS AF LOSES 1-2 DEPOTS ARMY LOSES 2 DEPOTS	GAINERS: ANNISTON, TOBYHANNA LOSERS: RED RIVER, LETTERKENNY, ANNISTON, TOBYHANNA, CORPUS CHRISTI	SUPPORTS LETTERKENNY AND RED RIVER CLOSURE

# MILESTONES



- 6 FEB MILDEPs SUBMIT RECOMMENDATIONS
- 27 FEB (T) BRIEF INSTALLATION COMMANDERS CONGRESSIONAL NOTIFICATION
- 20 FEB (T) SECRETARY'S CONFERENCE
- 1 MAR DOD TESTIMONY TO COMMISSION  
SECDEF / CJCS / ASD (ES)
- 6 MAR ARMY TESTIMONY TO COMMISSION  
SA / CSA  
ASA(ILE) / DM
- APR-MAY COMMISSION REGIONAL HEARINGS AND SITE VISITS
- JUN COMMISSION DELIBERATIONS
- 1 JUL REPORT TO PRESIDENT



# FISCAL ANALYSIS

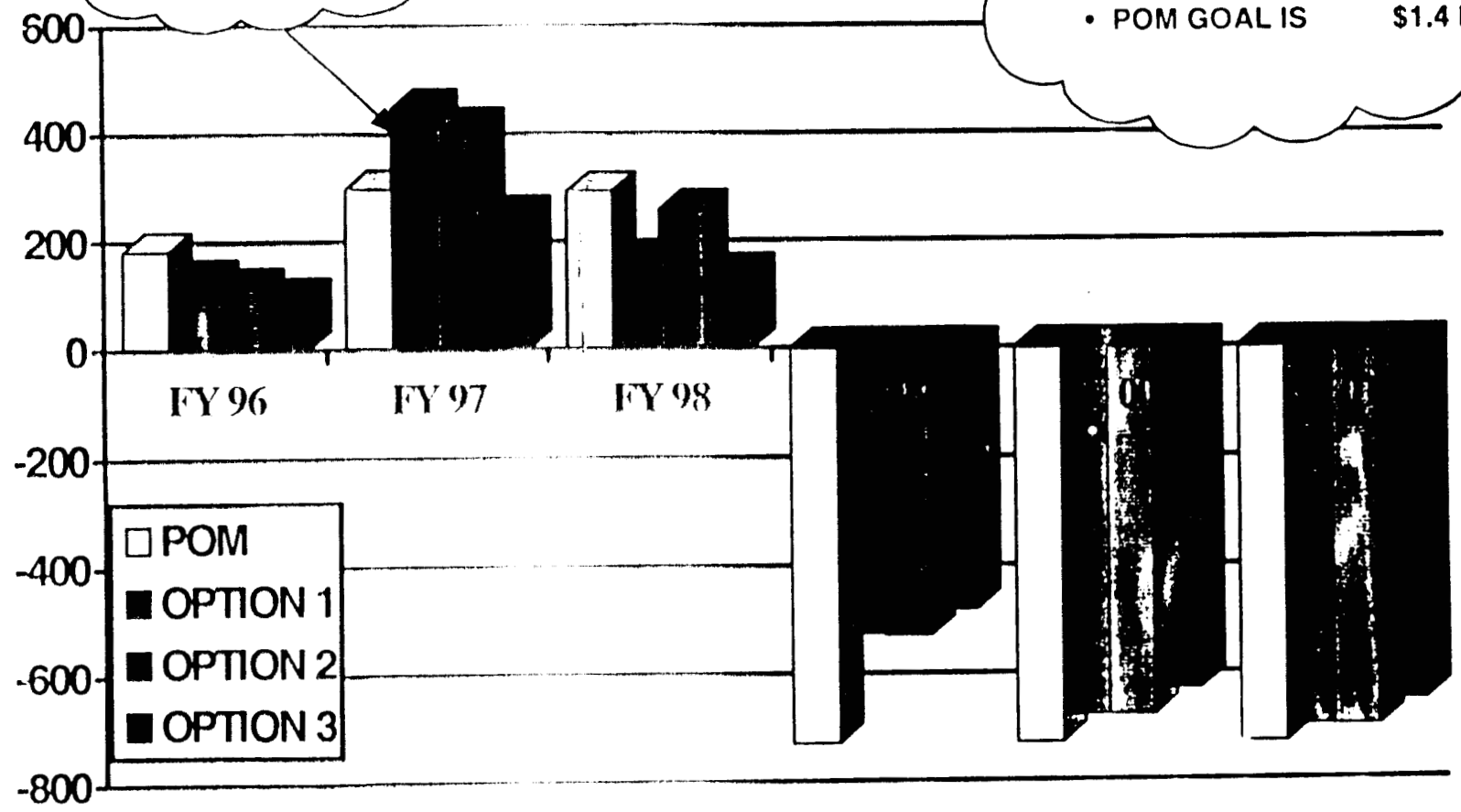
**FY 97**

- OPTION 1 - \$149 M
- OPTION 2 - \$114 M
- OPTION 3 + \$49 M

NET

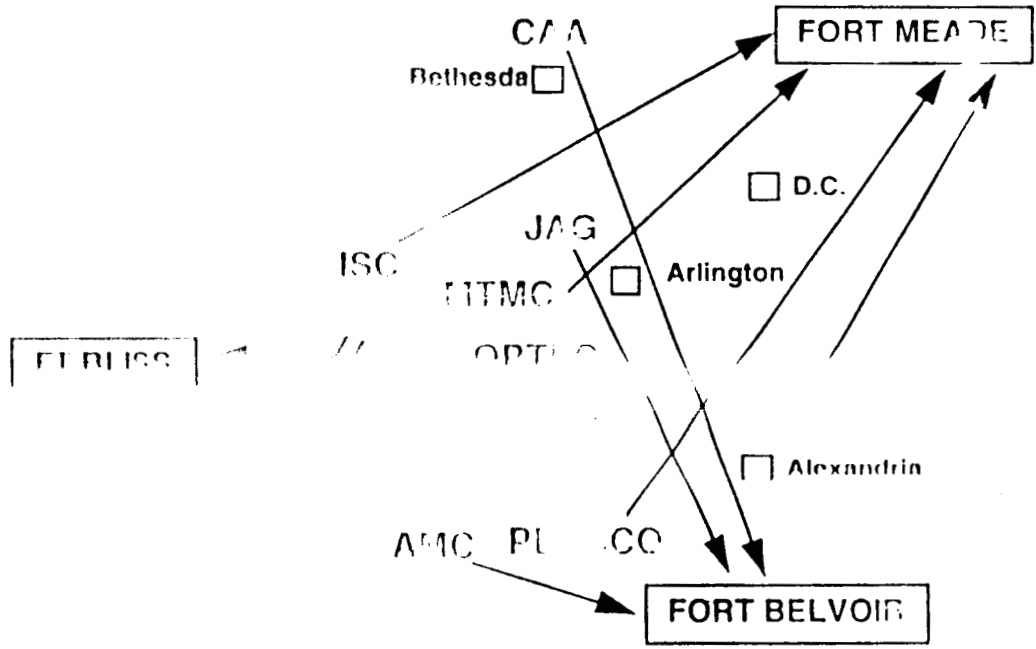
**OVER THE POM :**

- OPTION 1 SAVES \$1.2 B
- OPTION 2 SAVES \$1.2 B
- OPTION 3 SAVES \$1.3 B
- POM GOAL IS \$1.4 B





# NCR LEASES RE-LOOK

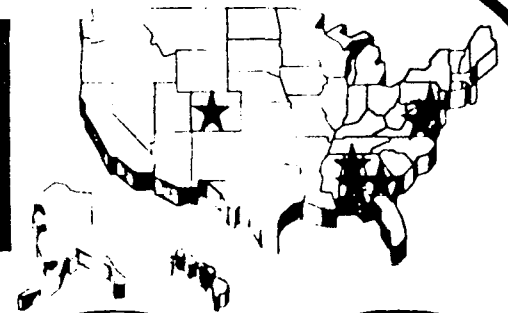


LEASE	COST	ANNUAL SAVINGS	ROI # YEARS	20-YR NPV
CONCEPTS ANALYSIS AGENCY (CAA)	2	.6	4	5
JUDGE ADVOCATE GENERAL (JAG)	.2	.3	1	3
INFORMATION SYSTEM SOFTWARE COMMAND (ISSC)	6	1	5	10
MILITARY TRAFFIC MANAGEMENT COMMAND (MTMC)	26	2	21	-3
OPERATIONAL TEST COMMAND (OPTC)	2	-.3	NEVER	-6
SPACE AND STRATEGIC DEFENSE COMMAND (SSDC)	5	-.1	NEVER	-6
US ARMY PERSONNEL COMMAND (USAPERSCOM)	122	6	NEVER	-191
ARMY MATERIAL COMMAND (AMC)	50	3	27	-15

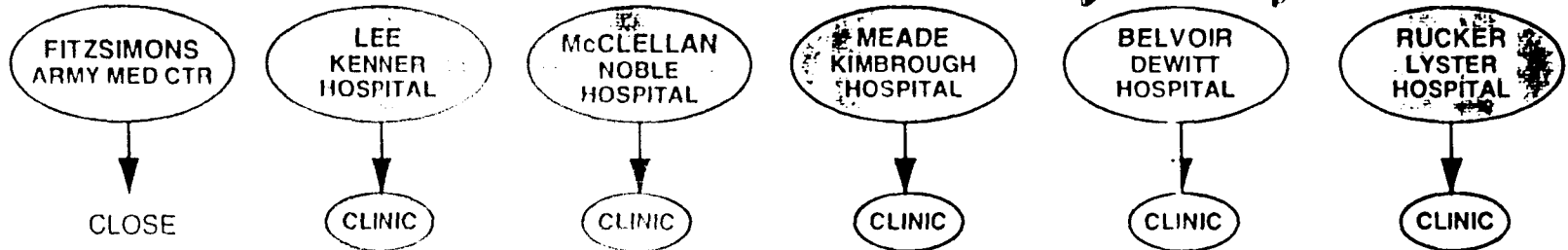


CLOSEHOLD / SENSITIVE

# Joint Cross-Service Working Group MEDICAL



NOTE: ALL SIX BASES ARE ARMY OWNED



**COSTS (\$M)**

	FITZSIMONS ARMY MED CTR	LEE KENNER HOSPITAL	McCLELLAN NOBLE HOSPITAL	MEADE KIMBROUGH HOSPITAL	BELVOIR DEWITT HOSPITAL	RUCKER LYSTER HOSPITAL
O&M	37	1.4	1.5	0.9	1.1	1.1
MILCON	103	0	0	0	0	0
OTHER	5	0.6	0.6	0.4	0.5	0.3
TOTAL	145	2.0	2.1	1.3	1.6	1.4
*CHAMPUS	\$49/YR	\$5.7/YR	\$5.6/YR	\$2.9/YR	\$23.6/YR	\$6.3/YR

	FITZSIMONS ARMY MED CTR	LEE KENNER HOSPITAL	McCLELLAN NOBLE HOSPITAL	MEADE KIMBROUGH HOSPITAL	BELVOIR DEWITT HOSPITAL	RUCKER LYSTER HOSPITAL
PAYBK PD (YRS)	3	IMMED	IMMED	IMMED	NEVER	NEVER
BKVN YR	2003	1997	1997	1997	NEVER	NEVER
STDY ST (\$M)	37	3.3	4.1	2.9	-16.6	-0.5
(YR)	2001	1998	1998	1998	1998	1998
20yr NPV (\$M)	327	45.0	62.0	42.0	-261.0	-12.5

**OPN'L** - Med Ctr/GME - Opt Schl      - Lose Inpatient Svc      - Lose Inpatient Svc      - Lose Inpatient Svc      - Lose Inpatient Svc      - Lose Inp Svc & Fit Surg cert

PERSONNEL	FITZSIMONS ARMY MED CTR		LEE KENNER HOSPITAL		McCLELLAN NOBLE HOSPITAL		MEADE KIMBROUGH HOSPITAL		BELVOIR DEWITT HOSPITAL		RUCKER LYSTER HOSPITAL	
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV
REDUCE	0	1309	63	68	92	98	92	98	53	16	57	54
REALIGN	1069	301	0*	0*	0	0	0	0	0*	0*	0	0

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSE HOLD / SENSITIVE

Department of the Army  
Office of the Chief of Staff  
The Army Basing Study

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing for the Undersecretary of the Army and Vice Chief of Staff,  
February 2, 1995, 1130-1215 hours

1. The purpose was to (a) provide information on the Army's final assessment of alternatives presented by the Joint Cross Service Groups (JCSGs) for analysis; (b) obtain a decision to add two of the Medical JCSG's recommendations to the Army's BRAC list, and (c) obtain a decision to add a recommendation to the BRAC list that redirects an element of the BRAC 91 decision on Tri-Service Project Reliance.

2. Principal attendees: Mr. Reeder (Undersecretary), GEN Tilelli (Vice Chief of Staff), Mr. Walker (Assistant Secretary for Installations, Logistics & Environment), LTG Dominy (Director of the Army Staff), MG Putman (Assistant Deputy Chief of Staff for Operations & Plans), MG Farnen (Assistant Deputy Chief of Staff for Logistics), MG Little (Assistant Chief of Staff for Installation Management), Mr. Orsini (Deputy Assistant Secretary for Logistics), Mr. Singley (Deputy Assistant Secretary for Research & Technology), Mr. Gehrig (Director, Test & Evaluation Management Agency), Mr. Stockdale (Deputy General Counsel), BG Zajtchuck (Office of The Surgeon General), BG Shane (Director of Management), Mr. Takakoshi (Special Assistant to the Undersecretary) and COL Jones (Director, TABS). LTC Powell, TABS gave the briefing.

3. The Undersecretary and Vice Chief of Staff agreed that the following recommendations should be added to the Army's BRAC 95 list:

- a. Realign Fort Lee's hospital to a clinic
- b. Realign Fort Meade's hospital to a clinic
- c. BRAC 91 Redirect: do not relocate toxicology research to Wright-Patterson AFB

Enclosure  
Briefing Slides

Mr. Nerger/697-1768  
Approved by: COL M. Jones

CLOSE HOLD / SENSITIVE

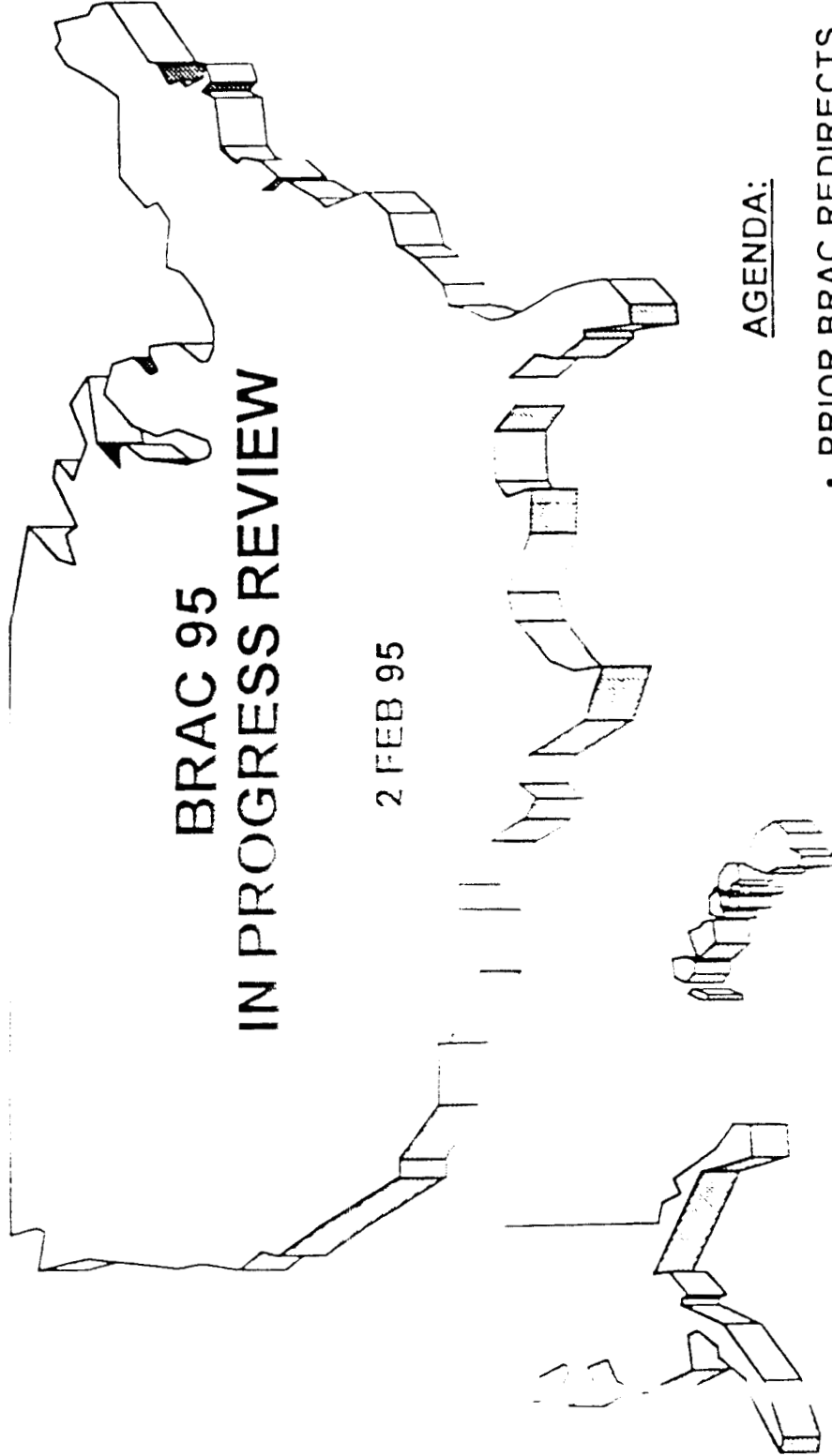


# PURPOSE

CLOSEHOLD / SENSITIVE

## BRAC 95 IN PROGRESS REVIEW

2 FEB 95



### AGENDA:

- PRIOR BRAC REDIRECTS
- JOINT CROSS-SERVICE GROUP ALTERNATIVES

CLOSEHOLD / SENSITIVE

THE ARMY BIASING STUDY



# POTENTIAL AMENDMENTS TO PREVIOUS COMMISSION DECISIONS

- TRI-SERVICE RELIANCE (BRAC 91):
  - DO NOT RELOCATE TOXICOLOGY RESEARCH TO WRIGHT-PATTERSON AFB
    - REALIGN PORTION TO ABERDEEN PROVING GROUND
    - REMAINDER STAYS AT FT DETRICK
  - RATIONALE: NO OPERATIONAL BENEFITS



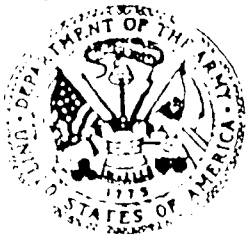
CLOSEHOLD / SENSITIVE

## JOINT CROSS-SERVICE GROUP ALTERNATIVES OVERVIEW

JCSG	GENERAL	AFFECTED INSTALLATIONS	RECOMMENDATION IMPACT
<i>TEST &amp; EVALUATION</i>	REALIGN MINOR WORKLOAD	GAINERS: YUMA, WHITE SANDS, HUACHUCA LOSERS: RUCKER, REDSTONE	NONE
<i>LABORATORIES</i>	REALIGN MINOR WORKLOAD	GAINERS: PICATINNY, MONMOUTH, REDSTONE, ADELPHI LOSERS: REDSTONE, RUCKER, ARI ADELPHI, ST LOUIS, PICATINNY	NONE MAY GAIN SOME WORK FROM AF AND NAVY
<i>UNDERGRADUATE PILOT TRAINING</i>	AF & NAVY LOSE 2&3 INSTALLATIONS; ARMY GAINS HEL UPT	GAINERS: RUCKER LOSERS: NONE	NONE MAY GAIN NAVY TRAINING
<i>MEDICAL</i>	AF LOSES 3 MEDCEN & 5 HOSPITALS; NAVY LOSES 2 HOSPITALS; ARMY LOSES 1 MEDCEN & 5 HOSPITALS	GAINERS: WALTER REED LOSERS: FITZSIMMONS, MEADE, BELVOIR, LEE, McCLELLAN, RUCKER	SUPPORTS FITZSIMMONS CLOSURE ADD LEE & MEADE REALIGNMENTS
<i>MAINTENANCE DEPOT</i>	NAVY LOSES 4-5 DEPOTS AF LOSES 1-2 DEPOTS ARMY LOSES 2 DEPOTS	GAINERS: ANNISTON, TOBYHANNA LOSERS: RED RIVER, LETTERKENNY, ANNISTON, TOBYHANNA, CORPUS CHRISTI	SUPPORTS LETTERKENNY AND RED RIVER CLOSURE

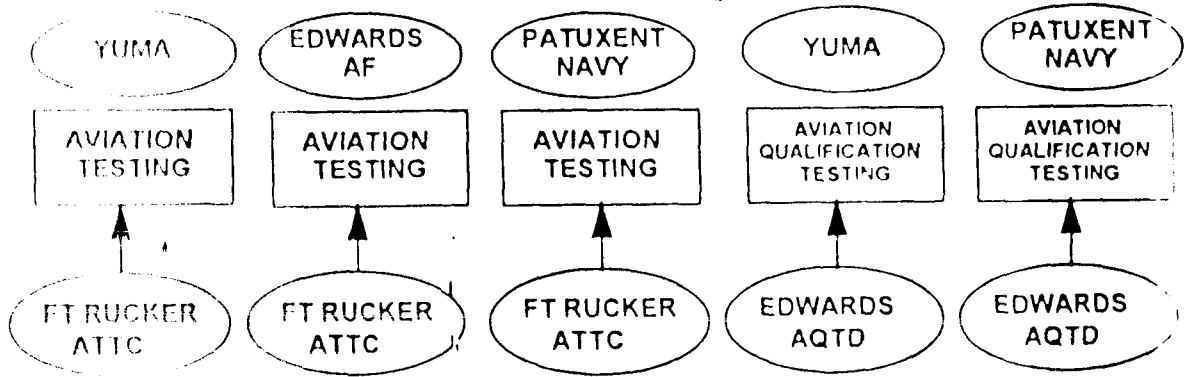
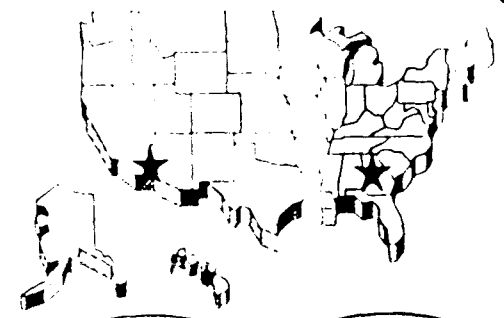
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

# T&E JCSG SERVICE RECOMMENDATIONS



**COSTS (\$M)**

O&M	2	2	2	2	2
MILCON	13	2	34	13	28
OTHER	0	0	0	0	1
<b>TOTAL</b>	<u>15</u>	<u>4</u>	<u>36</u>	<u>15</u>	<u>31</u>

PAYBACK PERIOD (YEARS)	20	3	100+	43	100+
BREAK EVEN (YEAR)	2018	2002	2098+	2041	2098+
STEADY STATE SAVINGS (\$M)	1	1	1	1	1
(YEAR)	1999	1999	1999	1999	1999
<b>20 YR NPV (\$M)</b>	-2	16	-23	-7	-22

**PERSONNEL:**

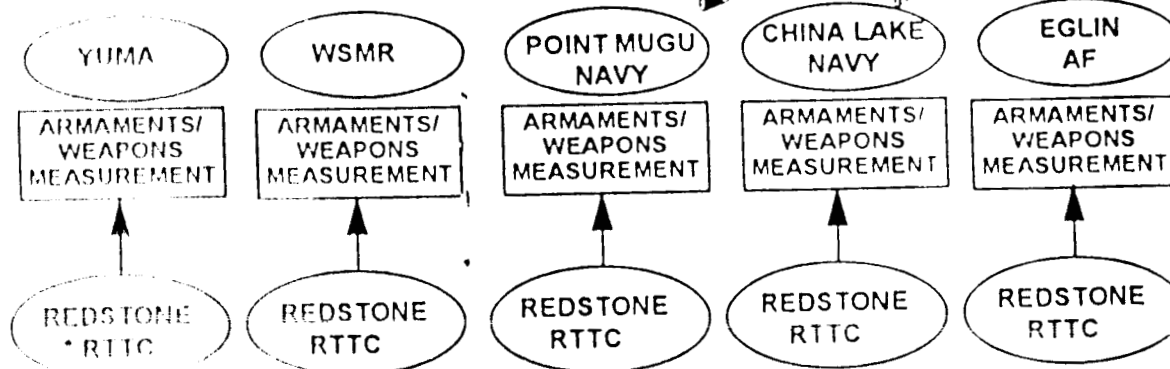
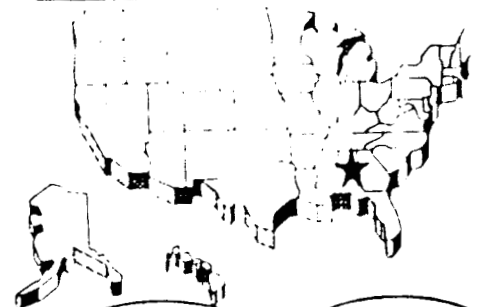
ELIMINATIONS	30	30	30	19	19
REALIGNMENTS	59	59	59	65	65

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# T&E JCSG SERVICE RECOMMENDATIONS (CONT)



**COSTS (\$M)**

O&M	1	1	1	1	.09
MILCON	37	37	0	17	0
OTHER	65	38	0	0	0
<b>TOTAL</b>	<b>103</b>	<b>76</b>	<b>1</b>	<b>18</b>	<b>.09</b>

PAYBACK PERIOD (YEARS)	NEVER	NEVER	NEVER	100+	100+
BREAK EVEN (YEAR)	NEVER	NEVER	NEVER	2098+	2098+
STEADY STATE SAVINGS (\$M)	-.5	-.4	-.1	.1	.02
(YEAR)	1999	1999	1999	1999	1999
20 YR NPV (\$M)	-107	-76	-2	-14	-.06

**PERSONNEL:**

ELIMINATIONS	0	8	0	0	0
REALIGNMENTS	47	39	47	47	3

\*R.TTC - Redstone Technical Test Center



CLOSEHOLD / SENSITIVE

## ANALYSIS SUMMARY TEST AND EVALUATION

- THREE BASIC ALTERNATIVES WERE EVALUATED - ALL WERE POOR FINANCIAL INVESTMENTS
  - OPEN TO OPEN INSTALLATION MOVES
  - RELATIVELY SMALL NUMBER OF PERSONNEL
  - DID NOT RESULT IN BASE CLOSURE
- ONGOING (NON-BRAC) INITIATIVE IMPLEMENTS TWO JCSG ALTERNATIVES TO YUMA

### BOTTOM LINE

NO IMPACT ON CURRENT ARMY RECOMMENDATIONS

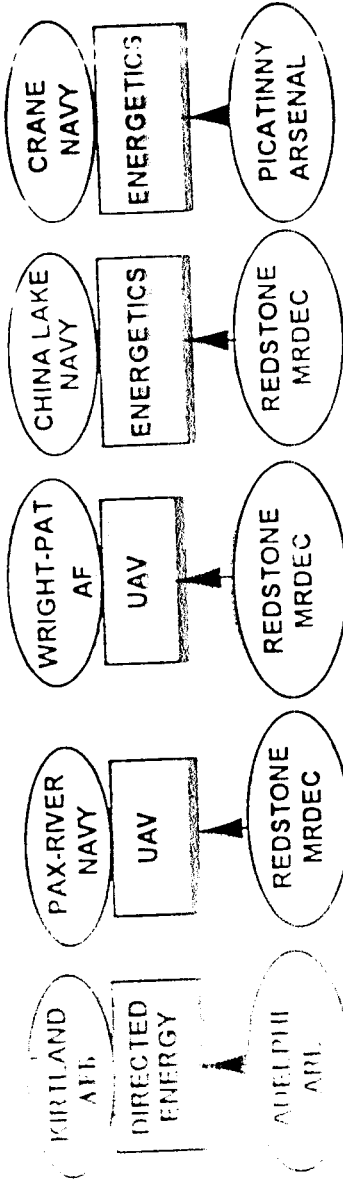
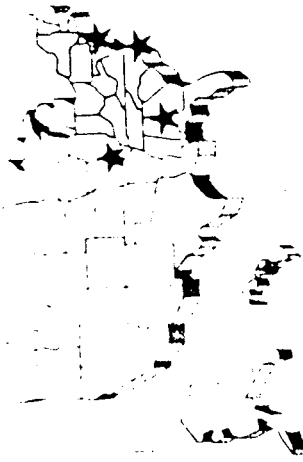
CLOSE HOLD / SENSITIVE

THE ARMY TRAINING STUDY



# LABORATORY - JCSG SERVICE RECOMMENDATIONS

CLOSEHOLD / SENSITIVE



## COSTS (\$M)

O&M	.3	2.5	2	8.22	3.55
MILCON	0	16.3	13	.28	0
OTHER	40	.178	13	.9	.15
TOTAL	40.3	19	28	9.4	3.7

PAYBACK PERIOD (YEARS)	100+	NEVER	100+	NEVER	45
BREAK EVEN (YEAR)	2098+	NEVER	2098+	NEVER	2043
STEADY STATE SAVINGS (\$M)	.3	-.4	.3	-.01	.14
(YEAR)	1999	1999	1999	1399	1999
	-33	-25	-23	-.9	-1.6

## 20 YR NPV (\$M)

PERSONNEL:	0	0	0	0	3
ELIMINATIONS	45	118	118	7	15
REALIGNMENTS					

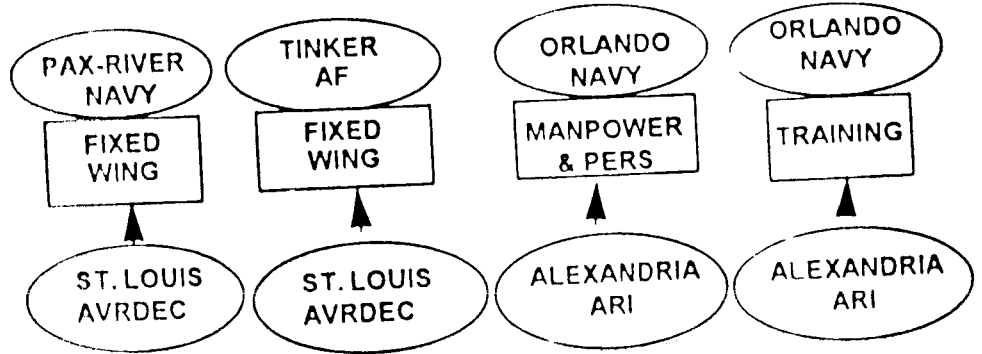
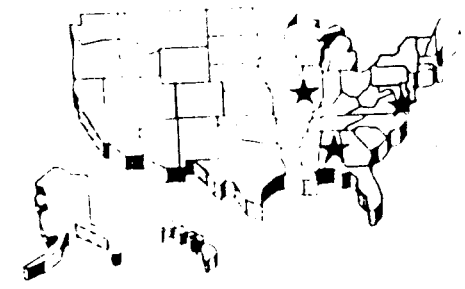
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY





# LABORATORY - JCSG SERVICE RECOMMENDATIONS



COSTS (\$M)

O&M	.87	.78	1.2	.6
MILCON	0	0	0	0
OTHER	.07	.07	.4	.2
TOTAL	.94	.85	1.6	.8

PAYBACK PERIOD (YEARS)	NEVER	NEVER	NEVER	NEVER
BREAK EVEN (YEAR)	NEVER	NEVER	NEVER	NEVER
STEADY STATE SAVINGS (\$M)	-.02	-.004	-.5	-.4
(YEAR)	1999	1999	1997	1997
	-.3	-.136	-.9	-.4

20 YR NPV (\$M)

PERSONNEL:	0	0	0	0
ELIMINATIONS	4	4	61	29
REALIGNMENTS				



# ANALYSIS SUMMARY LABORATORY

- SEVEN BASIC ALTERNATIVES WERE EVALUATED - ALL WERE POOR FINANCIAL INVESTMENTS
  - OPEN TO OPEN INSTALLATION MOVES
  - RELATIVELY SMALL NUMBER OF PERSONNEL
  - DID NOT RESULT IN BASE CLOSURE
- PICATINNY UNLIKELY TO GAIN NAVY AND AF WORKLOAD
- FT MONMOUTH LIKELY TO GAIN AF AND NAVY WORKLOAD

## BOTTOM LINE

NO IMPACT ON CURRENT ARMY RECOMMENDATIONS

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY

CLOSEHOLD / SENSITIVE



# Joint Cross-Service Working Group MEDICAL

CLOSEHOLD/SENSITIVE



COSTS (\$M)

O&M  
MILCON  
OTHER  
TOTAL

	(FIZ SIMONS ARMY MED CTR)	(KENNER HOSPITAL)	(MCGILLAN NOBLE HOSPITAL)
	↓	↓	↓
	CLOSE	CLINIC	CLINIC
	37	1.8	1.9
	103	0	0
	5	0.3	0.2
	<u>145</u>	<u>2.1</u>	<u>2.1</u>
	\$49/YR	\$5.7/YR	\$5.6/YR

RECURRING CHAMPUS COST (\$M)

PAYBACK PERIOD (YEARS)

BREAK EVEN (YEAR)

STEADY STATE SAVINGS (\$M)  
(YEAR)

20 YR NPV (\$M)

	3	1	1
	2003	1997	1997
	37	3.8	4.0
	2001	1997	1997
	327	51	56

PERSONNEL:  
ELIMINATIONS  
REALIGNMENTS

MIL		CIV		MIL		CIV	
0	1309	99	106	98	109	0	0
1069	301	0*	0*	0	0		

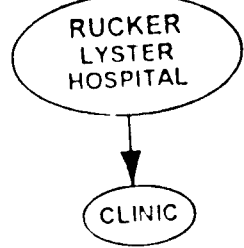
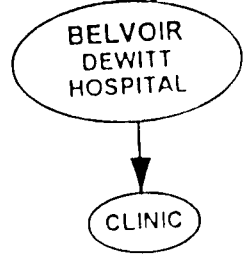
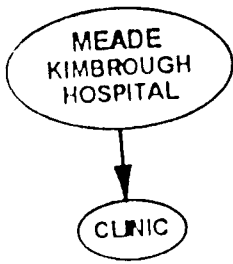
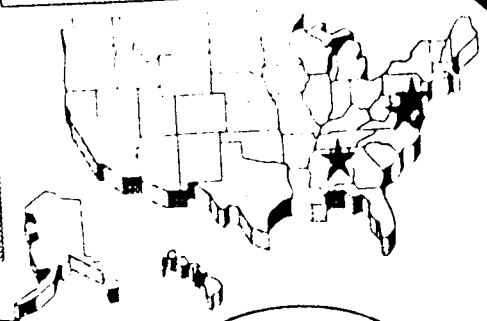
CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY

CLOSEHOLD/ SENSITIVE



# Joint Cross-Service Working Group MEDICAL



## COSTS (\$M)

O&M	1.3	1.4	1.2
MILCON	0	0	0
OTHER	0.4	0.1	0.1
TOTAL	1.7	1.6	1.4
	\$2.9/YR	\$23.6/YR	\$6.3/YR

## RECURRING CHAMPUS COST (\$M)

PAYBACK PERIOD (YEARS)	1	NEVER	NEVER
BREAK EVEN (YEAR)	1997	NEVER	NEVER
STEADY STATE SAVINGS (\$M)	3.5	-16.5	-0.5
(YEAR)	1997	1997	1997
	49	-259	-12

## 20 YR NPV (\$M)

MIL		CIV		MIL		CIV		MIL		CIV	
55	74	65	76	77	62	0	0	0	0	0	0
0	0	0*	0*	0	0	0	0	0	0	0	0

PERSONNEL:  
ELIMINATIONS  
REALIGNMENTS

CLOSEHOLD/ SENSITIVE

THE ARMY BASING STUDY



# ANALYSIS SUMMARY

## MEDICAL

CLOSEHOLD/SENSITIVE

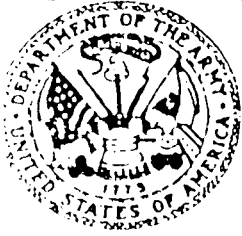
- CLOSURE OF FITZSIMMONS CONSISTENT WITH ARMY RECOMMENDATION
- RECOMMENDATION TO REALIGN FT LEE AND MEADE HOSPITALS SUPPORTABLE
- CLOSE FT McCLELLAN HOSPITAL. IAW ARMY RECOMMENDATION
- REJECT FT RUCKER AND FT BELVOIR ALTERNATIVES DUE TO COST AND OPERATIONAL IMPACTS

BOTTOM LINE

NEED TO ADD TWO REALIGNMENT RECOMMENDATIONS TO THE CURRENT ARMY PACKAGE

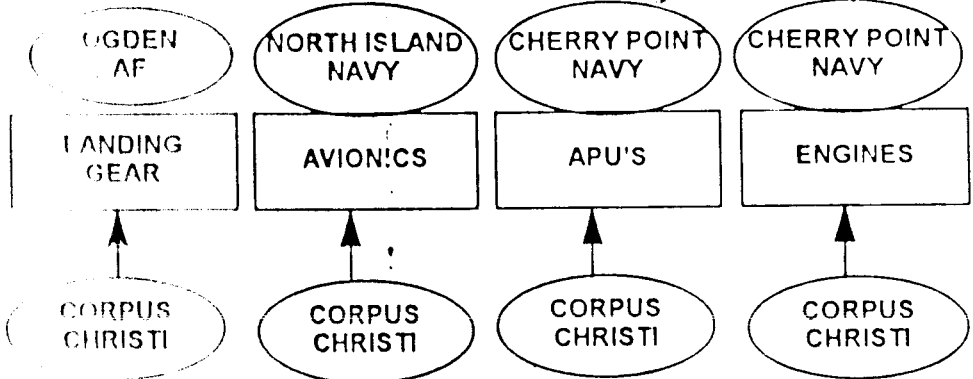
CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

# Joint Cross-Service Working Group DEPOT



COSTS (\$M)

O&M	.16	.076	.057	2.8
MILCON	0	0	0	1.86
OTHER	.01	.006	.006	.09
<b>TOTAL</b>	<b>.17</b>	<b>.08</b>	<b>.06</b>	<b>3.8</b>

PAYBACK PERIOD (YEARS)	7	0	0	1
BREAK EVEN (YEAR)	2003	1996	1996	2000
STEADY STATE SAVINGS (\$M)	.03	.2	.2	2.9
(YEAR)	2004	1997	1997	2001
<b>20 YR NPV (\$M)</b>	<b>.3</b>	<b>3.1</b>	<b>3.0</b>	<b>32.8</b>

PERSONNEL:

ELIMINATIONS	0	4	4	53
REALIGNMENTS	7	0	0	75

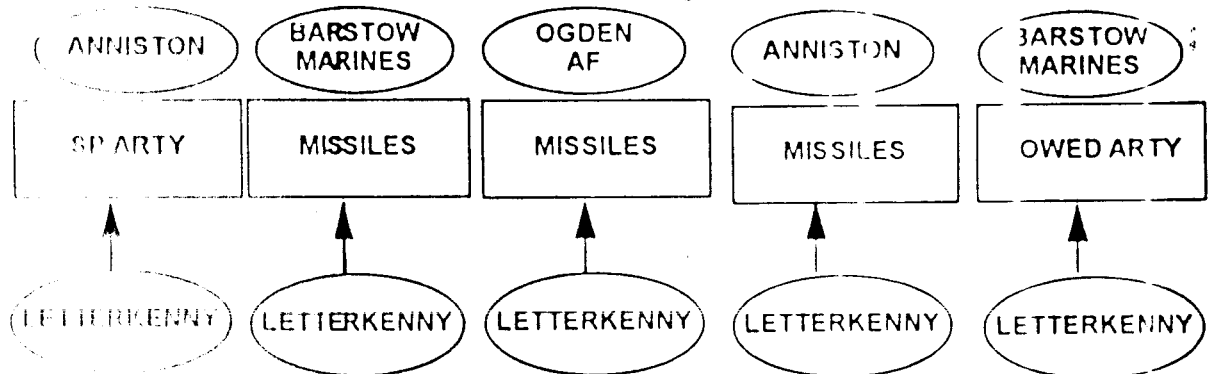
CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



CLOSEHOLD / SENSITIVE

# Joint Cross-Service Working Group DEPOT



COSTS (\$M)

O&M	5.5	.76	1.4	5.19	.737
MILCON	0	0	.4	18.37	0
OTHER	.2	.03	.09	.2	.02
<b>TOTAL</b>	<b>6.1</b>	<b>.8</b>	<b>1.9</b>	<b>23.8</b>	<b>.75</b>

PAYBACK PERIOD (YEARS)	9	9	7	58	3
BREAK EVEN (YEAR)	2006	2005	2004	2054	1999
STEADY STATE SAVINGS (\$M)	1	.1	.3	.8	.3
(YEAR)	2007	2006	2006	2054	2000
20 YR NPV (\$M)	6.1	.8	1.9	-11.4	3.0

PERSONNEL:

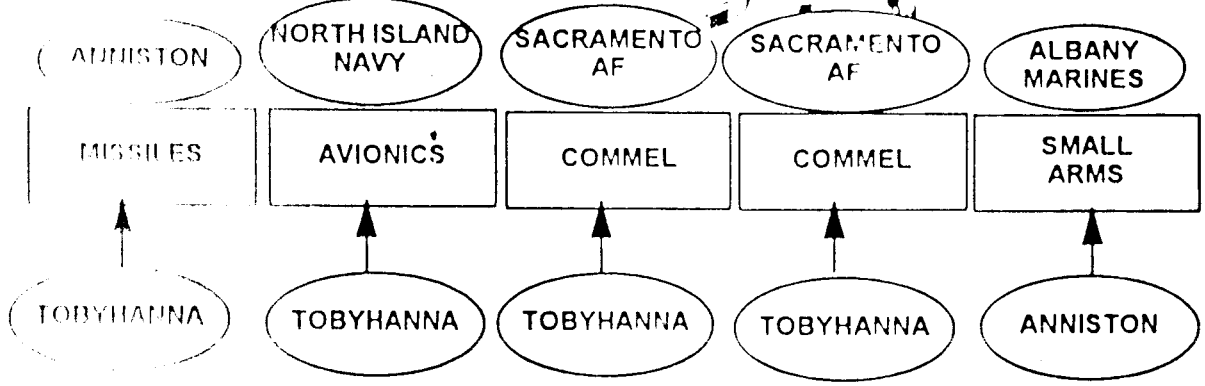
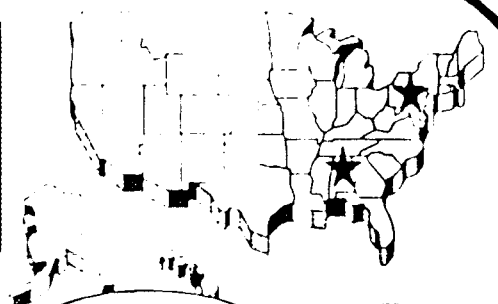
ELIMINATIONS	0	0	0	0	3
REALIGNMENTS	258	30	56	239	23

CLOSEHOLD / SENSITIVE

THE ARMY BASING STUDY



# Joint Cross-Service Working Group DEPOT



**COSTS (\$M)**

O&M	.8	4.2	1.4	.1	2.7
MILCON	4.7	0	.4	.6	.3
OTHER	.04	.2	.1	.01	.2
<b>TOTAL</b>	<b>5.7</b>	<b>4.4</b>	<b>1.9</b>	<b>.7</b>	<b>3.2</b>

PAYBACK PERIOD (YEARS)	100+	7	5	100+	5
BREAK EVEN (YEAR)	100+	2007	2002	100+	2003
STEADY STATE SAVINGS (\$M)	.2	.4	.4	.005	.8
(YEAR)	1997	1999	1998	1997	2004
20 YR NPV (\$M)	-3.2	2.4	4.1	-.6	6.6

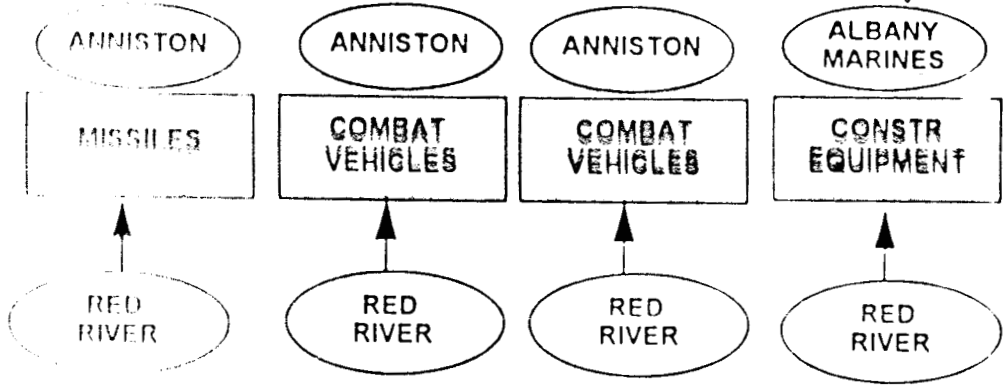
**PERSONNEL:**

ELIMINATIONS	0	18	5	0	13
REALIGNMENTS	37	150	49	5	131





# Joint Cross-Service Working Group DEPOT



**COSTS (\$M)**

O&M	.8	14.6	1.3	.2
MILCON	5.1	10.0	5.0	0
OTHER	.06	1.1	.1	.02
<b>TOTAL</b>	<b>6.0</b>	<b>25.7</b>	<b>6.4</b>	<b>.2</b>

PAYBACK PERIOD (YEARS)	60	11	45	0
BREAK EVEN (YEAR)	2036	2007	2041	1996
STEADY STATE SAVINGS (\$M)	.2	3	.3	.6
(YEAR)	2052	2008	2037	1997
20 YR NPV (\$M)	-208.0	17.8	-2.5	8.8

**PERSONNEL:**

ELIMINATIONS	0	0	0	11
REALIGNMENTS	36	708	66	0

40113  
2176



CLOSEHOLD/SENSITIVE

## ANALYSIS SUMMARY

### MAINTENANCE DEPOT

- ACCEPT JCSG RECOMMENDATION ON CLOSURE OF LETTERKENNY AND RED RIVER
- ARMY INCORPORATED OVER 50% OF JCSG-DM ALTERNATIVES - IN TOTAL OR WITH MODIFICATION
- TOBYHANNA, CORPUS CHRISTI, AND ANNISTON WORKLOAD PACKAGES NOT INCLUDED DUE TO:
  - OPEN TO OPEN SCENARIOS
  - OPERATIONAL IMPACTS
  - MISSION COSTS OUTWEIGH RELOCATION COSTS
- OTHER CONCERNS:
  - FUNDED NON-CORE WORKLOAD ELIMINATED AND CONTRACTED OUT
  - INCREASES OTHER MEIDEP DEPOT EFFICIENCY AT EXPENSE OF THE ARMY
  - PAST SERVICE MAINTENANCE COMPETITIONS NOT CONSIDERED
- UNLIKELY OTHER SERVICE WORKLOAD WILL TRANSFER TO ARMY DEPOTS

### BOTTOM LINE

ARMY RECOMMENDATION IMPROVES JCSG-DM ALTERNATIVE

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2/1/95

CLOSEHOLD/SENSITIVE

THE ARMY BASING STUDY

17



# SUMMARY

- PROPOSED CHANGES TO CURRENT ARMY RECOMMENDATIONS
  - ADD PROJECT RELIANCE REDIRECT
  - ADD REALIGNMENT OF FT LEE HOSPITAL TO CLINIC
  - ADD REALIGNMENT OF FT MEADE HOSPITAL TO CLINIC
- THE FOLLOWING FINANCIAL CHANGES OCCUR:

	<u>CURRENT</u>	<u>PROPOSED</u>
1-TIME COST (\$B)	\$1.1	\$1.1
RECURRING STEADY STATE SAVINGS (\$M)	\$723	\$730
RETURN ON INVESTMENT # OF YEARS YEAR	IMMEDIATE 2000	IMMEDIATE 2000
20 YEAR NET PRESENT VALUE (\$B)	\$8.1	\$8.2

CLOSEHOLD / SENSITIVE

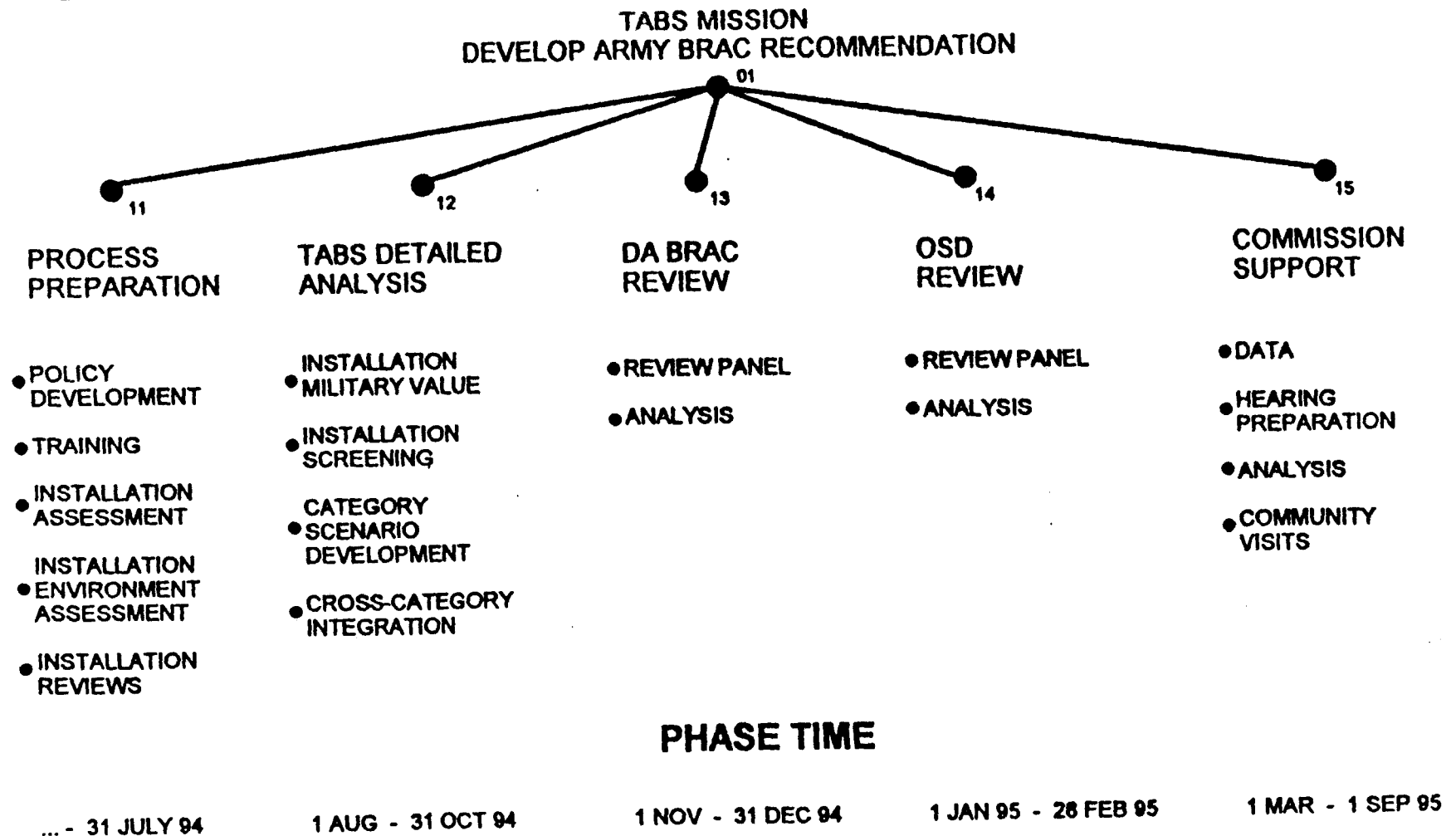
CLOSEHOLD / SENSITIVE

FORM 100-100

# Document Separator



# TABS PROCESS NODE TREE





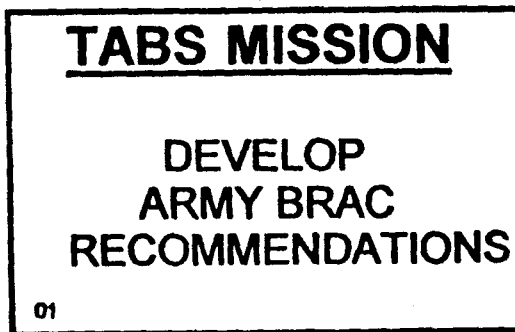
# TABS PROCESS OVERVIEW

## CONTROLS (ALL)

AAA  
TIME  
LAW  
TASS  
FORCE STRUCTURE  
DoD CRITERIA  
PBC  
SELCOM  
ENVIRON BDN

## INPUTS

INST LISTINGS  
INST DATA  
LESSONS LRND  
TF OUTPUT  
MACOM INPUT  
ARMY LDRSHIP INPUT  
DEPSECDEF MEMO  
JCSG INPUT  
OTHER SERVICE  
RECOMMENDATIONS  
TABS PERSONNEL



## OUTPUT

CONGRESSIONAL TESTIMONY SMART BOOK  
SET OF 4X5' CHARTS FOR USE IN TESTIMONY  
BOUND SET OF COBRA RUNS, MINUTES, ETC.....  
MULTI-VOLUME SET (FOR THE WORLD)  
I. INST NARRATIVES  
II. QUANTITATIVE ASSESSMENTS (WTS&DEFS)  
III. ARMY ANALYSES & RECOMMENDATION  
IV. ENVIRONMENTAL BASELINE STUDIES

IMPACTS BY OTHER SERVICES

## RESOURCES (ALL)

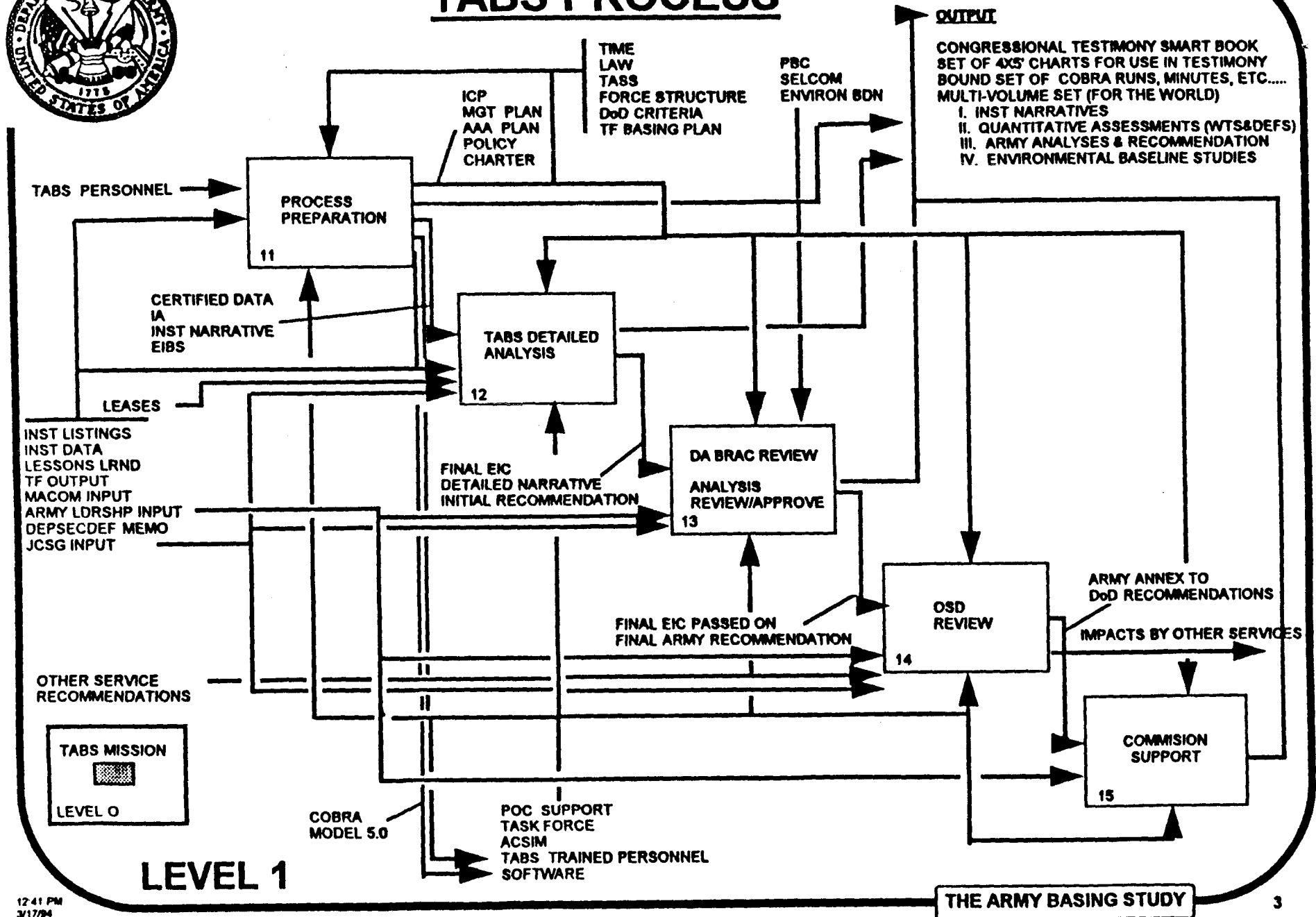
POC SUPPORT  
TASK FORCE  
ACSM  
TABS TRAINED PERSONNEL  
SOFTWARE



LEVEL 0



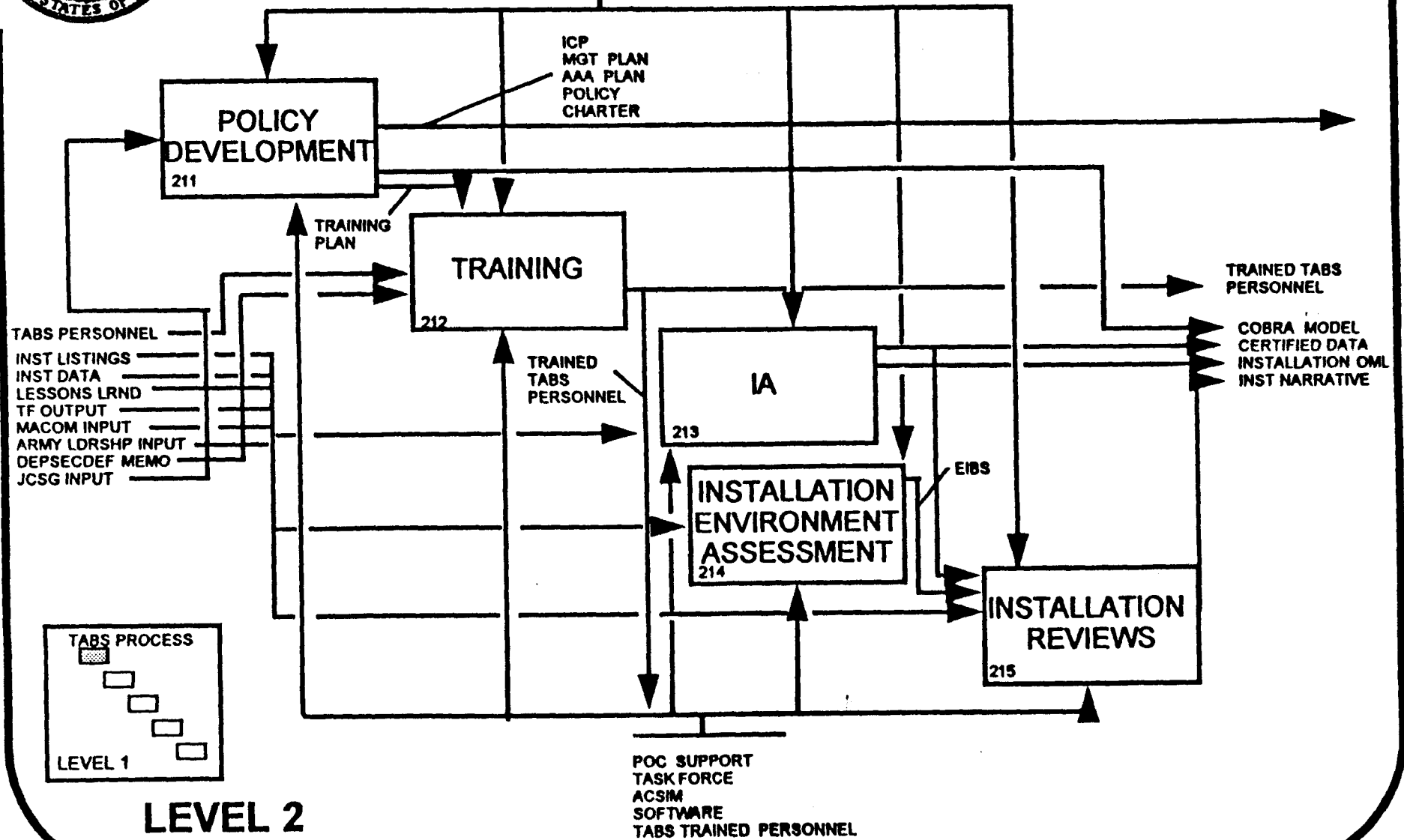
# TABS PROCESS





# PROCESS PREPARATION (11)

TIME LAW TASS FORCE STRUCTURE DoD CRITERIA

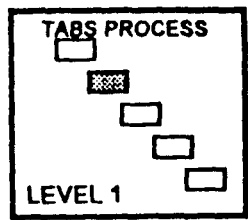
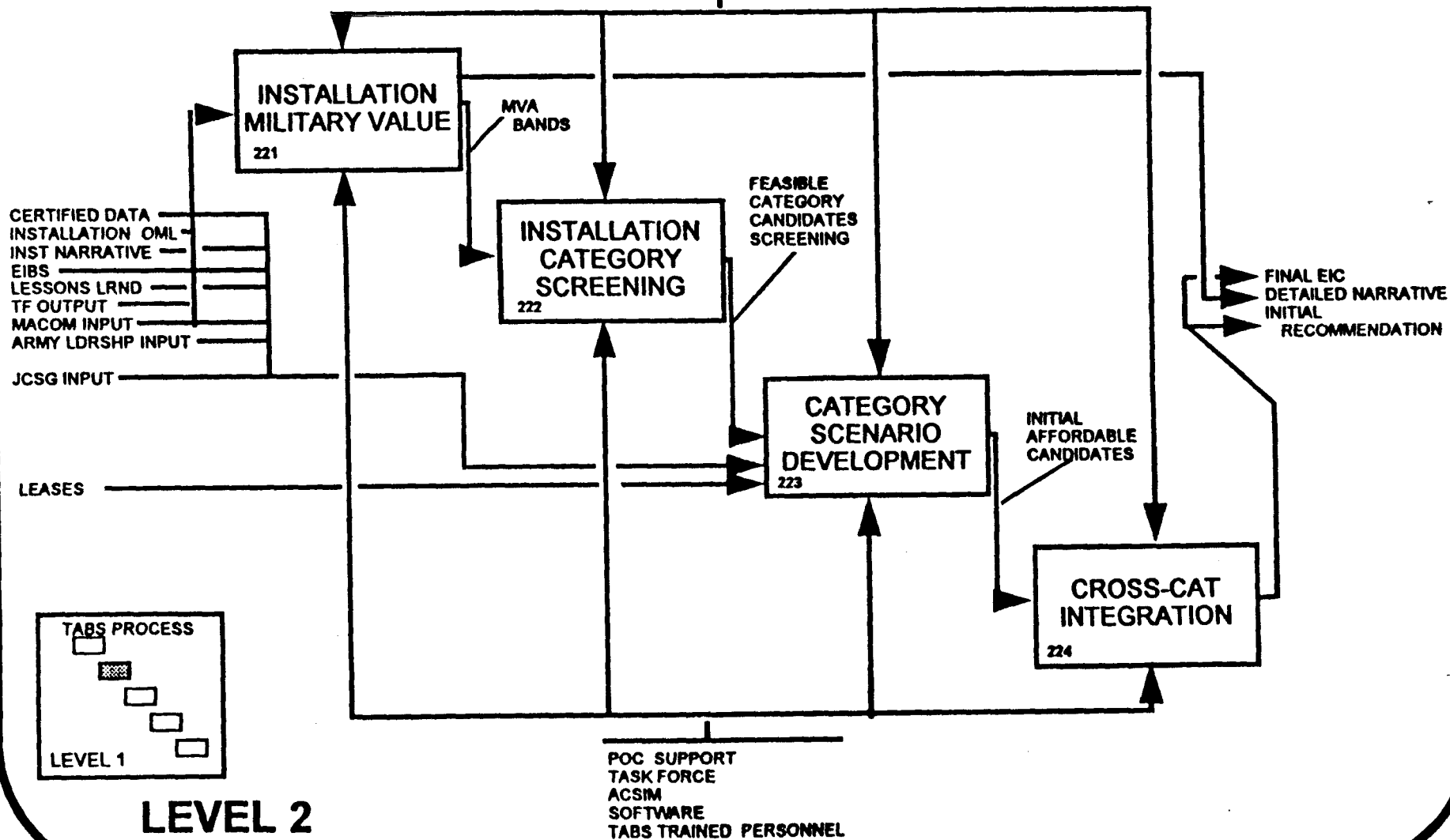






# TABS DETAILED ANALYSIS (12)

TIME LAW TASS FORCE STRUCTURE DoD CRITERIA ICP MGT PLAN AAA PLAN POLICY CHARTER

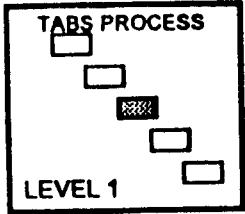
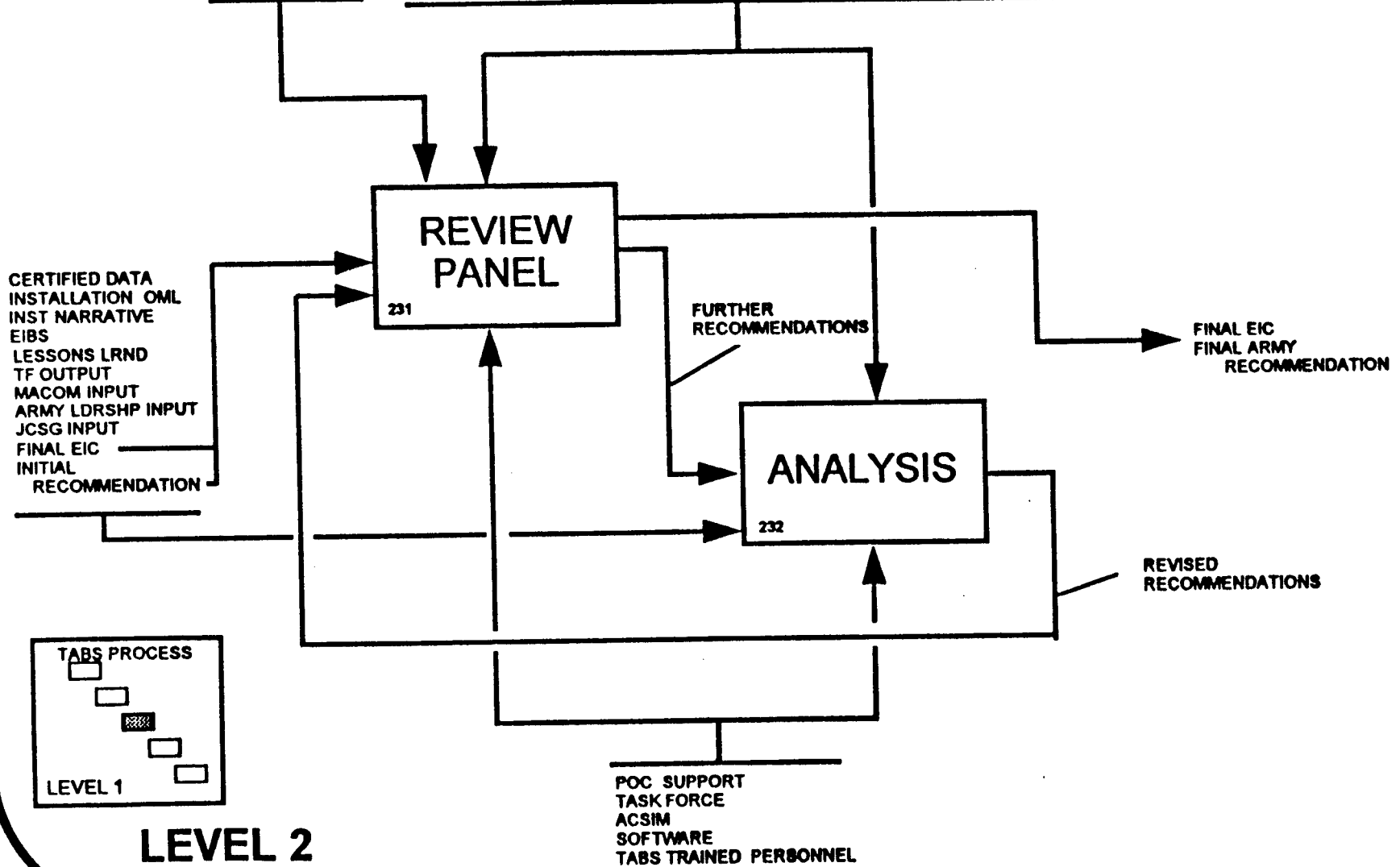




# DA BRAC REVIEW (13)

PBC  
SELCOM  
SEC OF ARMY  
ENVIRON BDN

TIME LAW TASS FORCE STRUCTURE DoD CRITERIA ICP MGT PLAN AAA PLAN POLICY CHARTER



LEVEL 2

POC SUPPORT  
TASK FORCE  
ACSIM  
SOFTWARE  
TABS TRAINED PERSONNEL

THE ARMY BASING STUDY



# OSD REVIEW (14)

BRAC 95 REVIEW GP  
OSD BRAC  
ECON IMPACT JCSG

TIME LAW TASS FORCE STRUCTURE DoD CRITERIA ICP MGT PLAN AAA PLAN POLICY CHARTER

FINAL EIC  
FINAL ARMY  
RECOMMENDATION

REVIEW  
PANEL  
241

FURTHER  
RECOMMENDATIONS

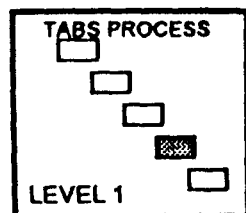
ARMY ANNEX TO  
DoD RECOMMENDATIONS

CERTIFIED DATA  
INSTALLATION OML  
INST NARRATIVE  
OTHER SERVICE  
RECOMMENDATIONS

ANALYSIS  
242

IMPACTS BY OTHER SERVICES

REVISED  
RECOMMENDATIONS



LEVEL 2

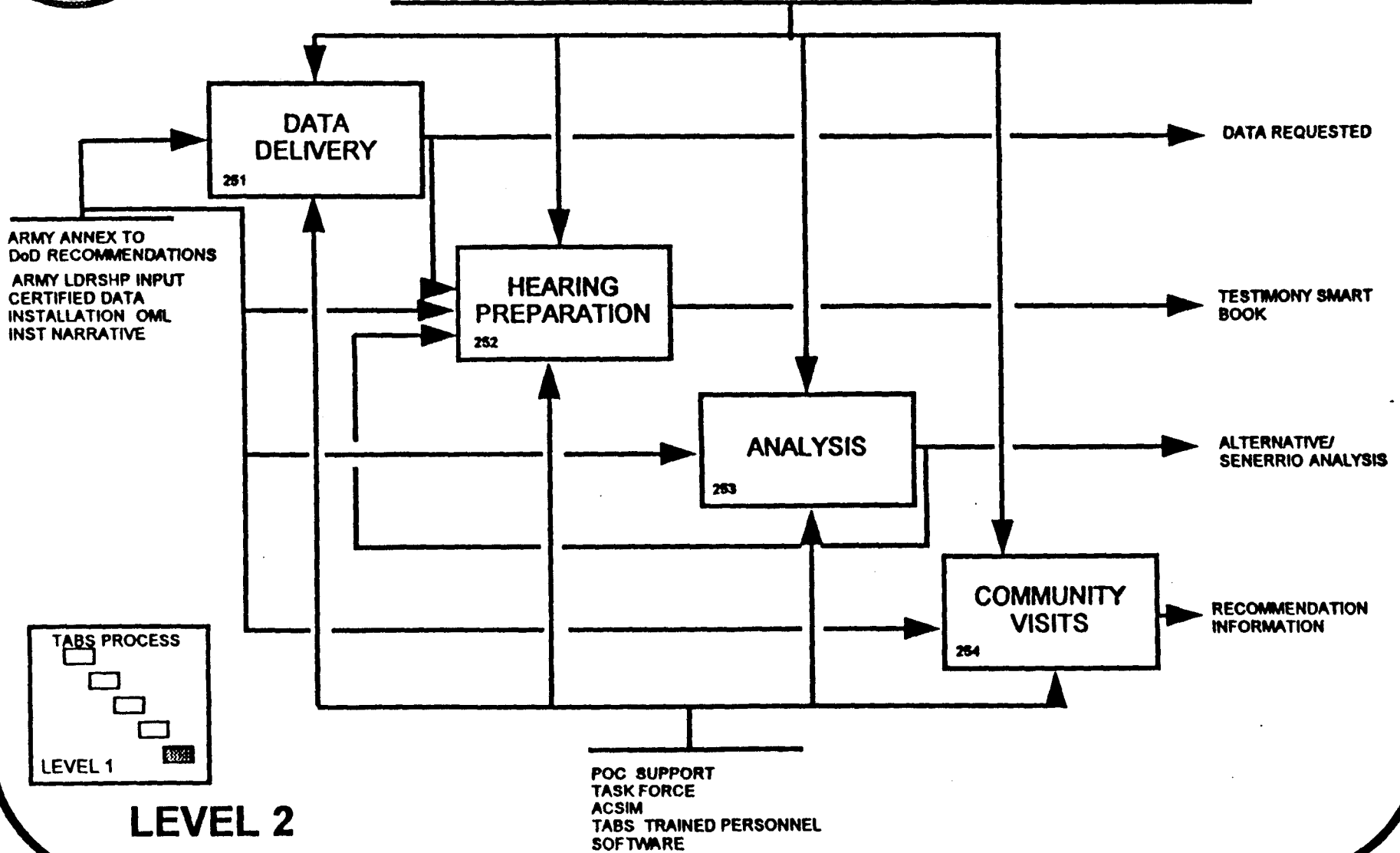
POC SUPPORT  
TASK FORCE  
ACSIM  
TABS TRAINED PERSONNEL  
SOFTWARE

THE ARMY BASING STUDY



# COMMISSION SUPPORT (15)

TIME LAW TASS FORCE STRUCTURE DoD CRITERIA ICP MGT PLAN AAA PLAN POLICY CHARTER



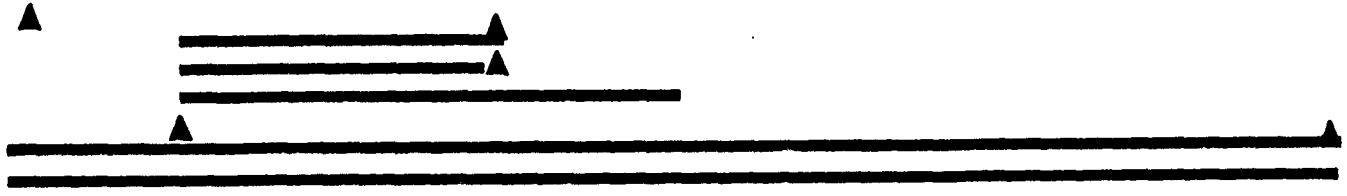


# PROCESS PREPARATION (11)

JAN      FEB      MAR      APR      MAY      JUN      JUL

## POLICY DEVELOPMENT:

DEPSECDEF MEMO  
 ARMY KICKOFF MEMO  
 INTERNAL CONT PLAN  
 MGT CONT PLAN  
 AAA BRAC AUDIT PLAN  
 COBRA 5.0  
 AAA AUDIT - PLANNING



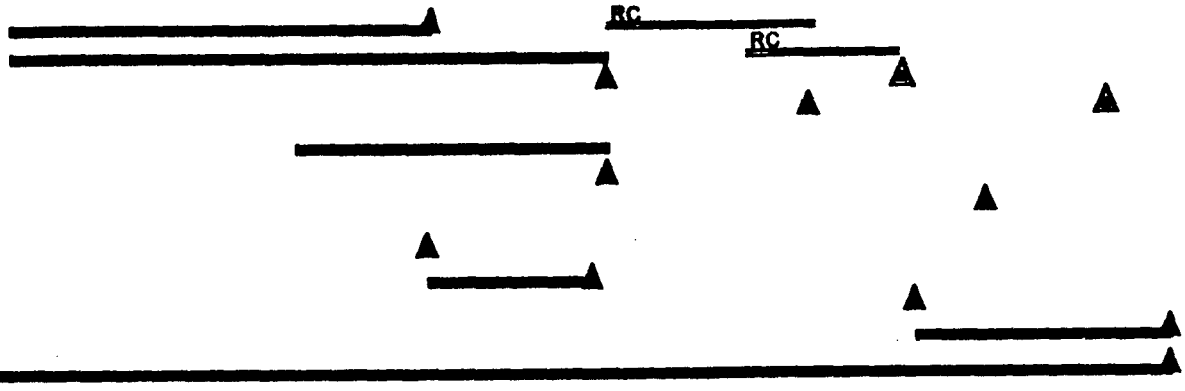
## TRAINING:

ANALYST TRNG



## INSTALLATION ASSESSMENT (RC):

INSTALLATION LISTING  
 IA STAFFED  
 IA DATA CALL  
 INST DATA RECVD  
 STD FACTORS STAFFED  
 STD FACTORS DATA CALL  
 STD FACTORS DATA RECVD  
 JCSG INPUT  
 JCSG DATA CALL  
 JCSG DATA RECVD  
 JCSG CAPACITY ANALYSIS  
 AAA AUDIT - IA



## INSTALLTION ENVIRONMENTAL ASSESSMENT:

EIBS DATA CALL  
 EIBS RECEIVED



## INSTALLATION REVIEW:

INST RESEARCH  
 MACOM VISITS  
 INST VISITS  
 INST NARRATIVES





# DETAILED ANALYSIS (12)

## DETAILED ANALYSIS

### INSTALLATION ASSESSMENT:

- EVALUATE CATEGORY OML
- INTEGRATE ITASS W/OML
- INTEGRATE CAPACITY ANALYSIS
- ESTABLISH MVA

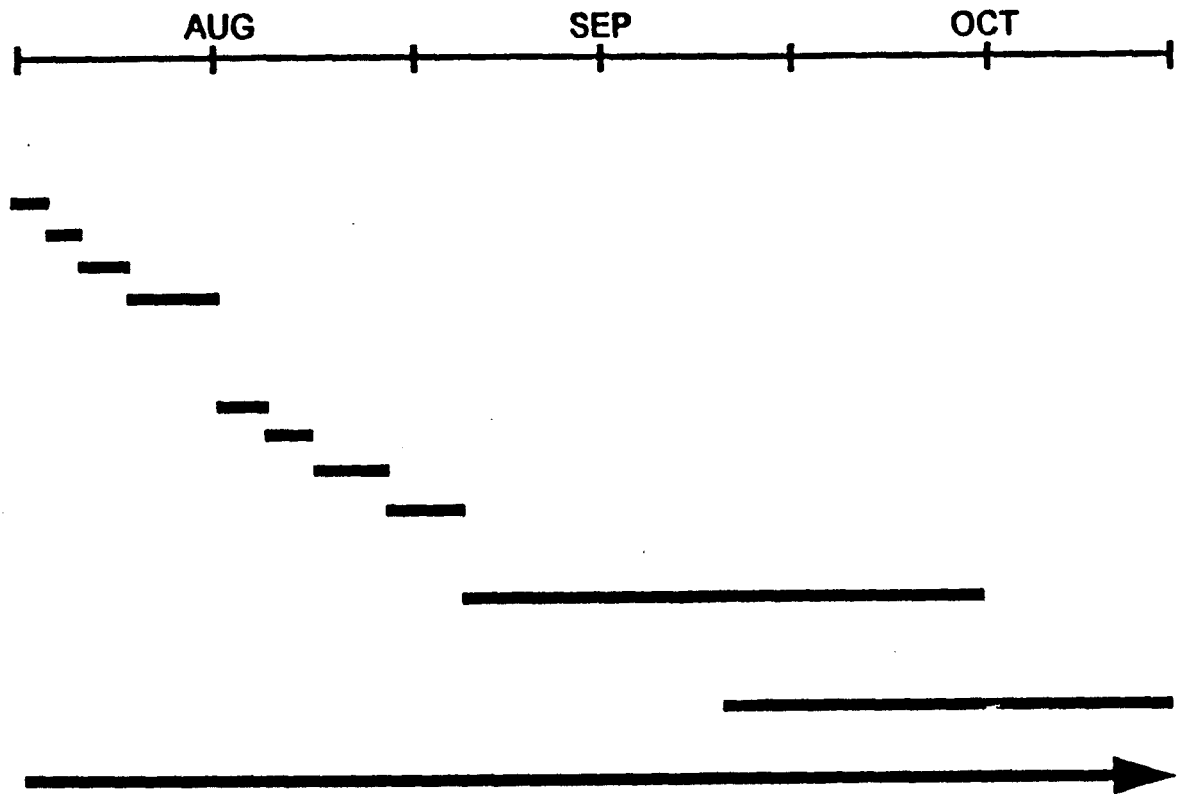
### INSTALLATION SCREENING:

- DETERMINE LOSING INSTALLATIONS
- DETERMINE GAINING INSTALLATIONS
- EVALUATE JCSG RECOMMENDATIONS
- INTEGRATE JCSG RECOMMENDATIONS

### SCENARIO DEVELOPMENT:

### CANDIDATE INTEGRATION:

AAA AUDIT - RECOMMENDATION





# DA & OSD REVIEW (13 & 14) AND COMMISSION SUPPORT (15)

NOV      DEC      JAN      FEB      MAR      APR      MAY      JUN

## DA REVIEW

MURDER BOARD:      —————

PBC:      ▲

SELCOM:      —▲

SEC OF ARMY:      —▲

PUBLISH REPORT      —▲————

## OSD REVIEW

OSD BRAC      —————

FUNCTIONAL JCSG      —————

ECONOMIC IMPACT JCSG      —————

JCS      —————

AAA AUDIT - RECOMMENDATION      ←—————

## COMMISSION SUPPORT

DATA      —————

HEARING PREPARATION      —————

ANALYSIS SUPPORT      —————→

COMMUNITY VISIT SPT      —————

# Document Separator



# FORT RILEY BACKGROUND

**HISTORY:** (Source: Installation)

**LOCATION:** (Source: Installation)(GIVE LOCATION IN MILES FROM NEAREST MAJOR CITIES, SURROUNDING COUNTIES)

**CONGRESSIONAL REPRESENTATION:** (Source: CONUS Army

Installations/Activities by Congressional District) (NOT INCLUDED IN NARRATIVE)

**MISSION:** (Source: Installation)

**UNITS SUPPORTED:** (Source: ASIP--TROOP LIST BY MAJOR UNIT)

**BUDGET:** (Source: COBRA Screen 4) (FY 96 dollars \$K/year)

BASOPS NON-PAYROLL		
BASOPS PAYROLL		
RPMA NON-PAYROLL		
RPMA PAYROLL		
AFH		
TOTAL		

**PERSONNEL:** (Source: ASIP)

	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY99</u>	<u>FY00</u>
Military	14598				
USC	2060				
Other	493				
TOTAL	17151				

**SUPPORTED POPULATION: (Source: ASIP)**

Active	
Dependents of Active	
Reserve Component	
Dependents of Reserve Components	
Retirees	
Dependents of Retirees & Survivors	
Total	

**FORT RILEY  
MAJOR INITIATIVES**

**PAST BRAC: (Source: TABS)**

**BRAC 93:**

ONE-TIME-COST:           \$70 MIL  
 ROI:                        ONE YEAR  
 ANNUAL SAVINGS:         \$28-32 MIL  
 CONSTRUCTION COST:     \$

**RESTRUCTURING ACTIONS:**

**MISSION CHANGES: (Source: DCSOPS/DAMO-FDO)**

Units relocating to:

TYPE           EDATE   LOSING    OFF    ENL    CIV    REMARKS

Units relocating from:

TYPE           EDATE   LOSING    OFF    ENL    CIV    REMARKS

<u>MILCON PROGRAMMED:</u> (Source: ACSIM)	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>

**FORT RILEY  
DoD SELECTION CRITERIA  
(MILITARY VALUES)**

**(LIST ATTRIBUTES UNDER EACH DoD SELECTION CRITERIA BASED UPON  
INSTALLATION CATEGORY)(Source: Installation Assessments/Installations)**

**MISSION REQUIREMENTS AND OPERATIONAL READINESS:  
ANY CONSTRAINTS? BIG/SMALL MANEUVER AREA**

Attribute a/weight

Attribute b/weight

Attribute c/weight

**CONTINGENCY, MOBILIZATION, AND FUTURE REQUIREMENTS:**

Attribute a/weight

Attribute b/weight

Attribute c/weight

**LAND AND FACILITIES:**

**OLD, NEW, ADEQUATE, FULL, EMPTY**

Attribute a/weight

Attribute b/weight

Attribute c/weight

**COST AND MANPOWER:**

**LOW COST OR HIGH COST?**

Attribute a/weight

Attribute b/weight

Attribute c/weight

**(Explain any attribute that is significant to the installation ranking in the OML)**

**FORT RILEY  
ENVIRONMENTAL CONSIDERATIONS**

**LAND USE: (Source: HQRPLAN)**

Land Availability (estimated quantities in acres).

(1)	Installation total	100,687
(2)	Cantonment area	7,204
(3)	Maneuver area	67,345
(4)	Training lands designated as sensitive/marginal by ITAMS/LCTA monitoring	2,739
(5)	Explosive Impact Areas	8,950
(6)	Non-Impact Areas	28,284
(7)	Wetlands Sec 404 area	3,534
(8)	Other (Surface water areas; set aside unique areas; i.e., recreation habitat, forests; restricted use areas such as landfills, contaminated sites, safety zones.	

**AIR SPACE: (Source: HQRPLANS)**

(1)	Restricted Air Space.	0
(2)	Extent of Installation Compatible Use Zones (ICUZ) or Noise and Accident Potential Zone (NAPZ).	640

**PROGRAMMED ENVIRONMENTAL COSTS: (TABS/Vallone)**

Summary of environmental compliance costs: (OMA & AFH)

	CLASS I						
	FY93	FY94	FY95	FY96	FY97	FY98	FY99
FUNDED							
UNFUNDED							

**FORT RILEY**  
**SUMMARY OF ENVIRONMENTAL CONSEQUENCES**  
**AS A GAINING OR CLOSING INSTALLATION**  
**(Source: TABS)**

**Receiving additional missions:**

**Close and maintain in caretaker status:**

**Close and dispose:**

**FORT RILEY  
CAPACITY PROFILE  
(Source: Insert HQRPALNS Essential Facility Requirement Chart)**

## **FT. RILEY UNIQUE INSTALLATION CHARACTERISTICS**

**JOINT SYNERGY: (Source: Installation)**

**UNIQUE FACILITIES: (Source: Installation)**

**UNIQUE LOCATIONS: (Source: Installation)**



**FORT RILEY  
ECONOMIC PROFILE**

**ECONOMIC AREA: (Source: TABS/Vallone)**

**ECONOMIC AREA EMPLOYMENT: (Source: TABS/Vallone/avail. Apr-May)**

**AVERAGE CHANGE IN ECONOMIC AREA: (CIVILIAN EMPLOYMENT FY84-93)  
(Source: TABS/Vallone/avail. Apr-May)**

**AVERAGE CHANGE IN PERSONAL INCOME: (Source: TABS/Vallone/avail. Apr-May)**

**PREPARE DOCUMENT USING NEW TIMES ROMAN 12 PITCH  
NO ACRONYMS  
INFO SOURCES: ASIP SUMMER LOCK, HQRPLANS JUN LOCK,  
INSTALLATION INPUT VIA DATA CALL, EIBS VIA DATA CALL, IA  
VIA DATA CALL**

# Document Separator

**LIST OF LEASES**

Attached list of lease was compiled by ACSIM for the purpose of identifying lease study candidates. It was compiled under a contract which has since run out of funds and is therefore no longer maintained. The database is labeled the Best Available Lease Database (BALD).

*You cannot argue that these are unassociated w/ Redstone too, or SOC # 0143.*

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
AL	BIRMINGHAM	2121 8TH AVE NORT	AMC-ARRC	DACA015890021600	AMER MGT CO	562	0	0	0	0.0	\$1,231
	HUNTSVILLE	4946 RESEARCH DR	AMC-HQ	00G8048003145300	PUTMAN	15,308	0	0	836	0.0	\$283,292
		994 EXPLORER BLVD	AMC-HQ	AAL92538000000000	GSA	5,622	46	0	36	0.0	\$83,560
		4825 UNIVERSITY SQ	AMC-HQ	AAL93525000000000	GSA	3,502	0	0	88	0.0	\$45,461
		4910 UNIVERSITY SQ	HQDA	AAL93536000000000	GSA	4,950	0	0	0	0.0	\$47,025
		4835 UNIVERSITY SQ	HQDA	AAL93538000000000	GSA	4,160	0	0	0	0.0	\$38,480
		4910 UNIV SQ	USACSC	DACA015940032900	CARROLL & CARRO	8,240	0	0	0	0.0	\$41,202
		5021 BRADFORD BLVD	ABMDO	00G8048003146500	GSA	19,600	0	0	0	0.0	\$154,840
		6726 ODYSSEY DRIVE	ABMDO	AAL93535000000000	GSA	2,916	0	0	0	0.0	\$72,433
		213 WYNN DRIVE	ABMDO	AAL93537000000000	GSA	9,803	0	0	0	0.0	\$142,732
	SLACAUGA	SYLACAUGA PARK	MEPCOM	DACA015940033200	SYLACAUGA PARKS	1	0	0	0	0.0	\$60
AR	ARKANSAS	FIFTH & STATE LIM	HQDA	000095-000041500	GSA	8,447	633	300	157	0.0	\$75,893
AZ	PHOENIX	3550 N. CENTRAL AVE	S/GEN	DACA095920065100	PRIMEWST RE SRV	866	0	0	0	0.0	\$9,999
		2400 N CENTRA	CIC	AA29017700000000	GSA	964	0	600	0	0.0	\$21,938
CA	ELL	5600 RICKENBA	MEPCOM	ACA93043000000000	GSA	0	5,000	0	0	0.0	\$0
	ESPO	NAVALRESERVECENT	AMC-ARRC	DACA055920045600	NAVY	11,994	0	0	0	0.0	\$0
	FONTORNE	COMPTON-AVIA BLV	CIC	000000-001813500	PUBLIC BLDG SVR	676	2	607	18	0.0	\$14,180
	JOLLA	8950 VL LA JOLLA	S/GEN	DACA095910060900	LA JOLLA VILLGE	448	0	0	0	0.0	\$8,580
	GUNA NIGUEL	24000 AVILA RD	FORSCOM	000000-006072000	BERRY DAUPHINEE	2,286	0	0	0	0.0	\$47,636
	OS ANGELES	DEPARTMNT OF AIRPORT	MTMC	DACA095920010600	DEPT OF AIRPORT	2,760	0	0	0	0.0	\$65,135
		10801 NATIONAL BL	S/GEN	DACA095900007600	NATNAL INVST CO	637	0	0	0	0.0	\$15,559
		11000 WILSHIR	CARA	ACA43459000000000	GSA	2,025	0	0	635	0.0	\$0
	SACRAMENTO	1860 HOWE AVE	IG-AAA	ACA19187000000000	GSA	2,321	726	1,500	0	0.0	\$66,876
	SOUTH SAN FRANCISCO	1070 SAN MATEO AVE	CIC	ACA93992000000000	GSA	0	0	0	1,000	0.0	\$9,120
CO	COLORADO SPGS	212 NORTH WAH	INSCOM	ACO27354000000000	GSA	1,251	90	1,500	0	0.0	\$33,523
CT	NEW HAVEN	414 CHAPEL ST	FORSCOM	ACT99706000000000	GSA	570	0	0	0	0.0	\$8,550
	NEWINGTON	131 CEDAR ST	FORSCOM	000022-000055100	TOWN HALL	60	0	0	0	0.0	\$120
FL	HOMESTEAD	950 N KROME AVE	INSCOM	000000AFL9252600	GSA	1,924	76	2,700	0	0.0	\$31,332
	KEY WEST	NAVAL AIR STATION	FORSCOM	NF(B)35950	DEPT OF NAVY	0	0	0	0	21.5	\$0
		BATTERY KW-80	FORSCOM	NFC(R)35949	DEPT OF NAVY	0	0	0	0	3.0	\$0
	MACDILL	MACDILL FED CU	HSCOM	DACA175910003300	MACDILL FED CU	17,640	0	0	0	0.0	\$149,940
	MELBOURNE	IMPERIAL PLAZA	CIC	000000AFL9251900	GSA	1,900	0	2,100	0	0.0	\$26,565
	MIAMI	8395 NW 53RD ST	MEPCOM	000000AFL7799400	GSA	18,969	0	1,800	3,738	0.0	\$458,940
	ORLANDO	ORLANDO FOB	HQDA	000000AFL9100700	GSA	193	0	313	2	0.0	\$3,960
		3101 MAGUIRE BLVD	S/GEN	000000AFL8203600	GSA	1,405	0	0	0	0.0	\$19,684
		80 N HUGHEY AVE	CIC	000032-000011700	GSA	193	0	615	2	0.0	\$3,531
	TAMPA	205 S HOOVER ST #210	AMC-HQ	DACA175900005300	TAMPA BAY MARIN	4,087	0	0	0	0.0	\$61,305
GA	ALBANY	337 BROAD AVE	MEPCOM	DACA219810187800	GSA	540	0	219	0	0.0	\$4,354
	ATLANTA	O'KEEFE BLDG	USACSC	DACA215910010100	GEORGIA TECH	8,225	0	0	0	0.0	\$93,000
		401 W. PEACHT	CARA	AGA92013000000000	GSA	2,321	40	0	0	0.0	\$0
	AUGUSTA	AUGUSTA CORP CENTRE	S/GEN	AGA91286000000000	GSA, REGION 4	481	70	0	0	0.0	\$7,644
	SMYRNA	2400 HERODIAN WAY	CARA	AGA93221000000000	GSA, REGION 4	2,615	0	0	0	0.0	\$40,872
GN	GOUYAIE	DEPRADINE ST	FORSCOM	DACA015840019700	BENJAMIN A	0	0	0	0	0.0	\$5,357
HI	HONOLULU	BUFORD/PLEASANTON	MEPCOM	DACAB49770004317	GSA	0	0	1,800	0	0.0	\$5,790

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94  
 LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), HQIFB (31 DEC 93)  
 LEASE DATA NOT INCLUDED FOR HOUSING  
 MACOMS NOT INCLUDED: NGB, USAR, RCOOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

57-200K  
 57-200K

ARMY LEASES ASSIGNED TO INSNOs

RTA

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NO: NO INSNO ASSIGNED											
		BUFORD/PLEASANTON	MEPCOM	DACAB49790003917	GSA	0	0	1,800	0	0.0	\$6,210
		700 RICHARDS ST	MEPCOM	DACAB49790003918	GSA	0	0	300	0	0.0	\$1,914
		BUFORD & PLEASANTON	IG-AAA	DACAB49860002412	GSA(GAS)*	0	0	3,000	0	0.0	\$9,660
		1350 S KING ST	INSCOM	DACAB45890002501	GSA ADM	3,075	0	3,300	560	0.0	\$113,513
		RICHARDS/HALEKAUWILI	CARA	DACAB49770004302	GSA	0	0	300	0	0.0	\$2,502
HO	SAN PEDRO SULA	AIR TRAFFIC CONTROL	JAGC	DACA015930035500	PALACIOS MIREYA	1	0	0	0	0.0	\$70
	TURKEY GALPA	DIVESA	HQDA	DACA015940033300	FLEFILL JESUS R	3,056	0	0	0	0.0	\$19,200
		AIR TRAFFIC CONTROL	JAGC	DACA015930035600	PALACIOS MIREYA	1	0	0	0	0.0	\$70
IL	CHICAGO	1020 MILWAUKEE	S/GEN	DACA275890008800	DBA DUKE PARTNE	2,010	0	0	0	0.0	\$35,000
	LAKE BLUFF	100 WAUKEGAN RD	S/GEN	DACA275930004500	1ST AMERICA TRU	1,328	0	0	0	0.0	\$22,584
	CHICAGO	QUAD CITY AIRPOR	AMC-ARRC	DACA455780016600	METROPOLITI	10,620	0	0	0	0.0	\$46,860
KS	LAVERGORTH	330 SHAWNEE	AMC-CERC	AKS9112900090000	GSA	3,213	0	0	49	0.0	\$0
		229 CHEROKEE ST	TRADOC	DACA415940000100	FALCON RESOURCE	0	5,200	0	0	0.0	\$10,200
KY	HOPKINSVILLE	PEMBROOKE QUARRY	FORSKOM	DACA275930005600	ROGERS GROUP	0	0	0	0	5,366.0	\$5,500
	SPRINGFIELD	9505 WILLIAMSBURG	S/GEN	DACA275910000700	MEDECON CENTER	1,300	0	0	0	0.0	\$14,940
LA	ALEXANDRIA	ENGLAND AFB	FORSKOM	DACA635930003200	M C MCNEAL	0	0	0	0	38.4	\$14,400
MA	BOSTON	FEDERAL BUILDING	S/GEN	000022-000053000	GSA	590	0	613	22	0.0	\$32,863
	EVERETT	34 MARKET STREET	AMC-ARDC	DACA335910002000	BOSTON MARKET	182	0	0	0	0.0	\$2,548
	LOWELL	50 KEARNEY SQUARE	AMC-DESC	DACA339680006000	GSA	1,556	0	0	0	0.0	\$14,253
MD	COLUMBIA	8950 ROUTE 108	CARA	00GS038000073800	GSA	2,058	0	0	0	0.0	\$30,356
MI	ANN ARBOR	200 EAST LIBE	S/GEN	AM17015600000000	GSA	480	0	0	0	0.0	\$0
	SOUTHFIELD	24293 TELEGRAPH RD	S/GEN	DACA275940002400	STRAITH & STRAI	765	0	0	0	0.0	\$8,424
	WARREN	8150 E 13 MIL	IG-AAA	AM14017000000000	GSA	2,800	0	0	0	0.0	\$58,296
MN	ST PAUL	316 ROBERT STREET	CIC	00AMNO-004016000	GENERAL SVCS	1,185	0	333	11	0.0	\$23,461
MO	KANSAS CITY	2420 BROADWAY	MEPCOM	00GS068002811400	GSA	17,515	22	0	5,327	0.0	\$304,788
	MARYLAND HEIGHTS	940 WEST PORT PLAZA	S/GEN	DACA415900010200	WEST PORT PLAZA	695	0	0	0	0.0	\$9,996
	OLIVETTE	9701-33 DIEHLMAN RK	ADJ GEN	DACA415940000200	LACLAIR WENKRR	0	13,890	0	0	0.0	\$124,315
	ST LOUIS	1850 CRAIGSHIRE	ADJ GEN	AM00190500000000	GSA	20,000	0	27,000	0	0.0	\$0
		710 N TUCKER ST	ADJ GEN	DACA415930005100	DEUTSCH ENTREP	0	61,564	0	0	0.0	\$0
		1520 MARKET ST	TRADOC	AM00110000000000	GSA	2,607	25	1,298	5,462	0.0	\$23,930
		1222 SPRUCE	TRADOC	AM04330100000000	GSA	1,330	13	3	113	0.0	\$23,440
		1222 SPRUCE	TRADOC	AM09305400000000	GSA	0	0	900	0	0.0	\$1,944
MS	SHELBY	SHELBY	AMC-ARRC	DACW66591014	KEITH BELL	0	0	0	0	0.0	\$900
NC	DURHAM	3500 WESTGATE DRIVE	S/GEN	DACA215930011500	WESTGATE PLAZA	750	0	0	0	0.0	\$7,875
	PISGAH MTL FOR	PISGAH NATL FOR	TRADOC	0000035-00004200	FOREST SVC	0	0	0	0	2.0	\$0
	RALEIGH	6500 FALLS OF NEUSE	CIC	DACA215910015100	KDC & JDR PROP	449	0	0	0	0.0	\$4,792
NH	LACONIA	CHURCH & BEACON	ADJ GEN	000022-000057800	NH0011	170	0	0	0	0.0	\$434
NJ	NEW SHREWSBUR	766 SHREWSBUR	CARA	ANJ20124000000000	GSA	1,525	0	0	250	0.0	\$31,501
NV	LAS VEGAS	5700 S HAVEN	FORSKOM	DACA095920014000	PAGE ARPRT SERV	720	0	0	0	0.0	\$6,480
NY	BROOKLYN	72 POPLAR ST	FORSKOM	000022-000051200	CITY NY	496	0	0	0	0.0	\$5,000
	JAMESTOWN	E 3RD-PENDERGAST	MEPCOM	000022-000036000	GSA	484	50	0	50	0.0	\$5,141
	NEW YORK	201 VARICK ST	AMC-ERDC	000022-000040700	GSA	10,070	60	0	254	0.0	\$330,979
		OLD SLIP-SO STR	TRADOC	DACA519710038400	CITY OF N Y	840	0	0	0	0.0	\$100
	NEW YORK-MANH	201 VARICK ST		ANY99043000000000	GSA	2,112	0	0	0	0.0	\$0

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 LEASE DATA NOT INCLUDED FOR HOUSING  
 \*MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSNOs

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NO INSNO ASSIGNED											
	NEW YORK-QUEENS	PAN AM BUILDING	ADJ GEN	000022-000063400	GSA	800	0	0	0	0.0	\$50,312
	PORCHESTER	NEW BROAD STREET	ADJ GEN	000022-000033800	VFW POST 15	100	0	0	0	0.0	\$120
	QUEENS	WHDVN-HOFFMAN	ADJ GEN	000022-000053600	BORO QUEENS	80	0	0	0	0.0	\$480
	SARANAC LAKE	60 BROADWAY	ADJ GEN	000022-000044100	POST OFFICE	215	0	0	0	0.0	\$430
	SUFFERN	15 CHESTNUT	ADJ GEN	000022-000010400	POST OFFICE	60	0	0	0	0.0	\$240
	SYRACUSE	501 SO SALINA ST	ADJ GEN	000022-000045500	CTY SYRACUS	1,275	0	0	0	0.0	\$6,375
OH	MIDDLEBURGH HGTS	18660 BAGLEY RD	S/GEN	DACA275930006900	MIDDLEBURGH HTS	448	0	0	0	0.0	\$8,064
	MIDDLETOWN	629-B BREIEL	HEPCOM	DACA275930020600	MIDDLETOWN PROP	375	0	0	0	0.0	\$0
	SHARONVILLE	11499 CHESTER ROAD	TRADOC	DACA275910000400	ZELL S	625	0	0	0	0.0	\$8,700
OK	MIDWEST CITY	1500 S MIDWEST BLVD	USACSC	GS07B13744000000	GSA	15,297	0	0	0	0.0	\$131,076
	OKLAHOMA CITY	9301 S SOONER ROAD	USACSC	DACA565920001100	TURNER CHANCE	0	0	0	0	12.0	\$2,736
PA	FRIE	HARBORCREEK	FORSCOM	DACA315850007900	MAILLE	0	0	0	0	10.2	\$3,000
	MEDIA	1023 E. BALTI	CIC	APA9207300000000	GSA	575	0	0	0	0.0	\$11,729
	PHILADELPHIA	1027 ARCH ST.	IG-AAA	APA9000800000000	GSA	9,002	0	0	481	0.0	\$198,285
	WILKES BARRE	744 KIDDER ST	IG-AAA	APA9205500000000	GSA	4,000	0	0	0	0.0	\$50,630
PR	BAYAMON	EDIFICIO MEDICO	S/GEN	DACA175890401600	FIRST SANTA	572	0	0	0	0.0	\$12,900
	GUAYNABO	AMELIA DISTRIBUTION	HTMC	DACA175930401000	H R & ASSOCIATE	93,006	0	0	0	0.0	\$38,276
SC	SPRING LAKE	245 S BRAGG BLVD	FORSCOM	DACA215930019900	W.B. WELLS	0	7,000	0	0	0.0	\$21,000
TN	MEMPHIS	1407 UNION AVE	S/GEN	DACA015930021800	MID-MEMPHIS TWR	460	0	0	0	0.0	\$5,980
	MILAN	OFF-POST GNDWTR WELL	AMC-HQ	DACA015930032200	HUGHES REX	0	0	0	0	1.0	\$125
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940023100	POINDEXTER B J	0	0	0	0	0.0	\$20
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940023600	UNIV OF TN	0	0	0	0	1.0	\$0
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940023700	UNIV OF TN	0	0	0	0	0.0	\$0
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940023800	UNIV OF TN	0	0	0	0	0.0	\$0
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940023900	UNIV OF TN	0	0	0	0	0.0	\$0
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940032100	HUGHES/VANHOOSE	0	0	0	0	1.0	\$100
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940032200	HUGHES/VANHOOSE	0	0	0	0	1.0	\$100
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940032300	HUGHES/VANHOOSE	0	0	0	0	1.0	\$100
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940032400	HUGHES/VANHOOSE	0	0	0	0	1.0	\$100
		OFF-POST GNDWTR INVS	AMC-HQ	DACA015940032500	HUGHES/VANHOOSE	0	0	0	0	1.0	\$100
TX	CORPUS CHRISTI	NAVAL AIR STA	AMC-TSAC	N6246784RP000800	NAVY	0	0	0	0	2.0	\$0
	DALLAS	7701 STEMMONS	AMC-HQ	ATX9157700000000	GSA	3,058	0	0	936	0.0	\$55,731
		NAVAL AIR STA	HSCOM	0000FR002523400	NAVY DEPT	1,974	0	0	0	0.0	\$13,621
		SE CORNER WOO	S/GEN	ATX9071200000000	GSA	0	0	610	0	0.0	\$1,861
		525 GRIFFIN	S/GEN	BURGEN-/ATX62259	GSA	0	0	600	0	0.0	\$1,441
		1100 COMMERCE ST	S/GEN	BURGEN-/ATX70061	GSA	931	0	1	5	0.0	\$12,821
		1114 COMMERCE	S/GEN	BURGEN-/ATX7061D	GSA	0	1	0	2	0.0	\$5
		1114 COMMERCE	CARA	ATX2964400000000	GSA	3,115	0	0	208	0.0	\$
		SE CORNER WOO	CARA	ATX7004500000000	GSA	0	0	305	0	0.0	\$93
	IRVING	106 DECKER CD	CIC	ATX0806300000000	GSA	2,056	42	0	430	0.0	\$38,181
	SAN ANTONIO	2455 NE LOOP 410	HSCOM	YANNIS-/ATX02061	GSA	53,200	0	90,000	5,532	0.0	\$33,041
		8610 BROADWAY	IG-AAA	ATX2914200000000	GSA	10,730	0	0	163	0.0	\$79,951
		8610 N. NEW BRAUNFEL	S/GEN	DACA635890020300	HORNE COMPANY	2,362	0	0	0	0.0	\$27,471
UT	MIDV LE	7023 SOUTH 400 WEST	INSCOM	AUT3859800000000	GSA	500	1,500	0	0	0.0	\$10,861

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ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
NO INSNOS ASSIGNED												
WA	FT LAKE CITY	5500 AMELIA EARHARDT	AMC-HQ	AUT1858600000000	GSA	3,374	564	300	0	0.0	\$54,951	
WA	FT LEWIS	CAPITOL PEAK COMM	HQDA	DACA675930014800	MOTOROLA, INC.	3	0	0	0	0.0	\$8,820	
		FIRST HILL PLAZA	HQDA	DACA675930015100	MOTOROLA, INC.	37	0	0	0	0.0	\$3,780	
	BERNE COUNTY	3 SISTERS MOUNTAIN	HQDA	DACA675930003900	MOTOROLA, INC.	0	0	0	0	0.0	\$3,300	
	DAVIE	1106 CHERRY ST	HQDA	DACA675940002900	HEAD & NECK	0	0	0	0	0.0	\$5,712	
	DECCA	4301 S PINE ST	HQDA	DACA675920011600	CAPITOL CENTER	415	0	0	0	0.0	\$5,727	
	ENCINOVER	7600 NE 41ST ST	S/GEN	DACA675910000900	S & P COMPANY	601	0	0	0	0.0	\$8,712	
		500 WEST 8TH BLDG	CIC	AWA9200300000000	GSA GS-10B-5685	845	0	600	0	0.0	\$9,953	
WI	MUMATOSA	2300 NO MAYFAIR	HSCOM	DACA455930002200	MAYFAIR PROPERT	709	0	0	0	0.0	\$14,028	
WY	FOUR CORNERS	WESTON CTY	HQDA	DACA455910004500	WESTON CTY COMM	0	0	0	0	8.3	\$0	
NO INSNOS ASSIGNED						TOTALS	480,045	96,614	145,317	26,367	5,470.4	\$6,466,676
NO INSNOS ASSIGNED												
AL	MC CLELLAN FORT	FT MC CLELLAN	TRADOC	DACA015900039900	ALA STATE	0	0	0	0	4,487.7	\$1	
MC CLELLAN FORT						TOTALS	0	0	0	0	4,487.7	\$1
NO INSNOS ASSIGNED												
AL	REDSTONE ARSENAL	4733 COMMERCIAL DR REDSTONE ARSENAL	AMC-HQ AMC-NIRC	DACA015940034200 010076E000633200	PUTNAM L - N R-R	9,700 0	0 0	0 0	0 0	0.0 0.0	\$97,000 \$0	
REDSTONE ARSENAL						TOTALS	9,700	0	0	0	0.0	\$97,000
NO INSNOS ASSIGNED												
AL	FT RUCKER AL	FT RUCKER	TRADOC	DACA015890023100	SANDERS J G	0	0	0	0	0.0	\$25	
		FT RUCKER	TRADOC	DACA015890023200	SANDERS J G	0	0	0	0	0.0	\$25	
		FT RUCKER	TRADOC	DACA015900036700	SANDERS E G SR	0	0	0	0	20.0	\$2,000	
		FT RUCKER	TRADOC	DACA015900036900	SCOTT ALBERT L	0	0	0	0	12.0	\$1,200	
		FT RUCKER	TRADOC	DACA015940020900	VICKERS PAT	0	0	0	0	1.0	\$250	
ANDALUSIA		FT RUCKER	TRADOC	DACA015900037100	TAYLOR DONALD W	0	0	0	0	10.0	\$950	
		FT RUCKER	TRADOC	DACA015910023100	HAMILTON W G	0	0	0	0	5.0	\$1	
		FT RUCKER	TRADOC	DACA015920025600	ADAMS N	0	0	0	0	1.0	\$125	
		FT RUCKER	TRADOC	DACA015920026000	WIGGINS JODIE F	0	0	0	0	1.0	\$75	
		FT RUCKER	TRADOC	DACA015920041700	DIXON CHARLES	0	0	0	0	30.0	\$600	
		FT RUCKER	TRADOC	DACA015930024000	FEAGIN R W	10	0	0	0	0.0	\$950	
		FT RUCKER	TRADOC	DACA015930040100	HART JACK	0	0	0	0	15.0	\$1,425	
		FT RUCKER	TRADOC	DACA015930040300	KING W H	0	0	0	0	7.0	\$665	

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O: 01252 FT RUCKER AL											
		ANDALUSIA-OPP	TRADOC	DACA015930041600	ANDALUSIA-OPP	0	0	0	0	1.0	\$13,632
		FT RUCKER	TRADOC	DACA015940021100	CONTAINER CORP	0	0	0	0	18.0	\$810
	HARBOR	FT RUCKER	TRADOC	DACA015900036100	CAMPBELL J	0	0	0	0	1.0	\$25
		FT RUCKER	TRADOC	DACA015900036200	CAMPBELL JR	0	0	0	0	1.0	\$25
		FT RUCKER	TRADOC	DACA015940020500	TAYLOR MERRILL	0	0	0	0	10.0	\$950
	HARBOR CO	FT RUCKER	TRADOC	DACA015900036800	JESSE HELMS	0	0	0	0	1.0	\$120
		FT RUCKER	TRADOC	DACA015920040300	HAISTEN ALICE	0	0	0	0	12.0	\$540
	BRANTLEY	FT RUCKER	TRADOC	DACA015890048100	MOUNT OLIVE	0	0	0	0	1.0	\$150
		FT RUCKER	TRADOC	DACA015900037600	MYTLE L BYRD	0	0	0	0	20.0	\$1,900
		FORT RUCKER	TRADOC	DACA015930023300	NICHOLS J	0	0	0	0	6.0	\$210
	BRUNNIDGE	PIKE COUNTY	TRADOC	DACA015920041800	DAVIS BRUEL A	0	0	0	0	10.0	\$950
		FT RUCKER	TRADOC	DACA015930023400	WILLIAMS COMER	0	0	0	0	14.0	\$350
		FT RUCKER	TRADOC	DACA015940020700	DAVIS BRUEL A	0	0	0	0	1.0	\$95
	RUTLER	FT RUCKER	TRADOC	DACA015900023800	HARWELL M T	0	0	0	0	14.5	\$1,330
	PIGALA	FT RUCKER	TRADOC	DACA015920025800	FLORALA A/P	0	0	0	0	1.0	\$
	COFFEE CO	FT RUCKER	TRADOC	010076E000308300	ENTERPRISE	0	0	0	0	4.5	\$0
		FORT RUCKER	TRADOC	010076E000564500	COVNGT EL C	0	0	0	0	0.0	\$170
	COTTONWOOD	FT RUCKER	TRADOC	DACA015920048900	SELLERS M C	0	0	0	0	5.0	\$120
	COVINGTON	FT RUCKER	TRADOC	DACA015910023500	POWELL T I	0	0	0	0	30.0	\$600
		FT RUCKER	TRADOC	DACA015920048700	BOOTH STEVE	0	0	0	0	15.0	\$670
	COVINGTON CO	FT RUCKER	TRADOC	DACA015920040100	HADDOX JAKE W	0	0	0	0	40.0	\$1,000
	DALEVILLE	FT RUCKER	TRADOC	DACA015900023900	PIEKUT/GALLA	0	0	0	0	5.0	\$130
		FT RUCKER	TRADOC	DACA015900037200	BLACKMAN G	0	0	0	0	20.0	\$50
		FT RUCKER	TRADOC	DACA015900038000	BROWN INC	5,000	0	0	0	0.0	\$7,980
		FT RUCKER	TRADOC	DACA015910039200	OUTLAW CARLTON	0	0	0	0	5.0	\$47
		FT RUCKER	TRADOC	DACA015920024300	A & E REGENCY	10,000	0	0	0	0.0	\$32,400
		CAIRNS AAF	TRADOC	DACA015920025200	WINDHAM FLORRIE	0	0	0	0	10.5	\$70
		CAIRNS	TRADOC	DACA015920025300	DONNELL	0	0	0	0	14.5	\$20
		FT RUCKER	TRADOC	DACA015920025400	RYE ANNIE D	0	0	0	0	0.0	\$65
		FT RUCKER	TRADOC	DACA015920025900	CARPENTER BILLY	0	0	0	0	3.0	\$28
		FT RUCKER	TRADOC	DACA015920048200	WINDHAM F	0	0	0	0	8.0	\$10
		FORT RUCKER	TRADOC	DACA015930022700	FUGUA ROY LEE	1,776	0	0	0	0.0	\$5,100
		FT RUCKER	TRADOC	DACA015930040400	HAIRE S ESTATE	0	0	0	0	0.0	\$10
	DANLEYS CROSSRI	COFFEE 15	TRADOC	DACA015920040400		0	0	0	0	10.0	\$10
	DOTHAN	FT RUCKER	TRADOC	DACA015890048400	BOND W G	0	0	0	0	0.0	\$10
		FT RUCKER	TRADOC	DACA015910023600	ERICKSON YERNON	0	0	0	0	0.0	\$7
		FT RUCKER	TRADOC	DACA015920040700	PAULK ROBERT C	0	0	0	0	15.0	\$37
	DOZIER	FT RUCKER	TRADOC	DACA015910022200	BOYKIN W	0	0	0	0	25.0	\$1,120
	EAST PIKE CO	FT RUCKER	TRADOC	DACA015890030800	MESSICK W V	0	0	0	0	5.0	\$50
	ELBA	FT RUCKER	TRADOC	010076E000451200	ELBA CITY	0	0	0	0	3.6	\$
		FORT RUCKER	TRADOC	DACA015890031000	FARRIS E	0	0	0	0	2.0	\$30
		FT RUCKER	TRADOC	DACA015900022400	THOMAS H T	0	0	0	0	3.7	\$30
		FT RUCKER	TRADOC	DACA015910023300	CONTAINER CO	0	0	0	0	6.0	\$20
		COFFEE COUNTY	TRADOC	DACA015930041000	WILLIAMS DON	0	0	0	0	5.0	\$60

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ARMY LEASES ASSIGNED TO INSN06

DATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
01252	FT RUCKER AL										
	ENTERPRISE	FT RUCKER	TRADOC	DACA015900026500	GOODWIN G B	0	0	0	0	0.5	\$200
		FT RUCKER	TRADOC	DACA015900044900	GRANT GILMER	0	0	0	0	10.0	\$1,000
		FT RUCKER	TRADOC	DACA015910038800	WALDING JAMES G	0	0	0	0	5.0	\$475
		FT RUCKER	TRADOC	DACA015920024700	MALLORY CHARLES	0	0	0	0	0.0	\$570
		FT RUCKER	TRADOC	DACA015920024800	BRYARS A B JR	0	0	0	0	30.0	\$900
		FT RUCKER	TRADOC	DACA015930022100	JOHNSTON RAY	0	0	0	0	60.0	\$3,900
		FT RUCKER	TRADOC	DACA015930022500	WMOX RADIO, INC	0	0	0	0	1.0	\$36,960
		FT RUCKER	TRADOC	DACA015930023900	STEVENS SIDNEY	0	0	0	0	5.0	\$500
		FT RUCKER	TRADOC	DACA015940020200	DANFORD B W	0	0	0	0	6.0	\$570
		FT RUCKER	TRADOC	DACA015940020300	MADDOX JOHNIE B	0	0	0	0	10.0	\$950
		FT RUCKER	TRADOC	DACA015940020600	ELLIS ROYCE	0	0	0	0	12.0	\$1,140
	EUFULA	FT RUCKER	TRADOC	DACA015890031800	RICHARDS SR T A	0	0	0	0	1.0	\$25
	FLORALA	COVINGTON COUNTY	TRADOC	DACA015930040700	BULGER FORD & M	0	0	0	0	5.0	\$500
	GENEVA	FT RUCKER	TRADOC	DACA015890048200	MORSLEY E R	0	0	0	0	5.0	\$125
		FT RUCKER	TRADOC	DACA015900022200	R. M. PATRICK	0	0	0	0	15.0	\$1,500
		FT RUCKER	TRADOC	DACA015900023300	COLLINS SAM	0	0	0	0	5.0	\$475
		FT RUCKER	TRADOC	DACA015900044200	ALBERSON J A	0	0	0	0	0.0	\$475
		FT RUCKER	TRADOC	DACA015910038200	REVELS, S N & G	0	0	0	0	0.4	\$25
		FT RUCKER	TRADOC	DACA015920024600	STANLEY WILLIAM	0	0	0	0	80.0	\$4,600
		FT RUCKER	TRADOC	DACA015920025000	GRAY T	0	0	0	0	2.0	\$200
		FT RUCKER	TRADOC	DACA015920025500	GENEVA CITY	0	0	0	0	0.0	\$1
		FT RUCKER	TRADOC	DACA015920041500	MALMO JUANITA M	0	0	0	0	10.0	\$850
		FT RUCKER	TRADOC	DACA015920042000	PETERS ROBERT	0	0	0	0	1.0	\$25
		FT RUCKER	TRADOC	DACA015930022900	MARTIN STAN S	0	0	0	0	1.0	\$250
		FT RUCKER	TRADOC	DACA015930040500	JONES CECIL A	0	0	0	0	3.0	\$285
		FT RUCKER	TRADOC	DACA015930040900	SAMMONS E E	0	0	0	0	2.5	\$262
	GREENVILLE	FT RUCKER	TRADOC	DACA015930023600	PARKER N MRS	0	0	0	0	10.0	\$950
	HARTFORD	FT RUCKER	TRADOC	DACA015920024900	SORRELLS G	0	0	0	0	6.0	\$150
	HEADLAND	FT RUCKER	TRADOC	DACA015910023200	MARTIN INEZ X	0	0	0	0	22.0	\$2,090
		AL 134	TRADOC	DACA015910038500		0	0	0	0	10.0	\$30,000
		FT RUCKER	TRADOC	DACA015920048300	KNIGHT JOSEPH B	0	0	0	0	10.0	\$500
	HIGHLAND HOME	FT RUCKER	TRADOC	DACA015920041600	MARTIN FLOYD	0	0	0	0	5.0	\$500
	JACK	FT RUCKER	TRADOC	DACA015910023900	ROTHMAN W	0	0	0	0	6.0	\$1,285
	KINGSTON	GENEVA STATE FOREST	TRADOC	000033-000053600	ALABAMA FOREST	0	0	0	0	1.0	\$0
		FT RUCKER	TRADOC	DACA015920048400	WILKS JR L C	0	0	0	0	60.0	\$4,800
	LOUISVILLE	FT RUCKER	TRADOC	DACA015900022300	GRAY CLYDE	0	0	0	0	1.0	\$25
	LUVERNE	CRENSHAW COUNTY	TRADOC	DACA015930040600	THOMPSON W B	0	0	0	0	5.0	\$500
		FT RUCKER	TRADOC	DACA015930041300	MARTIN W	10	0	0	0	0.0	\$950
	MADRID	FT RUCKER	TRADOC	DACA015910039100	WATFORD HARMON	0	0	0	0	5.0	\$125
	PIKE COUNTY	FT RUCKER	TRADOC	DACA015890031600	FRANKLIN D. H.	0	0	0	0	1.0	\$200
	RUTLEDGE	FT RUCKER	TRADOC	DACA015920041900	SMITH N LAMAR	0	0	0	0	25.0	\$500
	SAMSON	FT RUCKER	TRADOC	DACA015910038100	REVELS G	0	0	0	0	58.0	\$1,800
		FT RUCKER	TRADOC	DACA015920041200	FAULK ALLEN	0	0	0	0	0.0	\$100
		FT RUCKER	TRADOC	DACA015920048100	CREWS A R	0	0	0	0	2.0	\$190

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), NCR (13 JAN 94), HQIFB (31 DEC 93)

LEASE DATA NOT INCLUDED FOR HOUSING

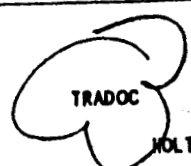
\* MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST.	
INSNO: 01252 FT RUCKER AL												
		FT RUCKER	TRADOC	DACA015940020800	DAVIS LELAND	0	0	0	0	7.0	\$87	
	SHORTERVILLE	FT RUCKER	TRADOC	DACA015920040800	HARDWICK JACK B	0	0	0	0	5.0	\$12	
	BLOCOMB	FT RUCKER	TRADOC	DACA015920041300	BAKER MRS W C	0	0	0	0	10.0	\$25	
	TROY	FT RUCKER	TRADOC	DACA015890030400	JOHNSTON R	0	0	0	0	5.0	\$50	
		FORT RUCKER	TRADOC	DACA015890030600	GREEN B M JR	0	0	0	0	0.0	\$1,20	
		FT RUCKER	TRADOC	DACA015890030700	SLAUGHTER M	0	0	0	0	5.0	\$50	
		FT RUCKER	TRADOC	DACA015890031900	TAYLOR HOWELL	0	0	0	0	10.0	\$1,00	
		FT RUCKER	TRADOC	DACA015900022100	GOODSON JANE J	0	0	0	0	13.0	\$1,30	
		FT RUCKER	TRADOC	DACA015900022900	CITY OF TROY	0	0	0	0	0.0	\$	
		FT RUCKER	TRADOC	DACA015900037900	SANDERS	0	0	0	0	5.0	\$12	
		FT RUCKER	TRADOC	DACA015900044800	HOLLIS JAMES T	0	0	0	0	10.0	\$1,00	
		FT RUCKER	TRADOC	DACA015900045000	PRICE LAVADA	0	0	0	0	5.0	\$50	
		FT RUCKER	TRADOC	DACA015910023800	LANGFORD M D	0	0	0	0	8.0	\$76	
		FT RUCKER	TRADOC	DACA015910038400	LANGFORD M D	0	0	0	0	1.0	\$22	
		FORT RUCKER	TRADOC	DACA015920040900	FANNIN E	0	0	0	0	7.0	\$70	
		FT RUCKER	TRADOC	DACA015930023000	DUNN KATHRYN W	0	0	0	0	5.0	\$47	
		FT RUCKER	TRADOC	DACA015940020100	SANDERS FRANCES	0	0	0	0	5.0	\$47	
		FT RUCKER	TRADOC	DACA015940020400	FANNIN W L	0	0	0	0	4.0	\$52	
		FORT RUCKER	TRADOC	DACA015940021000	HOUSTON MRS Q L	0	0	0	0	900.0	\$20	
		FORT RUCKER	TRADOC	DACA015930022800	HALL JOSEPH S	0	0	0	0	8.0	\$2,20	
FL	BASCOM	FT RUCKER	TRADOC	DACA015900022700	TRI CO A/P	0	0	0	0	0.0	\$70	
	CHIPLEY	FT RUCKER	TRADOC	DACA015900037300	STEVENS PATRICK	0	0	0	0	33.0	\$1,48	
	GRACEVILLE	FT RUCKER	TRADOC	DACA015930040200	FLEMING FRANCES	0	0	0	0	5.0	\$57	
	HOLMES CO	FT RUCKER	TRADOC	DACA015900023000	SPEARS MURIEL M	0	0	0	0	6.0	\$60	
	HOMES CO	FT RUCKER	TRADOC	DACA015710056000	MARIAHNA	0	0	0	0	0.0	\$	
	MARIANNA	FT RUCKER	TRADOC	DACA015900045800	MCARTHUR FAR	0	0	0	0	1.0	\$15	
		FORT RUCKER	TRADOC	DACA015920041400	NEEDHAM JEAN M	0	0	0	0	5.0	\$12	
GA	WALTON COUNTY	FT RUCKER	TRADOC	DACA219770260600		0	0	0	0	0.0	\$	
	BAINBRIDGE		TRADOC	DACA215940040000		0	0	0	0	0.1	\$	
	BLAKELY		TRADOC	DACA219800115900	CAMILLA CIT	0	0	0	0	0.0	\$	
	CAMILLA	CAM-MITCH CY ARP	TRADOC	DACA219790110000		0	0	0	0	0.0	\$	
	CUTHBERT		TRADOC	DACA219800115800		0	0	0	0	0.1	\$	
	DAWSON		TRADOC			0	0	0	0	0.1	\$	
FT RUCKER AL						TOTALS	16,796	0	0	0	2,009.9	\$202,30

INSNO: 0141A HOLT USARC



TRADOC	DACA015900047700	0	0	0	0	1.5	\$5					
HOLT USARC						TOTALS	0	0	0	0	1.5	\$5

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ARMY LEASES ASSIGNED TO INSNOS

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NO: 0143K ENG DIV HUNTSVL											
AL	HUNTSVILLE	5015 BRADFORD	IG-AAA	00GS048002412600	GSA	2,890	0	0	0	0.0	\$44,911
ENG DIV HUNTSVL						TOTALS	2,890	0	0	0	\$44,911

NO: 0143L HQ, USA SDC

AL	HUNTSVILLE	4940B RESEARCH	AMC-HQ	00GS048003018300	PUTMAN CONST	17,877	100	0	1,045	0.0	\$57,883
		6767 OLD MADISON PK	FORSCOM	00GS048003019300	GSA SUPPORT CTR	21,815	0	10,500	560	0.0	\$32,111
		4930 CORPORATE DRIVE	ABMDO	00GS048003240400	GSA	1,869	0	0	0	0.0	\$20,108
		6767 OLD MADISON PK	ABMDO	00GS048003244500	PROGRESS CENTER	15,978	0	0	0	0.0	\$27,842
		5650 SANDERSON ST	ABMDO	DACA015920045000	PUTMAN CONST	2,000	0	0	0	0.0	\$20,000
		5650 SANDERSON ST	ABMDO	DACA015920045100	PUTMAN CONST	10,000	0	0	0	0.0	\$147,981
		5650 SANDERSON ST	ABMDO	DACA015930036700	PUTMAN	6,000	0	0	0	0.0	\$64,800
		5650 SANDERSON ST	ABMDO	DACA015930039200	PUTMAN CONST	16,000	0	0	0	0.0	\$175,220
		210 WYNN DR	ABMDO	DACA015930042100	TECH MICRO CONT	3,000	0	0	0	0.0	\$24,876
		307 WYNN DR	ABMDO	DACA015930042700	ROMAR ENTERPRIS	9,524	0	0	0	0.0	\$106,383
		307 WYNN DR	ABMDO	DACA015930042900	WESTMINISTER GP	11,187	0	0	0	0.0	\$124,959
HQ, USA SDC						TOTALS	127,150	100	10,500	1,605	\$1,699,563

NO: 0143M AMC SPT ELE

AL	HUNTSVILLE	4910 UNIVERSITY SQ	AMC-HQ	00GS048003140100	GSA	10,400	0	0	0	0.0	\$106,080
		4910 UNIVERSITY S	AMC-HQ	00GS048003140600	GSA	20,000	0	0	0	0.0	\$24,000
		4901 UNIVERSITY SQ	AMC-HQ	00GS048003140700	GSA	13,873	0	0	1,127	0.0	\$17,933
		4890 UNIVERSITY SQ	AMC-HQ	AAL9351900000000	GSA	14,774	0	1,500	361	0.0	\$22,253
		4920 UNIVERSITY SQ	AMC-HQ	00GS048002901300	GSA	16,062	0	0	1,122	0.0	\$20,688
		106 WYNN DR NW	AMC-HQ	00GS048002901800	GSA	39,340	150	77,007	3,428	0.0	\$106,253
		PUTMAN PLAZA	AMC-HQ	00GS048003021700	GSA	8,260	90	0	450	0.0	\$144,661
		106 WYNN DR NW	ABMDO	00GS048002901800	GSA	159,384	1,718	296,901	25,939	0.0	\$3,174,135
AMC SPT ELE						TOTALS	282,295	1,958	375,408	32,427	\$5,058,903

NO: 0160L MTMC, MOBILE DET

AL	MOBILE	ALA STATE DOCKS	MTMC	DACA015920044100	ALA STATE DOCKS	1,588	0	0	0	0.0	\$1
MTMC, MOBILE DET						TOTALS	1,588	0	0	0	\$1

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NO: 0187A TALLADEGA USARC											
			TRADOC	DACA015900020200		0	0	0	0	2.5	\$400
				TALLADEGA USARC	TOTALS	0	0	0	0	2.5	\$400
NO: 0204K MEPS ANCHORAGE											
AK	ANCHORAGE	MEPS FACILITY	MEPCOM	00GS108000541900	GSA	12,690	865	900	3,545	0.0	\$468,571
				MEPS ANCHORAGE	TOTALS	12,690	865	900	3,545	0.0	\$468,571
NO: 02262 FAIRBANKS PERMAFROST STATION											
AK	FAIRBANKS	FBKS PERMA FROST STA	WESTCOM	DACA855910003700	WESTOURS MOTOR	0	0	0	0	9.8	\$5,100
				FAIRBANKS PERMAFROST STATION	TOTALS	0	0	0	0	9.8	\$5,100
NO: 02781 FORT RICHARDSON											
AK	UMNAK ISLAND	NIKOLSKI RRS	FORSCOM	950507E000140500	ORTN BRK CH	0	0	0	0	0.9	\$
				FORT RICHARDSON	TOTALS	0	0	0	0	0.9	\$
NO: 02789 SEWARD RECREATION AREA											
AK	SEWARD	RECREATION SITE	FORSCOM	DACA855860002000	SEWARD CITY	0	0	0	0	12.4	\$10,000
				SEWARD RECREATION AREA	TOTALS	0	0	0	0	12.4	\$10,000
NO: 02876 WHITTIER ANCHORAGE PIPELINE											
AK	WHITTIER	SHOP BLDG CORNER OF	WESTCOM	DACA855920002700	CITY / WHITTIER	14,400	0	0	0	0.0	\$100,000
				WHITTIER ANCHORAGE PIPELINE	TOTALS	14,400	0	0	0	0.0	\$100,000
NO: 04005 HUACHUCA FORT											
			TRADOC	DACA095900030800		0	0	0	0	20.0	\$12,000
			TRADOC	DACA095900030900		0	0	0	0	0.6	\$12,000

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04005 HUACHUCA FORT										
		TRADOC	DACA095900032000		0	0	0	0	8.0	\$10,000
		TRADOC	DACA095920003500		0	0	0	0	40.0	\$10,000
		TRADOC	DACA095930013900		0	0	0	0	115.9	\$0
		TRADOC	DACA099910031000		0	0	0	0	2.0	\$3,000
		TRADOC	DACA099910041100		0	0	0	0	3.0	\$3,000
		TRADOC	DACA099910041200		0	0	0	0	10.0	\$5,000
		TRADOC	DACA475880019500		0	0	0	0	15.0	\$2,000
AZ	COCHISE CO	USACC	000000L000242700	B L N	0	0	0	0	0.0	\$0
		USACC	040353E000147200	SO PAC CO	0	0	0	0	0.0	\$1
		USACC	DACA095840016800	OCEANIC PRP	0	0	0	0	0.2	\$300
	PIMA CO	USACC	000000L000157700	TIDMORE H A	0	0	0	0	0.0	\$0
	TOMBSTONE	USACC	DACA095740058600	TOMBSTONE CTY	0	0	0	0	0.0	\$1
HUACHUCA FORT TOTALS					0	0	0	0	214.7	\$57,302
04011 HUACHUCA FT WILLCOX AREA										
		TRADOC	DACA095910040500		0	0	0	0	1.0	\$12,000
HUACHUCA FT WILLCOX AREA TOTALS					0	0	0	0	1.0	\$12,000
0464K MEPS PHOENIX										
AZ	PHOENIX	MEPCOM	AA28077500000000	GSA	23,113	0	0	2,190	0.0	\$411,634
MEPS PHOENIX TOTALS					23,113	0	0	2,190	0.0	\$411,634
04875 USARC TUCSON										
		TRADOC	040353E000217900		0	0	0	0	4.0	\$10,000
USARC TUCSON TOTALS					0	0	0	0	4.0	\$10,000
05120 CAMDEN USAR AR										
		TRADOC	NO, NOY(R)-44605		0	0	0	0	3.0	\$0
CAMDEN USAR AR TOTALS					0	0	0	0	3.0	\$0

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NO	05275	CONWAY AR	USAR								
			TRADOC	030050E000312900		0	0	0	0	3.0	\$0
				CONWAY AR USAR	TOTALS	0	0	0	0	3.0	\$0
NO	0527A	EL DORADO USARC #2									
AR	EL DORADO	3913 NORTHWEST AVENUE	TRADOC	DACA035910050700		0	0	3,000	0	0.0	\$3,700
				EL DORADO USARC #2	TOTALS	0	0	3,000	0	0.0	\$3,700
NO	05305	LITTLE ROCK SEYMOUR TERRY AR									
			TRADOC	340066E000098900		0	0	0	0	2.7	\$0
				LITTLE ROCK SEYMOUR TERRY AR	TOTALS	0	0	0	0	2.7	\$0
NO	0511A	ASF 19, ADAMS FIELD									
			TRADOC	DACA035920021200		0	0	889,000	0	0.0	\$5,700
				ASF 19, ADAMS FIELD	TOTALS	0	0	889,000	0	0.0	\$5,700
NO	0557A	WEST MEMPHIS USARC									
AR	WEST MEMPHIS	2803 SERVICE ROAD	TRADOC	DACA035890053800		0	0	5,000	0	2.3	\$9,600
				WEST MEMPHIS USARC	TOTALS	0	0	5,000	0	2.3	\$9,600
NO	0576A	RUSSELLVILLE USARC/OMS									
AR	RUSSELLVILLE	2500 E. SECOND STREE	TRADOC	DACA035890053200		0	0	0	0	1.8	\$14,000
				RUSSELLVILLE USARC/OMS	TOTALS	0	0	0	0	1.8	\$14,000
INSNO	0609B	BOISE WAREHOUSE									
			FORSCOM	DACA675920018300		0	6,000	0	0	0.0	\$2,800

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BOISE WAREHOUSE						TOTALS	0	6,000	0	0	\$2,800
NO: 0617K S CALIF OUTPORT											
CA	COMPTON	1620 WILMINGTON AV	MTMC	DACA095880007100	M. ZUCKERMAN	205,000	0	0	0	0.0	\$76,383
S CALIF OUTPORT						TOTALS	205,000	0	0	0.0	\$76,383
NO: 0632K MEPS FRESNO											
CA	FRESNO	1821 FULTON ST	MEPCOM	ACA9249100000000	GSA	17,101	66	4,800	1,978	0.0	\$254,855
MEPS FRESNO						TOTALS	17,101	66	4,800	1,978	\$254,855
NO: 06401 GARDEN GROVE											
CA	LOS ALAMITOS	10541 CALLE LEE	FORSCOM	DACA095920011700	LOS ALAMITOS CO	6,426	0	0	0	0.0	\$66,316
GARDEN GROVE						TOTALS	6,426	0	0	0.0	\$66,316
NO: 0650L MEPS L ANGELES											
CA	CYPRESS	11085 KNOTT AVE	MEPCOM	DACA095890001900	WARLAND INYSTHT	9,525	0	0	0	0.0	\$136,920
	LOS ANGELES	5051-61 RODEO RD	MEPCOM	0000098002805700	PATRICK B CLEAR	47,675	0	0	0	0.0	\$1,003,293
MEPS L ANGELES						TOTALS	57,200	0	0	0.0	\$1,140,213
NO: 06605 OAKLAND ARMY BASE											
CA	OAKLAND	OAKLAND ARMY BASE	MTMC	000112-00016700	OAK TERM RVY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000112-00016800	OAK TERM RVY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000112-00016900	OAK TERM RVY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000112-00042800	OAKLAND CITY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000112-00042900	EBMUD	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-00002800	SOUTH PAC RR	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000026200	OAKLAND CITY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000026300	CALIF STATE	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000042700	OAKLAND CITY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000042800	OAKLAND CITY	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000045400	C, A&SF RR	0	0	0	0	0.0	\$0
		OAKLAND ARMY BASE	MTMC	000SFRE-000045600	SCOUTH PAC RR	0	0	0	0	0.0	\$0

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ARMY LEASES ASSIGNED TO INSN06

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
O: 06605 OAKLAND ARMY BASE											
		OAKLAND ARMY BASE	MTMC	00SFRE-000055300	OAKLAND CITY	0	0	0	0	0.0	\$
		OAKLAND ARMY BASE	MTMC	040193E000613700	OAKLAND CITY	0	0	0	0	0.0	\$
		NAVAL SUPPLY CTR	MTMC	N6247491RPO01600	NAVAL FAC COMM	0	0	0	0	0.0	\$
		PORT OF OAKLAND	FORSCOM	000112-000074700	OAKLD PORT	0	0	0	400,000	0.0	\$127,750
		OAKLAND ARMY BASE		TOTALS		0	0	0	400,000	0.0	\$127,750

O: 06625 ORD FORT

CA	FORT ORD	FORT ORD	FORSCOM	000112-000013300	MONTEREY CO	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	000112-000016600	MONTEREY CO	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	000112-000036600	CALIF STATE	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	000112-000062800	SO PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000044700	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000045100	CALIF STATE	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000058500	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000062900	CALIF STATE	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000065000	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000066600	TIDE WTR OIL	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	00SFRE-000137400	CALIF STATE	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	040193E000240200	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	040193E000242300	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	W-868-ENG-421000	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	W-868-ENG-427500	SOUTH PAC RR	0	0	0	0	0.0	\$
		FORT ORD	FORSCOM	W-868-ENG-440300	SOUTH PAC RR	0	0	0	0	0.0	\$
MONTEREY		FORT ORD	FORSCOM	000112-000053500	STATE OF CA	0	0	0	0	0.0	\$
		ORD FORT		TOTALS		0	0	0	0	0.0	\$

O: 0662K MEPS OAKLAND

CA	OAKLAND	1500 BROADWAY	MEPCOM	ACA8672200000000	GSA	2,151	0	0	0	0.0	\$64,470
		1500 BROADWAY	MEPCOM	ACA8685500000000	GSA	30,367	2,323	0	6,049	0.0	\$985,610
		MEPS OAKLAND		TOTALS		32,518	2,323	0	6,049	0.0	\$1,050,090

O: 06685 CAMP PARKS RC TRAINING AREA

CA	PLEASANTON	PARKS RFTA	FORSCOM	000112-000034600	CALIF STATE	0	0	0	0	0.0	\$
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PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), NCR (13 JAN 94), HQIFB (31 DEC 93)

LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC



**ARMY LEASES ASSIGNED TO INSNOS**

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
<b>CAMP PARKS RC TRAINING AREA TOTALS</b>						0	0	0	0	0.0	\$0
NS O: 06735 RIVERBANK AAP											
CA	RIVERBANK	RIVERBANK AAP	AMC-ARRC	DACA055870009300	SESSUMS JIM	0	0	0	0	150.0	\$400
		RIVERBANK AAP	AMC-ARRC	DACA055900018400	FAMNIN LOYD	0	0	0	0	200.0	\$300
<b>RIVERBANK AAP TOTALS</b>						0	0	0	0	350.0	\$700
NS O: 06740 NG CAMP ROBERTS											
CA	CAMP ROBERTS	CAMP ROBERTS	FORSCOM	003FRE-000022300	MONTEREY CO	0	0	0	0	0.0	\$0
		CAMP ROBERTS	FORSCOM	008FRE-000079800	CALTRANS	0	0	0	0	0.0	\$0
		CAMP ROBERTS	FORSCOM	005FRE-000085200	CALTRANS	0	0	0	0	0.0	\$0
<b>NG CAMP ROBERTS TOTALS</b>						0	0	0	0	0.0	\$0
NS O: 0675L USAREC BN SACRMNTO											
CA	SACRAMENTO	801 I STREET	INSCOM	ACA883710000000	GSA	1,558	1	4	21	0.0	\$29,596
		801 I STREET	PAO	ACA796760000000	GSA	1,731	130	0	23	0.0	\$34,709
<b>USAREC BN SACRMNTO TOTALS</b>						3,289	131	4	44	0.0	\$64,305
NS O: 06765 SACRAMENTO ARMY DEPOT											
CA	SACRAMENTO	SACRAMENTO AD	AMC-DESC	DACA055930021500	OSWALD KING	0	0	0	0	0.0	\$600
<b>SACRAMENTO ARMY DEPOT TOTALS</b>						0	0	0	0	0.0	\$600
NS O: 0677K MEPS SAN DIEGO											
CA	SAN DIEGO	1750 - 5TH AVE	MEPCOM	000009B008248400	JOHN STONICH	34,074	1,195	6,600	2,524	0.0	\$687,254
<b>MEPS SAN DIEGO TOTALS</b>						34,074	1,195	6,600	2,524	0.0	\$687,254
NS O: 0677M JT MIL POSTAL ACT											
CA	SAN FRANCISCO	211 MAIN STREET	ADJ GEN	GS-09B-008873000	GSA	1,838	0	18	2,960	0.0	\$130,692
		211 MAIN STREET	PAO	ACA703660000000	GSA	4,906	21	0	83	0.0	\$126,975

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LEASE DATA NOT INCLUDED FOR HOUSING

LEASES NOT INCLUDED: NGR, USAR, RCDOD, USACE

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ARMY LEASES ASSIGNED TO INSNOS

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STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
JT MIL POSTAL ACT						TOTALS	6,744	21	18	3,043	0.0	\$257,66
INSNO: 06781 SAN FRAN PRES OF												
CA	SAN FRANCISCO	PRES SAN FRANCISCO	FORSCOM	000112-000023100	SAN FRAN CTY	0	0	0	0	0.0	\$	
		PRESIDIO OF SF	FORSCOM	000112-000051000	SFRAN CO OF	0	0	0	0	0.0	\$	
		GLDN GATE NATLCEM	FORSCOM	00SFRE-000077400	SO SAN FRAN	0	0	0	0	0.0	\$	
		FORT FUNSTON	FORSCOM	00SFRE-000101600	SAN FRAN CO	0	0	0	0	0.0	\$	
	SAN FRANCISCO	PRESIDIO SAN FRAN	FORSCOM	000112-000057800	ROBINSON	0	0	0	0	0.0	\$	
	STOCKTON	NAVY COMM STATION	FORSCOM	DACA059900023300	NAVY COMM	0	0	0	0	0.0	\$	
	TIBURON	ANGEL ISLAND	FORSCOM	00SFRE-000136700	MARIN CO	0	0	0	0	0.0	\$	
SAN FRAN PRES OF						TOTALS	0	0	0	0	0.0	\$
INSNO: 0679K USAREC BN SNTA ANA												
CA	SANTA ANA	1551 N. TUSTIN AVE	S/GEN	DACA095920067800	B & W PARTNERS	1,229	0	0	0	0.0	\$24,33	
USAREC BN SNTA ANA						TOTALS	1,229	0	0	0	0.0	\$24,33
INSNO: 06806 DEF DISTR REG WEST SHARPE SITE												
CA	LATHROP	SHARPE ARMY DEPOT	AMC-HQ	000112-000022600	WESTRN PACRR	0	0	0	0	0.0	\$	
		SHARPE AD	AMC-DESC	DACA055890000900	LYON COMMITTEE	0	0	0	0	0.0	\$9,00	
		SHARPE ARMY DEPOT	AMC-DESC	DACA055900002600	BMG2 ENTERPRISE	0	0	0	0	0.0	\$3,00	
		SHARPE AD	AMC-ILCM	DACA055860000400	WESTERN PAC	0	0	0	0	0.0	\$	
DEF DISTR REG WEST SHARPE SITE						TOTALS	0	0	0	0	0.0	\$12,00
INSNO: 06837 USARC BELL												
CA	BELL	RICKENBACKER RD	FORSCOM	000000-003850000	PUBLIC BLDG SVR	0	820	0	0	0.0	\$2,92	
		5600 RICKNBAKER	FORSCOM	000000-008127800	L BLANKENSHIP	0	2,000	0	0	0.0	\$7,12	
USARC BELL						TOTALS	0	2,820	0	0	0.0	\$10,04
INSNO: 08005 CARSON FORT												
CO	COLO SPGS	FT CARSON	USACC	DACA455900005200	CHEYENNE	0	0	0	0	0.0	\$19,80	
	FORT CARSON	TRACT 348L	FORSCOM	DACA459910000200	MCO PROPERTIES	0	0	0	0	0.0	\$	
		TRACT 103L	FORSCOM	DACA459910000400	FOUNTAIN SCHOOL	0	0	0	0	0.0	\$	

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ARMY LEASES ASSIGNED TO INSNOS

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USNO: 08005 CARSON FORT										
	TRACT 349L	FORSCOM	DACA459910000500	PUEBLO WEST MNT	0	0	0	0	0.0	\$0
	TRACT 102L	FORSCOM	DACA459910000900	FOUNTAIN VALLEY	0	0	0	0	0.0	\$0
FT CARSON	NO CHEYENNE PARK	HQDA	DACA459850000500	CITY COLO SPGS	0	0	0	0	0.0	\$0
			<b>CARSON FORT</b>	<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>\$19,800</b>
USNO: 08055 FITZSIMONS ARMY MEDICAL CNTR										
CO AURORA	FITZSIMONS	HQDA	DACA459890000700	CITY AURORA	0	0	0	0	3.1	\$0
	3900 HOME STREET	HSCOM	DACA455900006500		0	52,000	0	0	0.0	\$1,200
	MOUNTVIEW BLVD	HSCOM	DACA459880000100	CITY AURORA	0	0	0	0	0.0	\$0
			<b>FITZSIMONS ARMY MEDICAL CNTR</b>	<b>TOTALS</b>	<b>0</b>	<b>52,000</b>	<b>0</b>	<b>0</b>	<b>3.1</b>	<b>\$1,200</b>
USNO: 0816K USA SPACE AGY/CMD										
CO COLORADO SPGS	1670 NEWPORT	ABMDO	ACO374810000000	GSA	27,419	1,455	0	3,295	0.0	\$507,628
			<b>USA SPACE AGY/CMD</b>	<b>TOTALS</b>	<b>27,419</b>	<b>1,455</b>	<b>0</b>	<b>3,295</b>	<b>0.0</b>	<b>\$507,628</b>
USNO: 0821K MEPS DENVER/HQ W										
CO DENVER	2106 CALIFORNIA	MEPCOM	00AC00-000587400	G.S.A	0	0	1,944	0	0.0	\$4,841
	22ND & STOUT	MEPCOM	00AC00-003681700	G.S.A	0	0	2,100	0	0.0	\$3,381
	140 EAST 19TH	MEPCOM	ACO2741800000000	G.S.A	4,684	0	600	268	0.0	\$56,352
	721 19TH ST	MEPCOM	ACO3748400000000	G.S.A	0	645	0	0	0.0	\$5,000
	721 19TH ST	MEPCOM	ACO4524700000000	G.S.A	26,365	842	1,800	3,233	0.0	\$362,428
	1961 STOUT ST	TRADOC	00AC00-004689000	G.S.A	2,023	0	34	112	0.0	\$30,319
	GSA PKG LOT	TRADOC	ACO1731800000000	G.S.A	0	0	300	0	0.0	\$465
	1961 STOUT ST	TRADOC	ACO4689000000000	G.S.A	2,020	0	36	121	0.0	\$29,025
	2099 WELTON ST	TRADOC	DACA455920009000	SYSTEM PKG INC	0	0	720	0	0.0	\$1,800
			<b>MEPS DENVER/HQ W</b>	<b>TOTALS</b>	<b>35,092</b>	<b>1,487</b>	<b>7,534</b>	<b>3,734</b>	<b>0.0</b>	<b>\$493,611</b>
USNO: 08250 MENEFE PEAK										
CO CORTEZ	1313 SHERMAN ST	HQDA	DACA455920009100	STATE OF COLO	0	0	0	0	0.6	\$150
			<b>MENEFE PEAK</b>	<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.6</b>	<b>\$150</b>

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INSNO: 0826A 6A CARTT ENGLEWOOD											
			FORSKOM	DACA455890012200		2,000	0	0	0	0.0	\$2,50
		6A CARTT ENGLEWOOD			TOTALS	2,000	0	0	0	0.0	\$2,50
INSNO: 0830A FT COLLINS USARC/AMSA											
			FORSKOM	DACA455880008500		14,000	0	0	0	0.0	\$3,00
		FT COLLINS USARC/AMSA			TOTALS	14,000	0	0	0	0.0	\$3,00
INSNO: 0836B GRAND JUNCTION AMSA											
			FORSKOM	DACA455900019300		3,000	0	0	0	0.0	\$2,10
		GRAND JUNCTION AMSA			TOTALS	3,000	0	0	0	0.0	\$2,10
INSNO: 08505 PUEBLO DEPOT ACT											
CO	PUEBLO	PUEBLO COUNTY	HQDA	DACA455920016600	J.W. THATCHER	0	0	0	0	0.0	\$2,50
		PUEBLO DEPOT ACT			TOTALS	0	0	0	0	0.0	\$2,50
INSNO: 08605 ROCKY MOUNTAIN ARSENAL											
CO	ADAMS CO	ROCKY MT ARSENAL	AMC-ARRC	250075E000018000	DENVER CO	0	0	0	0	130.0	\$
	ROCKY MTN ARSENAL	LAND NORTH OF RMA	HQDA	DACA459910002100	SHELL OIL CO	0	0	0	0	0.0	\$
		ADAMS COUNTY	INSCOM	DACA459920001900	BURLINGTON R.R.	0	0	0	0	0.0	\$
	ROCKY MTN ARSNL	ADAMS COUNTY	AMC-ARRC	DACA459870000200	CO DEPT OF HWYS	0	0	0	0	0.0	\$
		ADAMS COUNTY	AMC-ARRC	DACA459880000200	ADAMS CNTY	0	0	0	0	0.0	\$3,45
		ROCKY MOUNTAIN ARSENAL			TOTALS	0	0	0	0	130.0	\$3,45
INSNO: 09050 WINDSOR LOCKS SPT FAC CT											
CT	WINDSOR LOCKS	BRADLEY FIELD	FORSKOM	190016E000476800	STATE OF	0	0	0	0	3.4	\$
		WINDSOR LOCKS SPT FAC CT			TOTALS	0	0	0	0	3.4	\$

*Handwritten:*  
 by [unclear]  
 [unclear] to RC  
 [unclear] SPT

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 LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), HQIFB (31 DEC 93)  
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ARMY LEASES ASSIGNED TO INSHO4

STATE CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 0948K	MEPS NEW HAVEN	MEPCOM	000022-00005500	GSA	379	0	0	0	0.0	\$7,796
CT	NEW HAVEN			MEPS NEW HAVEN	TOTALS	379	0	0	0.0	\$7,796
NSNO: 11865	REED WALTER AMC MAIN POST	NCR		GSA	655	5,420	0	0	0.0	\$48,000
MO	ROCKVILLE	NCR		GSA	5,504	0	0	8,280	0.0	\$251,158
VA	SILVER SPRING	NCR		GSA	3,765	0	0	480	0.0	\$93,110
				REED WALTER AMC MAIN POST	TOTALS	9,924	5,420	8,760	0.0	\$393,168
NSNO: 1193K	HQ USA COE	NCR		GSA	244,936	1,806	73,093	14,468	0.0	\$5,715,176
DC	WASHINGTON D	NCR		GSA	805	11,913	0	66	0.0	\$79,203
MD	HYATTSVILLE	NCR		GSA	0	8,905	0	0	0.0	\$59,664
VA	ALEXANDRIA				TOTALS	245,741	22,624	14,534	0.0	\$5,854,743
NSNO: 1193L	MDW ADMIN	NCR		GSA	103,703	0	0	4,720	0.0	\$555,366
DC	WASHINGTON D				TOTALS	103,703	0	4,720	0.0	\$555,366
NSNO: 1241K	MEPS JACKSONVL	MEPCOM	000000AFL6307000	GSA	30,479	0	0	3,491	0.0	\$585,523
FL	JACKSONVILLE			MEPS JACKSONVL	TOTALS	30,479	0	3,491	0.0	\$585,523
NSNO: 1257K	MEPS MIAMI	HSCOM	DACA175930002200	KOGER MGMT, INC	936	0	0	0	0.0	\$14,040
FL	MIAMI			MEPS MIAMI	TOTALS	936	0	0	0.0	\$14,040

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INSNO: 1288K MEPS TAMPA											
FL	TAMPA	3520 WEST WATER AVE	MEPCOM	000000AFL9117800	GSA	19,904	0	0	6,404	0.0	\$722,76
MEPS TAMPA						TOTALS	19,904	0	6,404	0.0	\$722,76
INSNO: 13015 FORT GILLEM											
			FORSCOM	89-1026		1,000	0	0	0	0.0	\$
			FORSCOM	90-0307		14,000	0	0	0	0.0	\$
FORT GILLEM						TOTALS	15,000	0	0	0.0	\$
INSNO: 13025 FORT BENNING GA											
GA	COLUMBUS	6140 BUENA VISTA RD	TRADOC	DACA215920146900	RADIO COMMUNICA	0	0	0	400	0.0	\$2,10
		6140 BUENA VISTA RD	TRADOC	DACA215920147000	RADIO COMMUNICA	0	0	0	350	0.0	\$1,80
FORT BENNING GA						TOTALS	0	0	750	0.0	\$3,90
INSNO: 1304L MEPS ATLANTA											
GA	ATLANTA	76 FORSYTH ST	MEPCOM	0000048002818500	CEDARWOOD AB	0	0	2,100	0	0.0	\$4,62
		77 FORSYTH ST	MEPCOM	DACA219860155800	GSA	20,312	0	2,400	14,470	0.0	\$693,95
MEPS ATLANTA						TOTALS	20,312	0	14,470	0.0	\$695,61
INSNO: 1304N USAAA ATLANTA OFC											
GA	ATLANTA	75 SPRING ST	IG-AAA	DACA219830041700	GSA	9,048	0	0	457	0.0	\$145,45
USAAA ATLANTA OFC						TOTALS	9,048	0	457	0.0	\$145,45
INSNO: 13055 FT GORDON											
GA	AUGUSTA	640 BROAD ST	TRADOC	DACA215910022300	LANDMARK HOTEL	4	0	0	0	0.0	\$
FT GORDON						TOTALS	4	0	0	0.0	\$

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INSNO: 13115 FT MCPHERSON										
		FORSCOM	88-1123		7,000	0	0	0	0.0	\$0
		FORSCOM	89-1029		2,000	0	0	0	0.0	\$0
		FORSCOM	89-1030		2,000	0	0	0	0.0	\$0
			FT MCPHERSON	TOTALS	11,000	0	0	0	0.0	\$0
INSNO: 15225 KAHUKU TRNG AREA										
HI KAHUKU	KAHUKU TRNG AREA	WESTCOM	DACAB45920008500		0	0	0	0	355.0	\$0
KAHUKU/HONO	KAHUKU TRNG AREA	WESTCOM	DACAB45920008400	CAMPBELL	0	0	0	0	7,845.0	\$650,000
		WESTCOM	940626E000007700	HAW STATE	0	0	0	0	0.0	\$0
			KAHUKU TRNG AREA	TOTALS	0	0	0	0	8,200.0	\$650,000
INSNO: 15325 KAWAIILOA										
HI HONOLULU COUNTY	KAWAIILOA	WESTCOM	DACAB45920009900	DOLE FOOD CO	0	0	0	0	18,613.0	\$200,000
KAWAIILOA/HONO	KAWAIILOA MVR ARE	WESTCOM	940626E000007800	HAW STATE	0	0	0	0	0.0	\$0
	HALEIWA AIR FLD	WESTCOM	DACAB49850002500	BDZ LAND CO	0	0	0	0	56.5	\$0
			KAWAIILOA	TOTALS	0	0	0	0	18,669.5	\$200,000
INSNO: 15375 KILAUEA MIL RESERVE										
HI HILO	KILAUEA MR	WESTCOM	DACAB49870002800	DEPT OF INT	0	0	0	0	54.6	\$1
KEAUHOU	KILAUEA MIL RES	WESTCOM	DACAB49840001100	BISHOP	0	0	0	0	0.5	\$1
			KILAUEA MIL RESERVE	TOTALS	0	0	0	0	55.1	\$2
INSNO: 1538K MEPS HONOLULU										
HI HONOLULU	300 ALA MOANA BLVD	MEPCOM	DACAB49790003900	GSA ADM	11,717	539	2,342	3,243	0.0	\$612,222
	OCEAN VIEW(PARKING)	MEPCOM	DACAB49790003916	GSA ADM	0	0	900	0	0.0	\$7,500
	300 ALA MOANA BLVD	IG-AAA	DACAB49860002400	GSA ADM	2,080	29	1,067	107	0.0	\$84,985
	300 ALA MOANA	CARA	DACAB49770004300	GSA ADM	624	9	50	31	0.0	\$24,210
			MEPS HONOLULU	TOTALS	14,421	577	4,359	3,381	0.0	\$728,927

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STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COS	
<b>INSNO: 15545 MAKUA MIL RESERVE</b>												
HI	MAIANAE/HONO	MAKUA MIL RES	WESTCOM	940626E000007900	HAW STATE	0	0	0	0	1,455.5		
<b>MAKUA MIL RESERVE</b>						<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,455.5</b>	
<b>INSNO: 15590 MOKULEIA ARMY BEACH</b>												
HI	MAIALUA/HONO	MOKULEIA ARMYBCH	WESTCOM	DACAB45700005600	STATE OF HI	0	0	0	0	2.6		
		MOKULEIA ARMYBCH	WESTCOM	DACAB45700005700	STATE OF HI	0	0	0	0	0.0		
<b>MOKULEIA ARMY BEACH</b>						<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.6</b>	
<b>INSNO: 15705 POHAKULOA TRAINING AREA</b>												
HI	HILO	POHAKULOA TRNG	WESTCOM	DACAB45880000800		0	0	0	0	920.0		
		POHAKULOA TRNG	WESTCOM	940626E000008000	HAW STATE	0	0	0	0	16,007.0		
		POHAKULOA TRNG	WESTCOM	940626E000008100	HAW STATE	0	0	0	0	0.0		
		POHAKULOA TRNG	WESTCOM	DACAB45830000300	R. SMART	0	0	0	0	49.0	\$1,25	
		POHAKULOA TRNG	WESTCOM	DACAB45830001200	MAUNA KEA	0	0	0	0	0.1	\$40	
		POHAKULOA TRNG AREA	WESTCOM	DACAB45880000892	R. SMART-TRUST	0	0	0	0	990.0	\$13,00	
		KMC	WESTCOM	DACAB49770003900	US DEPT/INT	0	0	0	0	54.6		
		POHAKULOA TRNG	WESTCOM	DACAB49810002100	HAW STATE	0	0	0	0	0.0		
		POHAKULOA TRAININ	WESTCOM	DACAB49840002100	HI, STATE OF	0	0	0	0	16,492.0	\$4,65	
	KOHALA	POHAKULOA TRNG	WESTCOM	DACAB45830001000	R. SMART	0	0	0	0	5.1	\$80	
		POHAKULOA TRNG	WESTCOM	DACAB45830001100	R. SMART	0	0	0	0	5.3	\$90	
<b>POHAKULOA TRAINING AREA</b>						<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,523.1</b>	<b>\$21,06</b>
<b>INSNO: 15835 FORT SHAFTER</b>												
HI	HAWAII	KAWAIILOA/HONO	WESTCOM	DACAB45780002400	ATTRACTIONS HI	0	0	0	0	345.0	\$5,00	
		KAWAIILOA/HONO	WESTCOM	DACAB45870003100	CASTLE/COOK	0	0	0	0	18,612.6	\$10,25	
	HONOLULU	WAIPIO, OAHU	WESTCOM	CTRL-130-0010300	CASTLE/COOKE	0	0	0	0	0.0		
		WAIALUA OAHU	WESTCOM	DACAB49760001000	OAHU SUGAR	0	0	0	0	0.0		
		SCHO BKS MIL RES	WESTCOM	DACAB49790000700	CASTLE/COOK	0	0	0	0	0.8		
		ISLAND OF OAHU	WESTCOM	DACAB49810003000	WAIALUA SUG	0	0	0	0	0.0		
		ISLAND OF HI	WESTCOM	DACAB49810003100	CASTLE COOKE	0	0	0	0	0.0		
		ISLAND OF OAHU	WESTCOM	DACAB49810003200	ZIUNS SEC	0	0	0	0	0.0		
		ISLAND OF OAHU	WESTCOM	DACAB49810003300	CAMPBELL	0	0	0	0	0.0		
		ISLAND OF OAHU	WESTCOM	DACAB49810003400	BOY SCOUTS	0	0	0	0	0.0		
		ISLAND OF OAHU	WESTCOM	DACAB49810003500	AHFAC INC	0	0	0	0	0.0		
		WAIPIO	WESTCOM	DACAB49840000800	HI CORP	0	0	0	0	0.0		

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NSNO: 15835 FORT SHAFTER											
		KOOLAULOA	WESTCOM	DACAB49840001200	CAMPBELL EST	0	0	0	0	0.1	\$0
		WAIKELE	WESTCOM	DACAB49850003200	NAH STATE	0	8	0	0	6.0	\$2 010
		EWA, HAWAII	WESTCOM	DACAB49840000700	CAJIB SUGAR	0	0	0	0	0.0	\$1
		HOKULEIA	WESTCOM	DACAB49870000200	N/WESTERN	0	0	0	0	0.0	\$0
		KHR	WESTCOM	DACAB49870002200	DANON ESTATE	0	0	0	0	1,379.0	\$0
		MAKUA HOKULEIA	WESTCOM	RE0000006326A800	HOKU/RNCH	0	0	0	0	5,234.0	\$0
	PEARL CITY/HONO	PEARL CTY STG PL	WESTCOM	00000000980000	NAVY DEPT	0	151,153	0	0	0.0	\$251,821
FORT SHAFTER TOTALS						0	151,153	0	0	25,577.5	\$269 081
NSNO: 15985 WAIANAE											
			WESTCOM	DACAB45770002400		0	0	0	0	1.1	\$0
WAIANAE TOTALS						0	0	0	0	1.1	\$0
NSNO: 1609K MEPS BOISE											
	ID BOISE	1655 FAIRVIEW AVE	MEPCOM	A1D1423300000000	GSA GS-108-5336	11,124	0	2,700	1,300	0.0	\$180 680
MEPS BOISE TOTALS						11,124	0	2,700	1,300	0.0	\$180 680
NSNO: 16735 USARC COVER D ALENE ID											
			FORSCOM	DACA675720026700		0	0	0	0	5.0	\$0
USARC COVER D ALENE ID TOTALS						0	0	0	0	5.0	\$0
NSNO: 1717L MEPS CHICAGO											
	IL DES PLAINES	1700 S WOLF RD	MEPCOM	A1L4028300000000	IL2191	36,128	1,891	0	5,426	0.0	\$1,291,700
MEPS CHICAGO TOTALS						36,128	1,891	0	5,426	0.0	\$1,291,700
NSNO: 17840 2LT R H STEPHENS USARC											
			TRADOC	110032E000686600		0	0	0	0	5.9	\$10,000

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REV 283 20010110 1200

ARMY LEASES ASSIGNED TO INSNOs

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2LT R H STEPHENS USARC						TOTALS	0	0	0	0	5.9	\$10.00
INSNO: 17905 PFC R G WILSON USARC												
IL	MARION	LOT #6, 1105 N. HIGH	TRADOC	DACA275880009800		0	2,000	0	0	0.0	\$1.20	
PFC R G WILSON USARC						TOTALS	0	2,000	0	0.0	\$1.20	
INSNO: 17965 MAJ MICHAEL P O'DONNELL USARC												
IL	SPRINGFIELD	1200 BUNN AVE	TRADOC	DACA275890020500		0	1,000	0	0	0.0	\$3.00	
MAJ MICHAEL P O'DONNELL USARC						TOTALS	0	1,000	0	0.0	\$3.00	
INSNO: 18175 HARRISON FORT BENJAMIN												
IN	INDIANAPOLIS	3210 N POST RD	TRADOC	DACA275920015400	FC TUCKER CO	0	36,112	0	0	0.0	\$122.70	
HARRISON FORT BENJAMIN						TOTALS	0	36,112	0	0.0	\$122.70	
INSNO: 1839K MEPS INDIANPLS												
IN	INDIANAPOLIS	141 S MERIDIAN	MEPCOM	AIN200260000000	IN1533	2,200	0	0	0	0.0	\$3.00	
		141 S MERIDIAN	MEPCOM	AIN447740000000	IN1533	11,947	930	0	6,500	0.0	\$36.00	
MEPS INDIANPLS						TOTALS	14,147	930	6,500	0.0	\$39.00	
INSNO: 1921K MEPS DES MOINES												
IA	WEST DES MOINES	25 & UNIVERSITY	MEPCOM	00GS068006859100	GENERAL SVCS	17,505	1,060	5,400	9,632	0.0	\$54.00	
MEPS DES MOINES						TOTALS	17,505	1,060	5,400	9,632	0.0	\$54.00
INSNO: 20395 LEAVENWORTH FORT												
KS	FT LEAVENWORTH	SUPERINTENDENT LODGE	ADJ GEN	DACA419930040000	VETERANS AFFAIR	0	0	0	0	0.0		
		BIDDLE & KEARNEY	TRADOC	DACA415880005500		8,000	0	0	0	0.0		
		KEARNEY-BIDDLE	TRADOC	DACA415940000300	ARMY FORCES INS	8,226	0	0	0	0.0	\$6.00	
		MP 313.4	TRADOC	DACA419780040900	MO PACIFIC RR	0	0	0	0	0.0		
		QUARRY CREEK CHANNEL	TRADOC	DACA419790000400	MO PACIFIC RR	0	0	0	0	0.0		

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NSNO: 20395 LEAVENWORTH FORT										
LEAVENWORTH	1001 N 7TH ST	TRADOC	DACA415920003100	DEVELOP INC	8,844	0	0	0	0.0	\$83,156
	US FED PENITENTIARY	TRADOC	DACA419870040300	DEPT JUSTICE	0	0	0	0	0.0	\$0
LEAVENWORTH CO	STA 1531+57	TRADOC	DACA419830042800	MO PACIFIC RR	0	0	0	0	0.0	\$0
	RIVERFRONT PARK	TRADOC	DACA419930053900	CITY LVMWORTH	0	0	0	0	0.0	\$0
LEAVENWORTH FORT TOTALS					25,070	0	0	0	0.0	\$151,953
NSNO: 20605 RILEY FORT										
KS FT RILEY	MP 133.26	FORSCOM	DACA419770040100	UNION PACIF RR	0	0	0	0	0.0	\$0
GEARY CO	SEC 34 T12S R5E	FORSCOM	DACA415920001200	GFELLER RICHARD	0	0	0	0	0.6	\$450
	SEC 27 T12S R5E	FORSCOM	DACA415920002100	WILLOUGHBY MARY	0	0	0	0	0.1	\$1
	SEC 8 T12S R6E	FORSCOM	DACA415920003700	JOHNSON FLOYD E	0	0	0	0	2.1	\$300
	SEC 24 T11S R6E	FORSCOM	DACA415930002700	CENTRAL NATL BK	0	0	0	0	1.0	\$225
	MP & MARSHALL	FORSCOM	DACA419850041900	UNION PACIF RR	0	0	0	0	0.0	\$250
	SEC 5-9 T13S R8E	FORSCOM	DACA419890043000	BROWN CLARENCE	0	0	0	0	317.7	\$0
RILEY CO	SEC 28 T9S R7E	FORSCOM	DACA415900000500	KS STATE UNIV	0	0	0	0	5.0	\$80
	SEC 15 T11 R9	FORSCOM	DACA419890046000	MCCLURE PAUL D	0	0	0	0	41.4	\$0
	SEC 6 T11 R8	FORSCOM	DACA419890047800	CURRIE JIM	0	0	0	0	64.1	\$0
	SEC 22 T11S R6E	TRADOC	DACA419930040100	MEINHARDT JOE	0	0	0	0	0.0	\$0
TOPEKA	BLDG 354	MTMC	AKS0174800000000	GSA	2,175	0	4,800	0	0.0	\$1,784
	HANGAR 619	FORSCOM	DACA415900009600	FORBES AVIATION	3,706	0	0	0	0.0	\$1,150
RILEY FORT TOTALS					5,881	0	4,800	0	432.0	\$20,220
NSNO: 20725 USARC GREAT BEND										
		FORSCOM	Z30028E000299300		0	0	0	0	3.0	\$0
USARC GREAT BEND TOTALS					0	0	0	0	3.0	\$0
NSNO: 21405 FORT KNOX										
KY MEADE CO	FORT KNOX	TRADOC	DACA315760040200	LOV-NASH RR	0	0	0	0	0.0	\$50
FORT KNOX TOTALS					0	0	0	0	0.0	\$50
NSNO: 2152L MEPS LOUISVILLE										
KY LOUISVILLE	600 MARTIN L KING DR	MEPCOM	AKY4175500000000	KY0086	20,948	0	2,441	3,232	0.0	\$46,220

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INSNO: 2152L MEPS LOUISVILLE											
		600 MARTIN L KING DR	MEPCOM	AKY417570000000	KY0086	820	0	26	39	0.0	\$15,34
				MEPS LOUISVILLE	TOTALS	21,768	0	2,467	3,271	0.0	\$478,56
INSNO: 21915 USARC BARDSTOWN											
			TRADOC	150029E000384600		0	0	0	0	1.0	\$10,00
			USARC BARDSTOWN		TOTALS	0	0	0	0	1.0	\$10,00
INSNO: 22505 LOUISIANA AAP											
LA	DOYLINE	LA ARMY AMMO PLANT	FORSCOM	DACA635880033800	WEBSTER PARISH	0	0	0	0	1.0	\$
		LA ARMY AMMO PLANT	FORSCOM	DACA635880033900	LOYE WILLIS	0	0	0	0	1.0	\$
		LA ARMY AMMO PLANT	FORSCOM	DACA635880034000	LOYE WILLIS	0	0	0	0	1.0	\$
	SHREVEPORT	LOUISIANA ARMY AMMO	FORSCOM	DACA635890025100	IP TIMBERLA	0	0	0	0	0.1	\$50
				LOUISIANA AAP	TOTALS	0	0	0	0	3.1	\$50
INSNO: 2264H N ORLEANS OUTPORT											
LA	NEW ORLEANS	PORT OF N ORLEANS	HTMC	DACA635930088400	PORT OF NEW ORL	0	0	173,792	0	0.0	\$37,38
		NAV SUPT ACT	HTMC	N62467R780014400	NAVY DEPT	39,686	563,315	0	0	0.0	\$505,01
		NAV SUPT ACT	MEPCOM	N6246781R0009900	NAVY DEPT	38,800	0	0	0	0.0	\$286,34
				N ORLEANS OUTPORT	TOTALS	78,486	563,315	173,792	0	0.0	\$828,74
INSNO: 22725 FORT POLK											
LA	LEESVILLE	FORT POLK	FORSCOM	DACA635750025900	MRS E FRASER	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750026000	GILL HUNT	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750026100	EVELYN DUBOIS	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750026200	INTERNATL PAPER	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750026300	HOLLY GROVE	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031000	CROSBY CHEMICAL	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031100	DOUG DVORHAN	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031200	RUTH SCHAEFER	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031300	BOISE SOUTHERN	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031400	BOISE SOUTHERN	0	0	0	0	0.0	\$
		FORT POLK	FORSCOM	DACA635750031500	W H POE	0	0	0	0	0.0	\$

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INSNO: 22725 FORT POLK											
		FORT POLK	FORSKOM	DACA635750031600	ELMER SMITH	0	0	0	0	0.0	\$0
		FORT POLK	FORSKOM	DACA635870027800	PIONEER LAND	0	0	0	0	31.0	\$ 000
		425 PITKIN RD	FORSKOM	DACA635890026000	PAUL VINSON	4,800	0	0	0	0.0	\$ 600
				FORT POLK	TOTALS	4,800	0	0	0	31.0	\$1,601
INSNO: 2281K MEPS SHREVEPORT											
	LA	SHREVEPORT	MEPCOM	00TLA08001174600	GSA	16,068	0	0	3,519	0.0	\$17,572
		202 N. THOMAS		MEPS SHREVEPORT	TOTALS	16,068	0	0	3,519	0.0	\$17,572
INSNO: 2367K MEPS PORTLAND											
	ME	PORTLAND	MEPCOM	000022-000063500	GSA	12,916	928	5,400	6,149	0.0	\$692,927
		510 CONGRESS ST 125 FOREST AVE	MEPCOM	DACA339700001100	1 COURT LIMITED	5,454	0	900	3,546	0.0	\$110,826
				MEPS PORTLAND	TOTALS	18,370	928	6,300	9,695	0.0	\$803,753
INSNO: 2400G EDGEWOOD APG ARM											
	MD	EDGEWOOD	AMC-TEC	180020E000151600	PENN RR	0	0	0	0	0.0	\$0
		EDGEWOOD ARSENAL	AMC-TEC	180020E000151700	PENN RR	0	0	0	0	0.0	\$0
		EDGEWOOD ARSENAL		EDGEWOOD APG ARM	TOTALS	0	0	0	0	0.0	\$0
INSNO: 24015 ABERDEEN PROVING GROUND											
	MD	HARFORD CO	AMC-TEC	180020E000160100	C I P TEL C	0	0	0	0	0.0	\$58
		ABERDEEN PV GD		ABERDEEN PROVING GROUND	TOTALS	0	0	0	0	0.0	\$58
INSNO: 2404L MEPS BALTIMORE											
	MD	BALTIMORE	MEPCOM	AMD9101700000000	GSA	24,078	0	0	11,245	0.0	\$50,323
		6845 DEERPATH		MEPS BALTIMORE	TOTALS	24,078	0	0	11,245	0.0	\$50,323

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INSNO: 2404M AG PUBS CENTER											
MD	MIDDLE RIVER	FEDERAL DEPOT 2800 EASTERN BLV	ADJ GEN CARA	000021-000052400	GSA	0	0	0	130	0.0	\$1,300
				000021-000082100	GSA	5,200	0	57,730	382,044	0.0	\$1,825,044
				AG PUBS CENTER TOTALS		5,200	0	57,730	382,174	0.0	\$1,826,344
INSNO: 2404N BALTIMORE OUTFORT											
MD	BALTIMORE	DUNDALK MARINE TER	MTMC	DACA315920016300	MD DEPT OF TRAN	3,616	0	0	0	0.0	\$32,544
		DUNDALK MARINE TERM	MTMC	DACA315930002400	MD DEPT TRANSP	2,260	0	0	0	0.0	\$95,712
	DUNDALK	DUNDALK MAR TER	MTMC	DACA315680006900	MD FORT AUTM	0	1,450	0	0	0.0	\$0
				BALTIMORE OUTFORT TOTALS		5,876	1,450	0	0	0.0	\$128,256
INSNO: 2406K WOODMONT COMPLEX											
MD	BETHESDA	8120 WOODMONT	NCR	AMD2107900000000	GSA	50,905	170	0	8,285	0.0	\$965,905
				WOODMONT COMPLEX TOTALS		50,905	170	0	8,285	0.0	\$965,905
INSNO: 24225 DETRICK FORT											
MD	FREDERICK	FORT DETRICK	FORSCOM	490080E000213400	PE CO [ PA	0	0	0	0	0.0	\$0
				DETRICK FORT TOTALS		0	0	0	0	0.0	\$0
INSNO: 24275 HOLABIRD DEF INVESTIGATION FAC											
MD	BALTIMORE	FORT HOLABIRD FT HOLABIRD	FORSCOM	490080E000046300	B [O RR	0	0	0	0	0.0	\$0
			FORSCOM	490080E000419800	B [O RR	0	0	0	0	0.0	\$0
				HOLABIRD DEF INVESTIGATION FAC TOTALS		0	0	0	0	0.0	\$0
INSNO: 24355 FORT GEORGE G MEADE											
MD	ANNE ARUNDEL	FT G MEADE	FORSCOM	DACA315670005700	B [O RR	0	0	0	0	0.0	\$0
		FT GEO G MEADE	FORSCOM	DACA315690009600	B [O RR	0	0	0	0	0.0	\$0
		FT G MEADE	FORSCOM	DACA315760004200	B [O RR	0	0	0	0	0.0	\$0
	ANNE ARUNDEL CO	FT G MEADE	FORSCOM	180020E000202000	B [O RR	0	0	0	0	0.0	\$0
		FT G MEADE	FORSCOM	180020E000202100	B [O RR	0	0	0	0	0.0	\$0

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 LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), NCR (13 JAN 94), HQIFS (31 DEC 93)  
 LEASE DATA NOT INCLUDED FOR HOUSING  
 MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO 18800

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 24355 FORT GEORGE G MEADE											
		FT G HEADE	FORSCOM	180020E000202200	B & H CORP	0	0	0	0	0.0	\$100
		FT G HEADE	FORSCOM	490080E00048800	B & H CORP	0	0	0	0	0.0	112
		FT G HEADE	FORSCOM	490080E000470000	B & H CORP	0	0	0	0	0.0	72
		FT G HEADE	FORSCOM	490080E000475000	B & H CORP	0	0	0	0	0.0	50
		FT G HEADE	FORSCOM	490080E000529800	B & H CORP	0	0	0	0	0.0	\$5
FORT MEADE		FORT MEADE	FORSCOM	DACA315730014800	B & H CORP	0	0	0	0	0.0	101
		FORT MEADE	FORSCOM	DACA319720091300	B & H CORP	0	0	0	0	0.0	25
FT MEADE		FT MEADE	FORSCOM	DACA315730014200	B & H CORP	0	0	0	0	0.0	\$0
		FT MEADE	FORSCOM	DACA315730018900	B & H CORP	0	0	0	0	0.1	122
FORT GEORGE G MEADE TOTALS						0	0	0	0	0.1	720
NSNO: 2437K USAAA HANOVER											
MD	HANOVER	7526 CONNELLE	IG-AAA	AND8801300000000	USA	9,908	505	0	1,239	0.0	\$1,256
USAAA HANOVER TOTALS						9,908	505	0	1,239	0.0	\$1,256
NSNO: 24625 FT RITCHIE											
MD	FT RITCHIE	VAL ST 3574	USACC	DACA315800106000	WMD RR CO	0	0	0	0	0.0	0
	WASHINGTON CO	FORT RITCHIE	USACC	490080E000100200	WEST MD RR	0	0	0	0	0.0	2
		FORT RITCHIE	USACC	490080E000100300	WEST MD RR	0	0	0	0	0.0	0
		FORT RITCHIE	USACC	490080E000100400	WEST MD RR	0	0	0	0	0.0	0
FT RITCHIE TOTALS						0	0	0	0	0.0	2
NSNO: 24626 FT RITCHIE QUIRAUK STA A											
MD	WASHINGTON CO	QUIRAUK MT SITE	USACC	490080E000079900	G ROCK FOR	0	0	0	0	1.5	\$ 0
FT RITCHIE QUIRAUK STA A TOTALS						0	0	0	0	1.5	\$ 0
NSNO: 25145 DEVENS FORT											
MA	AYER	FORT DEVENS	FORSCOM	190016E000055200	B & H CORP	0	0	0	0	0.0	\$18
		FORT DEVENS	FORSCOM	190016E000056900	B & H CORP	0	0	0	0	0.0	10
HARVARD		FORT DEVENS	FORSCOM	000175E000176800	BOSTON RR	0	0	0	0	0.0	25
		FORT DEVENS	FORSCOM	190016E000057000	B & H CORP	0	0	0	0	0.0	0
		FORT DEVENS	FORSCOM	190016E000153700	B & H CORP	0	0	0	0	0.0	10

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MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
DEVENS FORT						TOTALS	0	0	0	0	0.0	\$7
INSNO: 25175 NG CAMP EDWARDS												
MA	BOURNE-SANDWICH	CAMP EDWARDS	FORSCOM	DACA515770012700	COMM MASS	0	0	0	0	580.0	\$	
NG CAMP EDWARDS						TOTALS	0	0	0	580.0	\$	
INSNO: 25464 NATICK R&D CENTER NEEDHAM HSG												
MA	NATICK NEEDHAM	NATL GD SLPY DPT NATICK LAB HSG NATICK LAB HSG	AMC-NRDC AMC-NRDC AMC-NRDC	000010-000019000 190016E000344300 190016E000345800	MASS STATE BAGLEY INST TOWN OF NEEDHAM	0 0 0	0 0 0	0 0 0	0 0 0	0.0 0.0 0.0	\$13,50 \$ \$	
NATICK R&D CENTER NEEDHAM HSG						TOTALS	0	0	0	0.0	\$13,50	
INSNO: 2580K MEPS SPRINGFLD												
MA	SPRINGFIELD	FEDERAL BLDG	MEPCOM	000022-000059300	GSA	10,255	250	319	3,781	0.0	\$40,55	
MEPS SPRINGFLD						TOTALS	10,255	250	319	3,781	0.0	\$40,55
INSNO: 26155 DETROIT ARSENAL												
MI	STERLING HEIGHTS	38600 VAN DYKE 38600 VAN DYKE ST 38600 VAN DYKE ST	AMC-TARC AMC-TARC AMC-TARC	DACA275890010800 DACA275920004200 DACA275930006400	D'AGOSTINI D'AGOSTINI EUGE D'AGOSTINI	4,032 12,975 3,520	0 0 0	0 0 0	0 0 0	0.0 0.0 0.0	\$1,59 \$13,79 \$67,76	
DETROIT ARSENAL						TOTALS	20,527	0	0	0.0	\$155,15	
INSNO: 2622L MEPS DETROIT												
MI	TROY	1172 KIRTS BLVD	MEPCOM	AM14033100000000	MILITARY	24,359	0	0	5,013	0.0	\$62,09	
MEPS DETROIT						TOTALS	24,359	0	0	5,013	0.0	\$62,09
INSNO: 26250 KEWEENAW FIELD STATION												
MI	HOUGHTON	TOWNSHIP 55 NORTH,	AMC-TARC	DACA275850065600	HOUGHTON COUNTY	0	0	0	0	27.3	\$	

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 MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
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ARMY LEASES ASSIGNED TO INSMO

TOTAL ANNUAL LEASE COST    OTHER LAND    ADMIN. STORAGE    PARKING    (SQ.FT.)    (SQ.FT.)    (SQ.FT.)    LESSOR    USVC    ADDRESS    STATE CITY

KEENEAN FIELD STATION    TOTALS    0    0    0    0    0    0    0    27.3    \$1

NSNO: 2649K MEPS LANING    MI LANING    120 E JOLLY RD    HEPCOM    AN1401870000000 MI1901    25,316    0    3,600    5,971    0.0    \$776,243

NSNO: 275BK MEPS MINNEAPLS    MM MINNEAPLS    212 3RD AVE S    HEPCOM    AM402470000000 GENERAL SVCS    30,736    240    882    6,849    0.0    \$752,415

NSNO: 277BK DIST ENG ST PAUL    MM ST PAUL    180 E KELLOGG BLVD    CIC    00AMMO-004017100 GENERAL SVCS    0    0    300    0    0.0    \$414

NSNO: 278BK USARC FORT SMELLING    MM FORT SMELLING    FT SMELLING    088    00AMMO-004545200 GENERAL SVCS    2,831    2    3,861    78    0.0    \$54,850

NSNO: 278BA NEW BRIGHTON (TWIN CITIES APP)    MM NEW BRIGHTON    NEW BRIGHTON (TWIN CITIES APP)    FORSCOM    0577KOR-87182-004    29,000    0    0    0    0.0    \$0

NSNO: 266OK MEPS JACKSON    MS JACKSON    664 S STATE ST    HEPCOM    00G5048002903700 GSA    13,770    1,409    5,400    5,519    0.0    \$424,152

TOTALS    13,770    1,409    5,400    5,519    0.0    \$424,152

ARMY LEASES ASSIGNED TO INSMO

TOTAL ANNUAL LEASE COST    OTHER LAND    ADMIN. STORAGE    PARKING    (SQ.FT.)    (SQ.FT.)    (SQ.FT.)    LESSOR    USVC    ADDRESS    STATE CITY

KEENEAN FIELD STATION    TOTALS    0    0    0    0    0    0    0    27.3    \$1

NSNO: 2649K MEPS LANING    MI LANING    120 E JOLLY RD    HEPCOM    AN1401870000000 MI1901    25,316    0    3,600    5,971    0.0    \$776,243

NSNO: 275BK MEPS MINNEAPLS    MM MINNEAPLS    212 3RD AVE S    HEPCOM    AM402470000000 GENERAL SVCS    30,736    240    882    6,849    0.0    \$752,415

NSNO: 277BK DIST ENG ST PAUL    MM ST PAUL    180 E KELLOGG BLVD    CIC    00AMMO-004017100 GENERAL SVCS    0    0    300    0    0.0    \$414

NSNO: 278BK USARC FORT SMELLING    MM FORT SMELLING    FT SMELLING    088    00AMMO-004545200 GENERAL SVCS    2,831    2    3,861    78    0.0    \$54,850

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NSNO: 266OK MEPS JACKSON    MS JACKSON    664 S STATE ST    HEPCOM    00G5048002903700 GSA    13,770    1,409    5,400    5,519    0.0    \$424,152

TOTALS    13,770    1,409    5,400    5,519    0.0    \$424,152

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94  
LEASE DATA FROM RHMIS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), MAIFS (31 DEC 93)  
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MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
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ARMY LEASES ASSIGNED TO INSNOs

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LEASE	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
INSNO: 2938A HANNIBAL USARC											
MO	HANNIBAL	4500 PARIS GRAVEL RD TRADOC		DACA415880006900		0	0	0	0	2.2	\$4,90
			HANNIBAL USARC		TOTALS	0	0	0	0	2.2	\$4,90
INSNO: 2946L MEPS KANSAS CY											
MO	INDEPENDENCE	11101 INDEPENDENCE	MEPCOM	DACA419840052700	USAR CTR	2,504	0	0	0	0.0	\$
			MEPS KANSAS CY		TOTALS	2,504	0	0	0	0.0	\$
INSNO: 2979G ARMY PERS CTR											
MO	OVERLAND	9700 PAGE BLVD	ADJ GEN	AMO001200048700	GSA	128,128	3,100	411,527	61,532	0.0	\$2,616,65
		1655 WOODSON RD	ADJ GEN	AMO418800000000	GSA	274,640	32	39,000	23,931	0.0	\$2,619,72
		1655 WOODSON RD	ADJ GEN	AMO08031000000000	GSA	0	24,115	0	0	0.0	\$601,42
		9700 PAGE BLVD	ADJ GEN	AMO92072000000000	GSA	29,219	0	25,567	304	0.0	\$318,22
		9700 PAGE BLVD	ADJ GEN	DACA419780040200	GSA	6,680	1,212	515	15,077	0.0	\$326,63
		9700 PAGE BLVD	ADJ GEN	DACA419820040200	GSA	1,198	0	0	0	0.0	\$11,87
		9700 PAGE BLVD	IG-AAA	DACA419940045600	GSA	78	34	14	883	0.0	\$15,27
		9700 PAGE BLVD	USACSC	DACA419760040300	GSA	0	0	0	461	0.0	\$3,66
			ARMY PERS CTR		TOTALS	439,943	28,493	476,623	102,188	0.0	\$6,513,47
INSNO: 2979J ATCOM HQ											
MO	ST LOUIS	4300 GOODFELLOW BLVD	AMC-HQ	AMO90016000000000	GSA	9,913	0	12,900	0	0.0	\$93,37
		4300 GOODFELLOW	AMC-ARRC	AMO90135000000000	GSA	117,904	0	20,700	2,000	0.0	\$810,93
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO00900000000000	GSA	142,616	3,127	115,200	50,960	0.0	\$2,195,49
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO00925000000000	GSA	5,663	0	0	0	0.0	\$51,0E
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO01408000000000	GSA	8,906	0	0	0	0.0	\$82,82
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO01563000000000	GSA	858	0	0	66	0.0	\$11,5E
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO01583000000000	GSA	134,675	0	117,172	13,021	0.0	\$1,407,57
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO01692000000000	GSA	5,730	0	251	4,793	0.0	\$123,02
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO42368000000000	GSA	10,453	0	0	0	0.0	\$89,5E
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO42602000000000	GSA	7,288	740	0	6,080	0.0	\$162,07
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO43140000000000	GSA	9,940	574	0	2,902	0.0	\$128,82
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO43242000000000	GSA	187,416	14,442	231,600	3,051	0.0	\$1,923,97
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO43477000000000	GSA	70,978	416	397,451	9,718	0.0	\$848,87
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO49072000000000	GSA	166,226	0	106,954	13,173	0.0	\$1,540,90
		4300 GOODFELLOW BLVD	AMC-TSAC	AMO70405000000000	GSA	9,703	0	0	959	0.0	\$85,83
		1222 SPRUCE	AMC-TSAC	AMO88011000000000	GSA	167,422	6,400	3,086	32,467	0.0	\$3,389,02

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 MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSMO:

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
NSNO: 2979J ATCOM HQ												
		4300 GOODFELLOW BLVD	AMC-TSAC	AM08901000000000	GSA	6,606	0	21,000	0	0.0	\$69,976	
		4300 GOODFELLOW BLVD	AMC-TSAC	AM09077900000000	GSA	18,033	9	39,092	0	0.0	\$166,722	
		1212 SPRUCE	AMC-TSAC	AM09305600000000	GSA	0	0	1,200	0	0.0	\$2,592	
		4300 GOODFELLOW BLVD	AMC-TSAC	DACA419730040100	GSA	8,906	0	0	47	0.0	\$71,952	
		4300 GOODFELLOW BLVD	AMC-AVRD	DACA419830040800	GSA	162	634	431	11,605	0.0	\$181,478	
			ATCOM HQ			TOTALS	1,089,198	26,342	1,067,037	150,842	0.0	\$13,437,740
NSNO: 2979L MEPS ST LOUIS												
MO	ST LOUIS	1222 SPRUCE	MEPCOM	000084-000070100	GSA	33,755	424	86	12,098	0.0	\$821,181	
		1222 SPRUCE	MEPCOM	AM09202400000000	GSA	0	0	2,100	0	0.0	\$4,536	
			MEPS ST LOUIS			TOTALS	33,755	424	2,186	12,098	0.0	\$825,717
NSNO: 2979M USAREC BN ST LOUIS												
MO	ST LOUIS	1222 SPRUCE	CARA	AM09202000000000	GSA	0	0	1,800	0	0.0	\$3,888	
			USAREC BN ST LOUIS			TOTALS	0	0	1,800	0	0.0	\$3,888
NSNO: 2979N USAAA ST LOUIS OFC												
MO	ST LOUIS	12140 WOODCRI ST EXEC 1G-AAA		AM00116200000000	GSA	8,805	0	600	0	0.0	\$167,650	
			USAAA ST LOUIS OFC			TOTALS	8,805	0	600	0	0.0	\$167,650
NSNO: 2979Q ST JOSEPH ARMORY												
MO	NEOSHO	1 N NEOSHO	ADJ GEN	AM06021700000000	GSA	0	1,074	0	0	0.0	\$2,964	
			ST JOSEPH ARMORY			TOTALS	0	1,074	0	0.0	\$2,964	
NSNO: 2995P TS RFTS												
MO	WELDON SPRINGS	BLDG 4S-18	FORS COM	DACA419880044100	USA INGR CTR	368	0	0	0	1.3	\$0	
			TS RFTS			TOTALS	368	0	0	1.3	\$0	

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LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSM06

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 29995 FORT LEONARD WOOD											
MO	FT LEONARD WOOD	A NATL BANK BLDG	TRADOC	DACA415930000300	A NATL BANK	3,200	0	0	0	0.0	\$
	PULASKI CO	SEC 25 T36N R12W	TRADOC	DOTFA77CE0795100	LAUGHLIN JERETA	0	0	0	0	0.1	\$300
				FORT LEONARD WOOD	TOTALS	3,200	0	0	0	0.1	\$300
NSNO: 29999 LAKE OF THE OZARKS											
MO	FT LEONARD WOOD	LAKE OF OZARKS	TRADOC	230028E000466700	NO PARK BOARD	0	0	0	0	418.6	\$
				LAKE OF THE OZARKS	TOTALS	0	0	0	0	418.6	\$
NSNO: 3012K MEPS BUTTE											
MT	BUTTE	100 E BROADWAY	MEPCOM	AMT1434400000000	GSA GS-88-11442	10,105	480	1,800	1,235	0.0	\$135,560
				MEPS BUTTE	TOTALS	10,105	480	1,800	1,235	0.0	\$135,560
NSNO: 30775 USARC HELENA MT											
MT	HELENA	601 EUCLID AVE	HQDA	DACA675920003700	MACLAURIN	560	0	0	0	0.0	\$4,320
				USARC HELENA MT	TOTALS	560	0	0	0	0.0	\$4,320
NSNO: 3165L MEPS OMAHA											
NE	OMAHA	7070 SPRING ST	MEPCOM	00GS06B006017700	GENERAL SVCS	9,876	0	0	3,799	0.0	\$17,280
				MEPS OMAHA	TOTALS	9,876	0	0	3,799	0.0	\$17,280
NSNO: 32225 HAWTHORNE AAP											
NV	HAWTHORNE	ARMY AMMO DEPOT	AMC-ARRC	000112-000064200	BLM	0	0	0	0	78.9	\$
		POLE LINE ROAD	AMC-ARRC	000112-000071600	NORTHWEST RR	0	0	0	0	700.0	\$
		HAWTHORNE AAP	AMC-ARRC	NFR0000001862600	SO PACIFIC	0	0	0	0	0.0	\$
				HAWTHORNE AAP	TOTALS	0	0	0	0	778.9	\$

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 MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INBNO6

STATE CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST		
ISNO: 3346K MEPS MANCHESTR												
NH	MANCHESTER	MEPCOM	000022-000053200	GSA	0	0	0	140	0.0	\$4,239		
MEPS MANCHESTR					TOTALS		0	0	0	140	0.0	\$4,239
ISNO: 3443P TS NAV AIR ENG CTR												
NJ	LAKEHURST	TRADOC	000000000934400	NAVY DEPT	0	126,450	0	0	0.0	\$189,675		
TS NAV AIR ENG CTR					TOTALS		0	126,450	0	0.0	\$189,675	
ISNO: 34555 MONMOUTH FORT MAIN POST												
NJ	EATONTOWN	AMC-CERC	DACA515720022500	ALBERT W	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720022600	ALBERT H	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720022700	BORO NEW SH	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720022800	CNTR RR NJ	0	0	0	0	0.0	\$60		
		AMC-CERC	DACA515720022900	CLARK JR S	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023000	MUMBLE OIL	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023100	MAHNS L	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023200	NJ MATR GAS	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023300	REED W	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023400	SHELL RLTY	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023500	STAFFORD L	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023600	TAYLOR R	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023700	WATKINS B	0	0	0	0	0.0	\$0		
FT MONMOUTH NEPTUNE	TINTON-WAYSIDE	AMC-CERC	0000028001552600	GSA	577,847	7,450	750,000	31,537	0.0	\$15,778,514		
		AMC-CERC	DACA515720023800	ALLEN S	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720023900	CARTON JR J	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024000	KATAVALOUS	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024100	DIO OF TRNT	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024200	TIEDEMANN R	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024300	TWNP NEPTNE	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024400	HAN MTH CH	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024500	VACARO G	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720024600	CARTON JR J	0	0	0	0	0.0	\$0		
NEW SHREWSBURY	FT MONMOUTH	AMC-CERC	DACA515720001300	ANDREWS C	0	0	0	0	0.0	\$0		
	CAMP COLES EVANS	AMC-CERC	DACA515720001400	ANDREWS C	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720020600	ANDREWS C	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720020700	CNTR RR NJ	0	0	0	0	0.0	\$0		
		AMC-CERC	DACA515720020800	CNTR RR NJ	0	0	0	0	0.0	\$60		
		AMC-CERC	DACA515720020900	CNTR RR NJ	0	0	0	0	0.0	\$80		
		AMC-CERC	DACA515720021000	CNTY MNMTH	0	0	0	0	0.0	\$0		

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), HQIFS (31 DEC 93)

LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADNH. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
INSNO: 34555 MONMOUTH FORT MAIN POST												
		FT MONMOUTH	AMC-CERC	DACA515720021100	DE VEAUX S	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021200	FARROW W	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021300	GARRISON W	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021400	GRAY R	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021500	MARVEY J	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021600	INTNL DEVEL	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021700	MANZO CONTR	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021800	MILER H	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720021900	PROCTER R	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720022000	PUGLIANO A	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720022100	REEVEY K	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720022200	THOMAS M	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720022300	WILSON J	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720022400	WOODSON M	0	0	0	0	0.0	\$0	
SANDY HOOK		GTWY BLD 539+3180	AMC-CERC	DACA19750037500	DT OF INTR	1,875	0	0	0	0.0	\$1,875	
WALL		FT MONMOUTH	AMC-CERC	DACA515720024700	GRIESSR ASC	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720024800	KUMTH WTR	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720024900	MUHA W	0	0	0	0	0.0	\$0	
		FT MONMOUTH	AMC-CERC	DACA515720025000	WALL TWNSP	0	0	0	0	0.0	\$0	
MONMOUTH FORT MAIN POST						TOTALS	579,722	7,430	750,000	31,537	0.0	\$0
INSNO: 3459K MEPS NEWARK												
NJ	NEWARK	970 BROAD STREET	MEPCOM	000022-000045000	GSA	0	0	0	659	0.0	\$659	
MEPS NEWARK						TOTALS	0	0	0	659	0.0	\$659
INSNO: 34855 PICATINNY ARSENAL												
NJ	DOVER	PICATINNY ARSENA	AMC-ARRC	DACA515710034500	ANDREWS C	0	0	0	0	0.0	\$0	
PICATINNY ARSENAL						TOTALS	0	0	0	0	0.0	\$0
INSNO: 3502K MEPS ALBUQUERQUE												
NM	ALBUQUERQUE	505 CENTRAL NW	MEPCOM	0000008008206100	3-C BLDG	14,220	0	1,200	4,930	0.0	\$14,220	
	ALBUQUERQUE NM	6TH & LEAD SW	MEPCOM	0000008004953600	MM0037	0	0	1,256	0	0.0	\$1,256	
MEPS ALBUQUERQUE						TOTALS	14,220	0	2,456	4,930	0.0	\$15,476

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94  
 LEASE DATA FROM RFMS (25 JAN 94), GSA (13 JAN 94), NCR (13 JAN 94), HQIFS (31 DEC 93)  
 LEASE DATA NOT INCLUDED FOR HOUSING  
 MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE  
 DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSMO

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
SNO: 35855 AFRC ALBUQUERQUE NM											
NM	ALBUQUERQUE	435 JEFFERSON	FORS COM	DACA47390002000		18,000	0	0	0	0.0	\$5, 00
AFRC ALBUQUERQUE NM						TOTALS	18,000	0	0	0	\$5, 00
SNO: 35955 WHITE SANDS MSL RG											
CO	MONTEZUMA CO	WHITE SANDS MSLE	AMC-TEC	DACA45975000600	DEPT INTERIOR	0	0	0	0	0.6	\$0
NM	ALAMOGORDO	WSMR	AMC-TEC	DACA475830009400	TURNEY J	0	0	0	0	0.0	\$0
		WSFR	AMC-TEC	DACA479910005600	WASTE MGT	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479910005700	HERROW	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479910005800	MEDINA	0	0	0	0	0.0	\$0
	BERNALILLO CNTY	WSIR	AMC-TEC	DACA475910001900	NM ST LAND OFC	0	0	0	0	7.5	\$4, 00
	DONA ANA	WSIR	AMC-TEC	DACA479690029400	AGRI DEPT	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479740010900	NM ST HWY	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479740011000	NM ST HWY	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479740011100	NM ST HWY	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA479740011200	NM ST HWY	0	0	0	0	0.0	\$0
	DONA ANA CNTY	WSIR	AMC-TEC	DACA479890008000	DEPT INTERIOR	0	0	0	0	59,936.0	\$0
	LINCOLN	WSIR	AMC-TEC	DACA479750016000	AGRI DEPT	0	0	0	0	0.0	\$0
		USACC	USACC	DACA479750015500	AGRI DEPT	0	0	0	0	0.0	\$0
	OTERO	WSIR	AMC-TEC	DACA475830011800	BLM	0	0	0	0	3.7	\$0
		WSIR	AMC-TEC	DACA475830012100	BLM	0	0	0	0	0.0	\$0
		WSIR	AMC-TEC	DACA475830014500	BLM	0	0	0	0	51.0	\$0
		WSIR	AMC-TEC	DACA475860000700	SO PAC TRNS	0	0	0	0	0.0	\$1, 500
		WSIR	AMC-TEC	DACA475870000400	BLM	0	0	0	0	1.3	\$0
		WSMR	AMC-TEC	DACA479740011300	NM ST HWY	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479780014100	BLM	0	0	0	0	4,707.0	\$0
		WSMR	AMC-TEC	DACA479830011900	BLM	0	0	0	0	5.0	\$0
		WSMR	AMC-TEC	DACA479850005600	BLM	0	0	0	0	1.8	\$0
		WSMR	AMC-TEC	DACA479870004700	BLM	0	0	0	0	5.0	\$0
		WSMR	AMC-TEC	DACA479890003000	AGRI DEPT	0	0	0	0	0.0	\$0
	OTERO CNTY	WSMR	AMC-TEC	DACA479730000200	BLM	0	0	0	0	5.0	\$0
	OTERO CTY	WSMR	AMC-TEC	DACA479910003500	BINGAMAN F	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910003800	ONEAL P	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004300	FERNANDEZ A	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004400	FERNANDEZ M	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004600	FERNANDEZ J	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004700	FERNANDEZ E	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004800	GRAHAM F	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910004900	SILVA FRED	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910005100	OLIVARES	0	0	0	0	0.0	\$0
		WSMR	AMC-TEC	DACA479910005300	FERNANDEZ G	0	0	0	0	0.0	\$0
	SAN JUAN CNTY	WSMR	AMC-TEC	DACA475830011700	BLM	0	0	0	0	0.4	\$0

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), NRIFS (31 DEC 93)

LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INSMO

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
INSNO: 35955 WHITE SANDS MSL RG											
SIERRA	WSMR	AMC-TEC	DACA479830012000	BLM	0	0	0	0	0	21.0	\$
	WSMR	AMC-TEC	DACA479830003800	CAIN B	0	0	0	0	0	0.0	\$13,41
	WSMR	AMC-TEC	DACA479830003900	100 RANCH	0	0	0	0	0	0.0	\$15,79
	WSMR	AMC-TEC	DACA479830004000	BRUTON H	0	0	0	0	0	0.0	\$5,39
	WSMR	AMC-TEC	DACA479830004100	WRYE V.	0	0	0	0	0	0.0	\$6,43
	WSMR	AMC-TEC	DACA479830004200	CAIN E. VON	0	0	0	0	0	0.0	\$30,35
	WSMR	AMC-TEC	DACA479830004300	SAIB R.	0	0	0	0	0	0.0	\$4,84
	WSMR	AMC-TEC	DACA479830004400	MOUNYO J	0	0	0	0	0	0.0	\$14,43
	WSMR	AMC-TEC	DACA479830004500	DEL CURTO V.	0	0	0	0	0	0.0	\$7,71
	WSMR	AMC-TEC	DACA479830004600	HARLESS L.	0	0	0	0	0	0.0	\$8,91
	WSMR	AMC-TEC	DACA479830004700	FERNANDEZ F.	0	0	0	0	0	0.0	\$4,70
	WSMR	AMC-TEC	DACA479830004800	MONROE I.	0	0	0	0	0	0.0	\$5,28
	WSMR	AMC-TEC	DACA479830004900	YOUNGBLOOD T.J.	0	0	0	0	0	0.0	\$3,13
	WSMR	AMC-TEC	DACA479830005000	ORONA WILLIE	0	0	0	0	0	0.0	\$16,95
	WSMR	AMC-TEC	DACA479830005100	SANTILLANES J	0	0	0	0	0	0.0	\$4,76
	WSMR	AMC-TEC	DACA479830005200	VIGIL J.	0	0	0	0	0	0.0	\$79
	WSMR	AMC-TEC	DACA479830005300	RAMZEL A.	0	0	0	0	0	0.0	\$2,83
	WSMR	AMC-TEC	DACA479830005400	L CAIN RANCH	0	0	0	0	0	0.0	\$12,38
	WSMR	AMC-TEC	DACA479830005500	HILLE A	0	0	0	0	0	0.0	\$5,77
	WSMR	AMC-TEC	DACA479830005600	ADAMS M	0	0	0	0	0	0.0	\$1,32
	WSMR	AMC-TEC	DACA479830005700	PATTERSON J.	0	0	0	0	0	0.0	\$1,46
	WSMR	AMC-TEC	DACA479830005800	MUNCY COMPANY	0	0	0	0	0	0.0	\$3,50
	WSMR	AMC-TEC	DACA479830005900	MANZANA MNT.	0	0	0	0	0	0.0	\$8,51
	WSMR	AMC-TEC	DACA479830006000	MUNCY D.	0	0	0	0	0	0.0	\$76
	WSMR	AMC-TEC	DACA479830006100	THOMPSON H	0	0	0	0	0	0.0	\$4,58
	WSMR	AMC-TEC	DACA479830006200	THOMPSON H	0	0	0	0	0	0.0	\$12
	WSMR	AMC-TEC	DACA479830006300	CAIN J	0	0	0	0	0	0.0	\$9,27
	WSMR	AMC-TEC	DACA479830006400	BLACK HILLS.	0	0	0	0	0	0.0	\$16,04
	WSMR	AMC-TEC	DACA479830006600	LACY KENNETH	0	0	0	0	0	0.0	\$1,98
	WSMR	AMC-TEC	DACA479830006700	LACY KENNETH	0	0	0	0	0	0.0	\$2,18
	WSMR	AMC-TEC	DACA479830007000	MAXWELL RANCH.	0	0	0	0	0	0.0	\$6,51
	WSMR	AMC-TEC	DACA479830007100	BISHOP LOLA	0	0	0	0	0	0.0	\$13,10
	WSMR	AMC-TEC	DACA479830007300	VIGIL A	0	0	0	0	0	0.0	\$47
	WSMR	AMC-TEC	DACA479830007400	LUCERO M.	0	0	0	0	0	0.0	\$1,77
	WSMR	AMC-TEC	DACA479830007600	DEL CURTO G	0	0	0	0	0	0.0	\$6,77
	WSMR	AMC-TEC	DACA479830007800	JONES S.	0	0	0	0	0	0.0	\$12
	WSMR	AMC-TEC	DACA479830007900	DEAN R.	0	0	0	0	0	0.0	\$78
	WSMR	AMC-TEC	DACA479830008000	DEAN R. H.	0	0	0	0	0	0.0	\$2,42
	WSMR	AMC-TEC	DACA479830008500	MENDIBURU J.	0	0	0	0	0	0.0	\$31,76
	WSMR	AMC-TEC	DACA479830008600	ARMIJO MELA	0	0	0	0	0	0.0	\$24
	WSMR	AMC-TEC	DACA479830008700	ARMIJO MELA	0	0	0	0	0	0.0	\$1,60
	WSMR	AMC-TEC	DACA479830008800	BURTON C	0	0	0	0	0	0.0	\$3,03
	WSMR	AMC-TEC	DACA479830008900	AUTREY A.	0	0	0	0	0	0.0	\$3,76
	WSMR	AMC-TEC	DACA479830009000	AUTREY A.	0	0	0	0	0	0.0	\$7,02

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RFMIS (25 JAN 94), GSA (13 JAN 94), NCR (13 JAN 94), HQIFS (31 DEC 93)

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MACOMS NOT INCLUDED: NGB, USAR, RCDOD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC



STATE CITY ADDRESS USVC LEASE NUMBER LESSON ADMIN. STORAGE PARKING OTHER (SQ.FT.) (SQ.FT.) (SQ.FT.) LAND TOTAL ANNUAL LEASE COST

NSNO: 35955 WHITE SANDS HSL RG

MSMR	AMC-TEC	DACA479830009100	AUTREY D	0	0	0	0	0	0	\$4,536
MSMR	AMC-TEC	DACA479830009200	AUTREY D	0	0	0	0	0	0	\$1,566
MSMR	AMC-TEC	DACA479830009300	PADILLA P	0	0	0	0	0	0	\$4,445
MSMR	AMC-TEC	DACA479830009400	WOOLF B	0	0	0	0	0	0	\$2,203
MSMR	AMC-TEC	DACA479830009500	LEWIS W	0	0	0	0	0	0	\$2,009
MSMR	AMC-TEC	DACA479830009600	WALKER J	0	0	0	0	0	0	\$4,330
MSMR	AMC-TEC	DACA479830009700	GALLACHER R	0	0	0	0	0	0	\$2,368
MSMR	AMC-TEC	DACA479830009800	FERNANDEZ L	0	0	0	0	0	0	\$4,710
MSMR	AMC-TEC	DACA479830009900	GONZALES L	0	0	0	0	0	0	\$1,113
MSMR	AMC-TEC	DACA479830010000	STHWST GRAZING	0	0	0	0	0	0	\$37,353
MSMR	AMC-TEC	DACA479830010100	OWEY J	0	0	0	0	0	0	\$2,562
MSMR	AMC-TEC	DACA479830010200	CAIN L	0	0	0	0	0	0	\$4,250
MSMR	AMC-TEC	DACA479830010300	BURKHORN RANCH	0	0	0	0	0	0	\$6,229
MSMR	AMC-TEC	DACA479830010400	SANCHEZ J	0	0	0	0	0	0	\$3,288
MSMR	AMC-TEC	DACA479830010500	ARMJO B	0	0	0	0	0	0	\$1,226
MSMR	AMC-TEC	DACA479830010700	MAESTAS S	0	0	0	0	0	0	\$3,129
MSMR	AMC-TEC	DACA479830010800	HAYES A	0	0	0	0	0	0	\$8,250
MSMR	AMC-TEC	DACA479830011100	FITE LM	0	0	0	0	0	0	\$4,034
MSMR	AMC-TEC	DACA479830011200	DAVIS	0	0	0	0	0	0	\$2,133
MSMR	AMC-TEC	DACA479830011300	PINO C	0	0	0	0	0	0	\$2,127
MSMR	AMC-TEC	DACA479830011400	ROCKO RANCH	0	0	0	0	0	0	\$5,129
MSMR	AMC-TEC	DACA479830011500	DONALDSON J	0	0	0	0	0	0	\$4,229
MSMR	AMC-TEC	DACA479830011600	DONALDSON J	0	0	0	0	0	0	\$1,110
MSMR	AMC-TEC	DACA479830012200	HEILSON TODD	0	0	0	0	0	0	\$1,227
MSMR	AMC-TEC	DACA479830012400	LEE O	0	0	0	0	0	0	\$1,227
MSMR	AMC-TEC	DACA479830012500	HCKINLEY W	0	0	0	0	0	0	\$4,227
MSMR	AMC-TEC	DACA479830012600	HCKINLEY W	0	0	0	0	0	0	\$4,227
MSMR	AMC-TEC	DACA479830012700	HCKINLEY W	0	0	0	0	0	0	\$7,225
MSMR	AMC-TEC	DACA479830012900	USDA, FHA	0	0	0	0	0	0	\$17,225
MSMR	AMC-TEC	DACA479830013000	WALKER J R	0	0	0	0	0	0	\$2,120
MSMR	AMC-TEC	DACA479830013200	GALLEGOS P	0	0	0	0	0	0	\$2,120
MSMR	AMC-TEC	DACA479830013300	GALLEGOS P	0	0	0	0	0	0	\$2,120
MSMR	AMC-TEC	DACA479830013400	PADILLA J	0	0	0	0	0	0	\$4,226
MSMR	AMC-TEC	DACA479830013500	WOOLF R	0	0	0	0	0	0	\$3,226
MSMR	AMC-TEC	DACA479830013700	JOHNSON G	0	0	0	0	0	0	\$3,227
MSMR	AMC-TEC	DACA479830013800	CAIN BEN	0	0	0	0	0	0	\$3,226
MSMR	AMC-TEC	DACA479830014200	LINCORN GOLD	0	0	0	0	0	0	\$10,226
MSMR	AMC-TEC	DACA479830014300	FERNANDEZ L	0	0	0	0	0	0	\$2,122
MSMR	AMC-TEC	DACA479830014600	WOOLF R	0	0	0	0	0	0	\$3,226
MSMR	AMC-TEC	DACA479830015100	FITE WILLIAM	0	0	0	0	0	0	\$3,226
MSMR	AMC-TEC	DACA479830015200	KMAPP FELICIA	0	0	0	0	0	0	\$2,227
MSMR	AMC-TEC	DACA479830015300	BROOME G	0	0	0	0	0	0	\$2,227
MSMR	AMC-TEC	DACA479830017200	HANSEN N	0	0	0	0	0	0	\$2,227
MSMR	AMC-TEC	DACA479830019800	CAIN LEWIS	0	0	0	0	0	0	\$2,227

PREPARED BY GENERAL ANALYTICS CORPORATION 04/06/94

LEASE DATA FROM RWMS (25 JAN 94), GSA (13 JAN 94), MCR (13 JAN 94), MAFS (31 DEC 93)

LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: NGB, USAR, RCDD, USACE

DATA RESIDES IN BEST AVAILABLE LEASE DATABASE MAINTAINED AT GAC

ARMY LEASES ASSIGNED TO INHOM

ARMY LEASES ASSIGNED TO INSNOs

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL A NUA LEASE OST	
INSNO: 35955 WHITE SANDS MSL RG												
		WSMR	AMC-TEC	DACA479830020500	MUNCY CATTLE CO	0	0	0	0	0.0	\$ 31	
		WSMR	AMC-TEC	DACA479840005000	OPPUTT E.	0	0	0	0	55.0	\$77	
		WSMR	AMC-TEC	DACA479880006400	DEMARK R.	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA479890001300	CHAVEZ J G	0	0	0	0	0.0	\$ 76	
SIERRA CNTY		WSMR	AMC-TEC	DACA479830006900	DEL CURTO RICH	0	0	0	0	0.0	\$ 21	
SIERRA CTY		WSMR	AMC-TEC	DACA479860002400	FISH-WILDLIFE	0	0	0	0	0.0	\$	
SOCORRO		WSMR	AMC-TEC	000091A000077700	DEPT INTERIOR	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA475830015400	BLM	0	0	0	0	85.7	\$	
		WSMR	AMC-TEC	DACA479730013100	DEPT INTERIOR	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA479730013200	DEPT INTERIOR	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA479750000800	BLM	0	0	0	0	160.0	\$	
		WSMR	AMC-TEC	DACA479760006800	STATE NM	0	0	0	0	0.1	\$2	
		WSMR	AMC-TEC	DACA479780017400	STATE NM	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA479840000100	BLM	0	0	0	0	0.7	\$	
		WSMR	AMC-TEC	DACA479840000200	BLM	0	0	0	0	0.2	\$	
		WSMR	AMC-TEC	DACA479840000300	BLM	0	0	0	0	0.7	\$	
		WSMR	AMC-TEC	DACA479840000400	BLM	0	0	0	0	1.5	\$	
		WSMR	AMC-TEC	DACA479840000500	BLM	0	0	0	0	1.9	\$	
		WSMR	AMC-TEC	DACA479840000600	BLM	0	0	0	0	0.4	\$	
		WSMR	AMC-TEC	DACA479850004400	AGRI DEPT	0	0	0	0	0.0	\$	
		WSMR	AMC-TEC	DACA479910000400	WESTMORELAND	0	0	0	0	0.0	\$	
SOCORRO CNTY		WSMR	AMC-TEC	000112-000036000	AGRI DEPT	0	0	0	0	0.0	\$	
UT BLACK MESA		WHITESANDS-PERSNG	AMC-TEC	000112-000013700	UTAH STATE	0	0	0	0	0.0	\$	
BLANDING		WHITE SANDS	AMC-TEC	000112-000025100	UTAH STATE	0	0	0	0	0.0	\$	
		WHITE SANDS	AMC-TEC	000112-000039700	BLM	0	0	0	0	0.0	\$	
COLD SPRINGS		WHITE	AMC-TEC	000112-000049500	AGRI DEPT	0	0	0	0	0.0	\$	
MOAB		WHITESANDS MSGRGE	AMC-TEC	000112-000020200	GRAND COUNTY	0	0	0	0	0.0	\$	
		WHITESANDS MSGRGE	AMC-TEC	000112-000020500	AGRI DEPT	0	0	0	0	0.0	\$	
WHITE SANDS MSL RG						TOTALS	0	0	0	0	65,051.5	\$ 3,47

INSNO: 3601K MEPS ALBANY

NY	ALBANY	CLINTON-PEARL ST	MEPCOM	000022-000050700	GSA	13,161	270	3,387	1,224	0.0	\$ 0,24	
MEPS ALBANY						TOTALS	13,161	270	3,387	1,224	0.0	\$ 0,24

INSNO: 3610L MEPS BUFFALO

NY	BUFFALO	111 W HURON ST	MEPCOM	000022-000048300	GSA	16,037	277	819	2,300	0.0	\$ 95
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 MACOMS NOT INCLUDED: HGB, USAR, RCDOD, USACE  
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ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
			MEPS	BUFFALO		TOTALS	16,037	277	819	2,300	0.0	\$24,955
NSNO: 36205 FORT DRUM												
NY	CALCIUM	WOODCLIFF ROUTE 11	FORSCOM	DACA515910070300		700,000	0	0	0	7.0	\$400	
		WOODCLIFF ROUTE 11	FORSCOM	DACA515880079800		0	0	0	0	41.0	\$100	
		WARWICK PLACE WEST S	FORSCOM	DACA515880203300		0	0	0	0	42.0	\$100	
	CARTHAGE	100 PURCELL DR	FORSCOM	DACA515880079500		0	0	0	0	32.0	\$100	
	CLAYTON	700 PHALEN DR	FORSCOM	DACA515880080300		215,000	0	0	0	3.0	\$1,000	
	COPENHAGEN	LARCH CIRCLE	FORSCOM	DACA515880079700		176,000	0	0	0	18.0	\$1,800	
	GOUVERNEUR	500 SLEEPY HOLLOW RD	FORSCOM	DACA515880080200		0	0	0	0	24.0	\$200	
	LOWVILLE	THORNHILL TERRACE E	FORSCOM	DACA515880079600		224,000	0	0	0	22.0	\$1,800	
	PHILADELPHIA	300 QUAKER AVE	FORSCOM	DACA515880080400		0	0	0	0	13.0	\$700	
	W CARTRAGE	SEDGWICK PINES	FORSCOM	DACA515880079400		732,000	0	0	0	73.0	\$200	
	WATERTOWN	GABRIEL COURT, ACADE	FORSCOM	DACA515880079900		0	0	0	0	18.0	\$100	
		400 MICHIGAN AVE	FORSCOM	DACA515880080000		0	0	0	0	16.0	\$100	
		600 HYCLIFF DR	FORSCOM	DACA515880080500		311,000	0	0	0	31.0	\$1,000	
						429,000	0	0	0	43.0	\$1,000	
			FORT DRUM		TOTALS	2,787,000	0	0	0	383.0	\$1,000	
NSNO: 36760 SENECA ARMY DEPOT												
NY	KENDATA	SENECA ARMY DPT	AMC-DESC	001090E000109100	LENIGH RR	0	0	0	0	0.0	\$0	
		SENECA ARMY DPT	AMC-DESC	300075E001236400	LENIGH RR	0	0	0	0	0.0	\$0	
			SENECA ARMY DEPOT		TOTALS	0	0	0	0	0.0	\$0	
NSNO: 3686K MEPS SYRACUSE												
NY	SYRACUSE	100 CLINTON ST	MEPCOM	000022-000052600	GSA	16,391	0	1,443	1,836	0.0	\$19	
			MEPS SYRACUSE		TOTALS	16,391	0	1,443	1,836	0.0	\$19	
NSNO: 36895 USARC MASSENA												
NY	MASSENA	86 CENTER STREET	FORSCOM	DACA515880006300		0	0	0	6,000	0.0	\$0	
			USARC MASSENA		TOTALS	0	0	0	6,000	0.0	\$0	

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INSNO: 36990 WATERVLIET ARSENAL											
NY	COLONIE	WATERVLIET ARSEN	AMC-ARRC	300082E000362700	DEL-MUSON	0	0	0	0	1.0	\$1
				WATERVLIET ARSENAL	TOTALS	0	0	0	0	1.0	\$1
INSNO: 3714K MEPS CHARLOTTE											
NC	CHARLOTTE	401 W TRADE ST	MEPCOM	DACA219850016100	GSA	21,376	0	4,688	1,524	0.0	\$21,911
				MEPS CHARLOTTE	TOTALS	21,376	0	4,688	1,524	0.0	\$21,911
INSNO: 3721K ARMY RESEARCH OFC											
NC	DURHAM	RESEARCH TRIANGLE	AMC-HQ	0000040002328500	CEDARWOOD AS	24,551	875	44,400	4,512	0.0	\$40,671
				ARMY RESEARCH OFC	TOTALS	24,551	875	44,400	4,512	0.0	\$40,671
INSNO: 37225 BRAGG FT											
			FORSCOM	DACA215890010200		0	14,000	0	0	0.0	\$0
			FORSCOM	DACA215900101400		2,000	0	0	0	0.0	\$0
			FORSCOM	DACA215920141700		0	6,000	0	0	0.0	\$0
			FORSCOM	DACA215930011100		0	0	0	0	0.0	\$0
			FORSCOM	DAKF4092H9700		3,000	0	0	0	0.0	\$0
			FORSCOM	DAKF4093H0321		672,000	0	0	0	0.0	\$0
NC	BROADWAY TOWNSHIP	NE BROADWAY TOWNSHP	FORSCOM	DACA215900101000	DELTA BROADCAST	1,240	0	0	0	0.0	\$0
	FAYETTEVILLE	6310 CLIFFDALE RD	FORSCOM	DACA215890025100	NC COMMUN INC	96	0	0	0	0.0	\$0
		6310 CLIFFDALE RD	FORSCOM	DACA215900100000	NC COMMUN INC	0	0	0	0	96.0	\$0
		316 TOLAR ST	FORSCOM	DACA215940040200	CAROLINA COTTON	0	14,160	0	0	0.0	\$0
	LITTLE RIVER	MOORE CO	FORSCOM	DACA219880065800	R FRIZZELLE	0	0	0	0	2.0	\$0
	NEWLAND	BASEMENT OF VFW POST	FORSCOM	DACA215910014900	VFW	2,317	0	0	0	0.0	\$0
	QUEWHIFFLE	QUEWHIFFLE TOWNSH	FORSCOM	DACA219790150600	2-WAY RADIO	0	0	0	0	0.0	\$0
	RAEFORD	RAEFORD NC AIRPORT	FORSCOM	DACA215920147500	RAEFORD AV INC	12,528	0	0	0	0.0	\$0
	ROCKFISH	ROCKFISH	FORSCOM	DACA215900100800	MOTOROLA COMM	0	0	0	0	1.0	\$0
	SPRING LAKE	697 HWY 210	FORSCOM	DACA215940040600	W.S. WELLOWS	0	6,076	0	0	0.0	\$0
				BRAGG FT	TOTALS	693,181	40,236	0	0	99.0	\$0
INSNO: 3770K MEPS RALEIGH											
NC	RALEIGH	2625 APPLIANCE CRT	MEPCOM	AMC9200400000000	GSA, REGION 4	19,585	0	10,500	4,915	0.0	\$0

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				<b>TOTALS</b>	19,585	0	10,500	4,915	0.0	\$571,114
ND	FARGO	225 4TH AVE N 225 4TH AVE	MEPCOM MEPCOM	006506001307100 G.S.A DACAA55920006000 FEDER REALTY CO	11,266 0	210 0	713 720	1,185 0	0.0 0.0	\$142,154 \$1,100
				<b>TOTALS</b>	11,266	210	1,433	1,185	0.0	\$143,154
OH	CINCINNATI	550 MAIN ST 5TH MAIN & WALNUT ST	MEPCOM MEPCOM	ACHA2950000000000 CH0189 ACHA2950000189000 CH0028	25,143 175	0 281	840 0	2,868 54	0.0 0.0	\$672,789 \$11,283
				<b>TOTALS</b>	25,316	281	840	2,922	0.0	\$684,072
OH	CLEVELAND	1240 E 9TH ST 1240 E 9TH ST	MEPCOM MEPCOM	ACHA4015300000000 CH0192 ACHA2444000000000 CH0192	151 25,540	0 9	0 1,347	0 3,407	0.0 0.0	\$4,208 \$883,583
				<b>TOTALS</b>	25,691	9	1,347	3,407	0.0	\$887,791
OH	COLUMBUS	3333 INDIANOLA	MEPCOM	ACHA4436000000000 CH1877	13,980	0	0	8,530	0.0	\$522,443
				<b>TOTALS</b>	13,980	0	0	8,530	0.0	\$522,443
OK	OKLA CITY	4400 SW 21ST STREET	MEPCOM	ACHA2804800000000 GSA	21,525	0	10,500	6,375	0.0	\$390,361
				<b>TOTALS</b>	21,525	0	10,500	6,375	0.0	\$390,361
OK	LAUTON	COMANCHE COUNTY GORE BLVD	TRADOC TRADOC	DACA565920003100 BENSON TURNBULL DACA5657900009000 CITY OF LAUTON	0 0	0 0	0 0	0 0	1.5 0.8	\$1,300 \$1

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						TOTALS	0	0	0	2.3	30
INSNO: 4169L	MEPS PORTLAND										
OR	PORTLAND	2107 NE COLUMBIA	MEPCOM	ADM5506700000000	GSA GS-108-5161	18,520	0	0	9,385	0.0	55
						TOTALS	18,520	0	9,385	0.0	5
INSNO: 42155	CARLISLE BARRACKS										
PA	MIDDLETON	CARLISLE BARRACK	TRADOC	490080E000120900	PENN RR	0	0	0	0	0.0	1
						TOTALS	0	0	0	0.0	1
INSNO: 42305	INDIANTOWN GAP FORT										
PA	ANNVILLE	FT INDIANTOWN GP FT INDIANTOWN GAP FT INDIANTOWN GP UTILITY ROAD	FORSCOM FORSCOM FORSCOM FORSCOM	DACA315760000700 DACA315760004100 DACA315770000800 DACA315910003400	PA COMH OF PENN COMH O PENN CHM OF READING CO	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	7.0 2.7 195.4 17.0	3
	LEBANON	FT INDIANTOWN GAP	FORSCOM	0069460000000500	READING CO	0	0	0	0	0.0	1
	LEBANON CO	FT INDIANTOWN GAP	FORSCOM	180020E000186500	PENN COMH O	0	0	0	0	17,573.8	1
	LEBANON COUNTY	FORT INDIANTOWN GAP	FORSCOM	DACA315890025200	COMMONWEALTH PA	0	0	0	0	17,797.2	1
						TOTALS	0	0	0	35,593.1	3
INSNO: 42345	LETTERKENNY ARMY DEPOT										
PA	CHAMBERSBURG	1425 PHILADELPHIA AV 2400 PHILADELPHIA AV	AMC-HQ AMC-HQ	DACA315890025800 DACA315920030500		30,000 2,000	0 0	0 0	0 0	0.0 0.0	20
						TOTALS	32,000	0	0	0.0	20
INSNO: 4267K	DIST ENG PHILADELPHIA										
PA	PHILADELPHIA	2ND CHESTNUT STS 600 ARCH STREET	AMC-HQ AMC-HQ	000021-000052900 GSA 000021-000080200 GSA		3,380 869	0 0	0 0	24 26	0.0 0.0	26
						TOTALS	4,249	0	50	0.0	26

*Handwritten signature/initials*

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NSNO: 4267L MEPS PHILADELP											
PA	PHILADELPHIA	1421 CHERRY ST	MEPCOM	00GS038000325800	GSA	25,922	0	0	10,028	0.0	\$579,472
						TOTALS	25,922	0	10,028	0.0	\$579,472
NSNO: 4267M USAAA PHILA NE RGN											
PA	PHILADELPHIA	1421 CHERRY ST	IG-AAA	000021-000029700	GSA	7,509	0	0	188	0.0	\$1,372
						TOTALS	7,509	0	188	0.0	\$1,372
NSNO: 4267N MEPS PITTSBURG											
PA	PITTSBURGH	1000 LIBERTY AVE	HSCOM	DACA279680103400	GSA	376	0	2	20	0.0	\$825
		548 4TH AVE	MEPCOM	00GS038000657500	GSA	0	0	2,400	0	0.0	\$064
		1000 LIBERTY AVE	MEPCOM	DACA279680103400	GSA	27,121	13	300	2,979	0.0	\$3,084
		11TH ST & PENN AVE	MEPCOM	DACA315940004600	CROWN LIBERTY	0	0	0	0	0.0	\$920
						TOTALS	27,497	13	2,702	0.0	\$3,889
NSNO: 42780 TOBYHANNA ARMY DEPOT											
PA	TOBYHANNA	TOBYHANNA ARMY D	AMC-DESC	490080E000096800	DE LA WRR	0	0	0	0	0.0	0
		TOBYHANNA ARMY D	AMC-DESC	490080E000107400	DE LA WRR	0	0	0	0	0.0	0
						TOTALS	0	0	0	0.0	0
NSNO: 4296B AMSA #32 (G)											
PA	WILKES BARRE	100 STEPHENS ROAD	FORSCOM	DACA315910020900		0	0	0	14,000	0.0	0
						TOTALS	0	0	14,000	0.0	0
NSNO: 4296K MEPS WILKS BAR											
PA	WILKES BARRE	20 N PENNSYLVANI	MEPCOM	0068038000656900	GSA	0	0	1,800	0	0.0	0
		19-27 N MAIN ST	MEPCOM	0068038007019600	GSA	20,294	110	0	2,740	0.0	38
						TOTALS	20,294	110	1,800	0.0	38

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STATE CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
INSNO: 45288 FLORENCE USARC 2										
SC FLORENCE	180 S. CASHUA DRIVE	TRADOC	DACA215910010000		0	6,000	0	0	0.0	\$10
			FLORENCE USARC 2	TOTALS	0	6,000	0	0	0.0	\$10
INSNO: 4533C GREENVILLE USARC 3										
SC GREENVILLE	1003 GROVE ROAD	SUL TRADOC	DACA215880052300		6,000	0	0	0	0.0	\$40
			GREENVILLE USARC 3	TOTALS	6,000	0	0	0	0.0	\$40
INSNO: 4561B CHARLESTON USARC 3										
SC N. CHARLESTON	3290 ASHLEY PHOSPAT	TRADOC	DACA215880062900		0	6,000	0	0	0.0	\$10
	3294 ASHLEY PHOSPAT	TRADOC	DACA215880064300		5,000	0	0	0	0.0	\$0
	3294 ASHLEY PHOSPAT	TRADOC	DACA215890064300		5,000	0	0	0	0.0	\$10
			CHARLESTON USARC 3	TOTALS	10,000	6,000	0	0	0.0	\$20
INSNO: 4593A DOOLITTLE ASF 123										
SC COLUMBIA	COL MET AIRPORT	TRADOC	DACA215790157500	RICHLAND-LEXIN	21,504	0	0	0	0.0	\$9,900
			DOOLITTLE ASF 123	TOTALS	21,504	0	0	0	0.0	\$9,900
INSNO: 4678K MEPS SIOUX FLS										
SD SIOUX FALLS	3312 S 2ND AVE	MEPCOM	00ASD0-000256800	G.S.A	10,870	290	1,500	3,375	0.0	\$88,740
			MEPS SIOUX FLS	TOTALS	10,870	290	1,500	3,375	0.0	\$88,740
INSNO: 4744A JACKSON (TN) USARC										
TN JACKSON	28 EXECUTIVE DR	FORSCOM	DACA015930037400	TIGRETT FRANCE	6,375	0	0	0	0.0	\$3,000
			JACKSON (TN) USARC	TOTALS	6,375	0	0	0	0.0	\$3,000

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NSNO: 4746K MEPS KNOXVILLE												
TN	KNOXVILLE	MEPS BUILDING	MEPCOM	00GS048002826200	GSA	14,338	1,545	1,800	6,717	0.0	\$442,76	
MEPS KNOXVILLE						TOTALS	14,338	1,545	1,800	6,717	0.0	\$442,76
NSNO: 47545 NG MILAN TRAINING CENTER												
TN	MILAN	OFF-POST GNDWTR INVS AMC-HQ		000033-000050800	FARMER DON	0	0	0	0	0.0	\$1	
		OFF-POST GNDWTR INVS AMC-HQ		000033-000050900	BRADLEY JOHN F	0	0	0	0	0.0	\$1	
		OFF-POST GNDWTR INVS AMC-HQ		000033-000051000	BRADLEY JOHN	0	0	0	0	0.0	\$0	
		OFF-POST GRNDWTR INVS AMC-HQ		000033-000051100	HUGHES REX FERR	0	0	0	0	0.0	\$1	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015910021200	BLED SOE RALPH	0	0	0	0	1.0	\$100	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015910021400	ELAN HEIRS	0	0	0	0	0.0	\$100	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015910021500	DENNY JOHN D	0	0	0	0	1.0	\$200	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015910033300	UNIV OF TN	0	0	0	0	0.0	\$1	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015920050500	DENNY MICHAEL	0	0	0	0	1.0	\$25	
		OFF-POST GNDWTR INVS AMC-HQ		DACA015920050600	DENNY JOHN D	0	0	0	0	1.0	\$25	
NG MILAN TRAINING CENTER						TOTALS	0	0	0	4.0	\$4	
NSNO: 4757L MEPS MEMPHIS												
TN	MEMPHIS	161 JEFFERSON AV	MEPCOM	00GS048002801900	GSA	15,950	109	1,500	3,980	0.0	\$3,200	
		480 BEALE STREET	MEPCOM	00GS048003000400	GSA	23,000	0	9,300	0	0.0	\$0,200	
MEPS MEMPHIS						TOTALS	38,950	109	10,800	3,980	0.0	\$3,400
NSNO: 4761L MEPS NASHVILLE												
TN	NASHVILLE	4711 TROUSDALE	MEPCOM	00GS048003028100	GSA	14,317	0	0	6,959	0.0	\$0,000	
MEPS NASHVILLE						TOTALS	14,317	0	0	6,959	0.0	\$0,000
NSNO: 4802K MEPS AMARILLO												
TX	AMARILLO	1100 FILLMORE ST	MEPCOM	00TTX08001393800	GSA	22,006	0	0	2,031	0.0	\$0,000	
MEPS AMARILLO						TOTALS	22,006	0	0	2,031	0.0	\$0,000

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ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
INSNO: 48125 BLISS FORT											
TX	EL PASO	FT BLISS	TRADOC	DACA635910006400		0	0	0	0	0.0	\$0
		FT BLISS	TRADOC	000091A550053100	EL PASO CITY	0	0	0	0	0.1	\$0
		FORT BLISS	TRADOC	000091A600056900	EL PASO CITY	0	0	0	0	0.1	\$0
		FT BLISS	TRADOC	290005E000317100	ELP-SW RR	0	0	0	0	0.0	\$25
		FT BLISS	TRADOC	DACA475700033000	EL PASO COUNTY	0	0	0	0	0.0	\$0
		FORT BLISS	TRADOC	DACA475900002900	TEXIS TECH	325	0	0	0	0.0	\$
		FORT BLISS	TRADOC	DACA475900004200	BLM	0	0	0	0	0.0	\$0
		FORT BLISS	TRADOC	DACA475900007700	EL PASO ELEC	0	0	0	0	3.0	\$
		FT BLISS	TRADOC	DACA479670001800	EL PASO CITY	0	0	0	0	0.0	\$
		FORT BLISS	TRADOC	DACA479670004700	EL PASO CTY	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479710005900	SO PAC TRANS CO	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479720007000	SO PAC TRANS CO	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479730010500	SO PAC TRANS CO	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479750005200	SO PAC TRANS CO	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479770001900	EL PASO COUNTY	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479780015200	AGRI DEPT	0	0	0	0	0.0	\$
		FT BLISS	TRADOC	DACA479790009300	AGRI DEPT	0	0	0	0	18,004.0	\$
		FT BLISS	TRADOC	DACA479800000800	BD CTY COMM	0	0	0	0	5.5	\$
		FT BLISS	TRADOC	DACA479830014900	BLM	0	0	0	0	10.0	\$
BLISS FORT TOTALS						325	0	0	0	18,022.7	2

INSNO: 4818B CORPUS CRISTI AFRC											
TX	CORPUS CHRISTI	NAVAL AIR STATION	FORSCOM	N62467-89-RP-246	NAVY	0	0	0	0	2.3	\$
CORPUS CRISTI AFRC TOTALS						0	0	0	0	2.3	\$

INSNO: 4821K DIV ENG SOUTHWEST											
TX	DALLAS	1100 COMMERCE ST	ADJ GEN	000095-000034600	GSA	1,904	0	598	8	0.0	\$ 34
		1114 COMMERCE ST	ADJ GEN	000095-000034600	GSA	0	6	0	11	0.0	20
		1100 COMMERCE ST	ADJ GEN	000095-000041400	GSA	3,286	0	600	215	0.0	\$ 20
		SE WOOD-GRIFFIN	ADJ GEN	00TTX08001032402	GSA	0	0	10,980	0	0.0	\$ 31
		SE WOOD-GRIFFIN	S/GEN	00TTX08001032400	GSA	0	0	305	0	0.0	2
DIV ENG SOUTHWEST TOTALS						5,190	6	12,483	234	0.0	\$ 147

INSNO: 4821L MEPS DALLAS											
TX	DALLAS	989 CADIZ ST	NEPCOM	00TTX08001343900	GSA	13,469	394	2,100	10,232	0.0	\$ 7

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STATE CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (\$Q.FT.)	STORAGE (\$Q.FT.)	PARKING (\$Q.FT.)	OTHER (\$Q.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 4821L MEPS DALLAS										
	207 S HOUSTON	MEPCOM	ATX0839900000000	GSA	20,347	0	0	8,284	0.0	\$0
			MEPS DALLAS	TOTALS	33,816	394	2,100	18,516	0.0	\$377,772
NSNO: 48255 HOOD FORT										
TX FLORENCE	FT HOOD	FORSCOM	DACA635900013400	ELLA RICHMON	0	0	0	0	10.0	\$2,000
GATESVILLE	FT HOOD	FORSCOM	DACA635900017000	R C HARMON	0	0	0	0	10.0	\$1,752
	FORT HOOD	FORSCOM	DACA635920008500	JOE BARTON	0	0	0	0	1.0	\$1,560
KILLEEN	1202A-5600A RIO	FORSCOM	DACA635910000700	MS-C REALTY	67,114	0	0	0	0.0	\$170,004
LAMPASAS	FT HOOD	FORSCOM	DACA635900017300	P & P INVEST	0	0	0	0	10.0	\$1,200
MAXDALE	FORT HOOD	FORSCOM	DACA635920010500	E HERRINGTON	0	0	0	0	0.0	\$1,200
TEMPLE	FT HOOD	FORSCOM	DACA635900015800	AA/STELLA HYDEN	0	0	0	0	10.0	\$3,000
TOPSEY	FORT HOOD	FORSCOM	DACA635920008700	MRS T W WHALEY	0	0	0	0	1.0	\$120
WOODLAND	FORT HOOD	FORSCOM	DACA635920008600	J W EUBANKS	0	0	0	0	1.0	\$120
			HOOD FORT	TOTALS	67,114	0	0	0	43.0	\$180,956
NSNO: 48265 FORT SAM HOUSTON										
TX SAM ANTONIO	FORT SAM HOUSTON	FORSCOM	410443E000678200	M K T RAIL	0	0	0	0	0.0	\$20
			FORT SAM HOUSTON	TOTALS	0	0	0	0	0.0	\$20
NSNO: 4826K MEPS EL PASO										
TX EL PASO	700 SAN ANTONIO	MEPCOM	000008005260308	TXD272	9,188	0	3,194	10,900	0.0	\$37,141
			MEPS EL PASO	TOTALS	9,188	0	3,194	10,900	0.0	\$37,141
NSNO: 4839K MEPS HOUSTON										
TX HOUSTON	701 SAN JACINTO	MEPCOM	000095 000016400	GSA	15,366	0	265	3,682	0.0	\$25,162
			MEPS HOUSTON	TOTALS	15,366	0	265	3,682	0.0	\$25,162
NSNO: 48485 BELVOIR FUELS & LUB RSH FAC										
TX SAM ANTONIO	SW RESEARCH INST	ANC-WQ	DACA635740031900		0	0	0	0	4.1	\$0

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LEASE DATA NOT INCLUDED FOR HOUSING

MACOMS NOT INCLUDED: HGB, USAR, RCOOD, USACE

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ARMY LEASES ASSIGNED TO INSNOs

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BELVOIR FUELS & LUB RSN FAC						TOTALS	0	0	0	0	4.1	\$
INSNO: 48509												
TX	PALO PINTO CO	POSSUM KINGDOM	TRADOC	DACA635680006600	STATE OF TX	0	0	0	0	47.0	\$	
TOTALS						0	0	0	0	47.0	\$	
INSNO: 48605 AUSTIN MEMORIAL ARM FRC RES CT												
TX	AUSTIN		FORSCOM	CA63-5-81-0091		0	0	0	0	3.0	\$10,00	
			FORSCOM	DACA635770000500		0	0	0	0	3.0	\$10,00	
AUSTIN MEMORIAL ARM FRC RES CT TOTALS						0	0	0	0	6.0	\$20,00	
INSNO: 4877K MEPS S ANTONIO												
TX	SAN ANTONIO	8310 VICAR DR	MEPCOM	00TTX08001338200	GSA	20,981	32	4,200	11,951	0.0	\$575,95	
MEPS S ANTONIO						TOTALS	20,981	32	4,200	11,951	0.0	\$575,95
INSNO: 4877M USA HOMETOWN OFC												
TX	SAN ANTONIO	8610 NEW BRAUNFELS	HQDA	00TTX08001319300	GSA	4,795	0	0	0	0.0	\$55,23	
USA HOMETOWN OFC						TOTALS	4,795	0	0	0.0	\$55,23	
INSNO: 49295 DUGWAY PROVING GROUND												
UT	TOOELE CO	DUGWAY PROVING G	AMC-TEC	040203E000488100	UTAH STATED	0	0	0	0	680.0	\$22	
DUGWAY PROVING GROUND						TOTALS	0	0	0	680.0	\$22	
INSNO: 49350 GREEN RIVER TEST COMPLEX												
UT	GRAND COUNTY	PERSHING GREEN RV	AMC-TEC	000112-000048700	GRAND CO OF	0	0	0	0	3.0	\$	
	GREEN RIVER	WHITE SANDS-ABRES	AMC-TEC	000112-000012900	UTAH STATE OF	0	0	0	0	3.0	\$	
		WHITE SANDS	AMC-TEC	000112-000014000	DHVR & RG RR	0	0	0	0	0.0	\$	
		WHITESANDS-ABRES	AMC-TEC	000112-000020400	DHVR & RG RR	0	0	0	0	0.0	\$	
		WHITESANDS-ABRES	AMC-TEC	000112-000024700	DHVR & RG RR	0	0	0	0	0.0	\$	

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STATE CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COS
49350	GREEN RIVER TEST COMPLEX									
	WHITESANDS-ABRES	AMC-TEC	000112-000029300	AGRI. DEPT	0	0	0	0	0.0	0.0
	WHITESANDS-ABRES	AMC-TEC	000112-000038700	UTAH PARALLST	0	0	0	0	0.0	0.0
	WHITESANDS-ABRES	AMC-TEC	000112-000039400	GRAND COUNTY	0	0	0	0	0.0	0.0
	WHITESANDS-ABRES	AMC-TEC	000112-000041900	MERCED TRRI	0	0	0	0	778.0	\$0
	WHITE SANDS RANGE	AMC-TEC	000112-000070800	BLM	0	0	0	0	42.0	\$1,40
	WHITESANDS-ABRES	AMC-TEC	DACA055750005900	RIOGRANDECO	0	0	0	0	0.0	\$0
	GREEN RIVER MSL	AMC-TEC	000112-000016100	GRAND COUNTY	0	0	0	0	0.0	\$0
			GREEN RIVER TEST COMPLEX TOTALS		0	0	0	0	820.0	\$1,40

49575	TOOELE ARMY DEPOT									
	TOOELE ARMY DEPOT	AMC-DESC	000112-000050700	UN PAC R/R	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	000112-000060600	UN PAC R/R	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	008FRE-000110900	ADAMS J T	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	008FRE-000111000	BLM	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	008FRE-000125700	CASTAGNO J	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	008FRE-000135400	FAUSON V P	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	040193E000090000	LA & BL RR	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	040193E000232000	LA & BL RR	0	0	0	0	0.0	\$0
	TOOELE ARMY DEPOT	AMC-DESC	DACA055890001100	UNION PAC	0	0	0	0	0.0	\$0
			TOOELE ARMY DEPOT TOTALS		0	0	0	0	0.0	\$0

49655	USARC LOGAN UTAH									
		FORSCOM	PACA055790001400	LA & BL RR	0	0	0	0	0	\$0
			USARC LOGAN UTAH TOTALS		0	0	0	0	0	\$0

49675	USARC OGDEN UTAH									
		FORSCOM	SFRE-1094		0	0	0	0	0	5.0
			USARC OGDEN UTAH TOTALS		0	0	0	0	0	5.0

5101K	HQ PERSCOM									
		MCR	AVAA173900000000	GSA	248,152	245	0	0	9,260	\$3,069.11
		MCR	AVAA185100000000	GSA	466,900	0	0	0	30,535	\$5,911.38
			TOTALS		715,052	245	0	0	39,795	\$8,980.49

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			HQ PERSCOM		TOTALS		735,052	245	0	39,795	0.0	\$9,091,517
NSNO: 5101L AMC HQS												
VA	ALEXANDRIA	5001 EISENHOW	NCR	AVA4169700000000	GSA	433,540	0	0	34,165	0.0	\$6,720,920	
			AMC HQS		TOTALS		433,540	0	0	34,165	0.0	\$6,720,920
NSNO: 5101M PARK OFC CTR CMPLX												
VA	ALEXANDRIA	4501 FORD AVE 4401 FORD AVE	NCR	AVAB901300000000	GSA	125,195	0	2,700	10,949	0.0	\$3,061,370	
			NCR	AVA9647800000000	GSA	4,610	0	0	0	0.0	\$114,000	
			PARK OFC CTR CMPLX		TOTALS		129,805	0	2,700	10,949	0.0	\$3,180,000
NSNO: 5102L BALLSTON-WEBB CMPL												
VA	ARLINGTON	801 NORTH RAM 800 NORTH QUI	NCR	AVA4172400000000	GSA	115,933	0	0	1,042	0.0	\$2,010,000	
			NCR	AVA4184900000000	GSA	115,780	2,020	0	8,530	0.0	\$2,190,000	
			BALLSTON-WEBB CMPL		TOTALS		231,713	2,020	0	9,572	0.0	\$4,200,000
NSNO: 5102M HQS OCAR												
VA	ARLINGTON	1815 N. FT ME	NCR	AVAB800900000000	GSA	7,506	0	0	68	0.0	\$130,510	
		1815 N. FT ME	NCR	AVAB801000000000	GSA	4,009	0	0	0	0.0	\$70,740	
		1815 N. FT ME	NCR	AVAB801100000000	GSA	7,574	0	0	340	0.0	\$140,570	
		1815 N. FT ME	NCR	AVAB801200000000	GSA	4,104	0	0	0	0.0	\$70,490	
		1815 N. FT ME	NCR	AVA9248100000000	GSA	7,792	0	0	0	0.0	\$150,530	
			HQS OCAR		TOTALS		30,985	0	0	408	0.0	\$591,750
NSNO: 5102M CRYSTAL CITY CMPLX												
VA	ARLINGTON	2221 JEFF DAV	NCR	AVA4185600000000	GSA	59,981	0	0	6,005	0.0	\$1,500,000	
		1921-31-41 JE	NCR	AVA4185800000000	GSA	403,765	2,215	0	18,917	0.0	\$3,950,000	
		1921-31-41 JE	NCR	AVAB801700000000	GSA	2,817	0	0	0	0.0	\$50,000	
		2221 JEFF DAV	NCR	AVA8902400000000	GSA	1,034	0	0	0	0.0	\$20,570	
			CRYSTAL CITY CMPLX		TOTALS		467,597	2,215	0	24,922	0.0	\$10,500,570

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ARMY LEASES ASSIGNED TO INSMO6

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 51105	USA FORT BELVOIR										
VA	FALLS CHURCH	6245 LEESBURG	MDW	AVAS652400000000	GSA	15,583	0	0	0	0.0	\$3,646
				USA FORT BELVOIR		TOTALS	0	0	0	0.0	\$3,646
NSNO: 5115K	FOREIGN SCI TECH C										
VA	CHARLOTTESVILLE	401 SOUTH ST 220 7TH ST NE 5TH & MAIN STS 255 WEST MAIN ST 225 WEST MAIN ST	AMC-HQ AMC-HQ AMC-HQ AMC-HQ	AVAA265500000000 AVAA276300000000 AVAS023000000000 AVAS400800000000 AVAS015000000000	GSA GSA 200 WEST MAIN GSA GSA	67,795 7,150 1,044 5,525	6,271 540 0 0	0 0 1,483 882	0 10,740 525 7 0	0.0 0.0 0.0 0.0 0.0	\$1,500 1,900 2,200 3,400 7,300
				FOREIGN SCI TECH C		TOTALS	6,811	2,365	11,272	0.0	\$1,500
NSNO: 5115L	USA TJAG SCHOOL										
VA	CHARLOTTESVILLE	UNIV OF VIRGINIA	JAGC	DACA6576000200	UNIV OF VA	114,796	0	0	0	0.0	\$5,000
				USA TJAG SCHOOL		TOTALS	0	0	0	0.0	\$5,000
NSNO: 5116A	AMSA #90 CHESTERFIELD										
VA	RICHMOND	7710 WHITE PINE ROAD	FORSCOM	DACA65580001000		0	0	0	9,000	0.0	\$1,000
				AMSA #90 CHESTERFIELD		TOTALS	0	0	9,000	0.0	\$1,000
NSNO: 51215	EUSTIS FORT										
				DABT578990166 DABT579340313		0 0	0 0	0 0	0 0	0.0 0.0	\$1,000 \$1,000
				EUSTIS FORT		TOTALS	0	0	0	0.0	\$1,000
NSNO: 5128K	WELPAR BLD CHPLX										
VA	FALLS CHURCH	7700 ARLIN ITO 7700 ARLIN ITO	HQDA MCR	AVAA189200000000 AVAA189100000000	GSA GSA	6,930 104,233	0 0	0 0	370 5,695	0.0 0.0	\$1,000 \$1,000

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ARMY LEASES ASSIGNED TO INSN06

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
MELPAR BLD CMLX						TOTALS	111,163	0	0	6,065	0.0	\$2,221,845
NSNO: 5128L BAILEY CR COMPLEX												
VA	FALLS CHURCH	5611 COLUMBIA	NCR	AVA4184200000000	GSA	196,750	2,645	0	15,350	0.0	\$2,207,962	
		5111 LEESBURG	NCR	AVA8500800000000	GSA	27,492	0	0	1,180	0.0	\$63,650	
		5109 LEESBURG	NCR	AVA8702900000000	GSA	142,441	0	0	3,600	0.0	\$3,119,442	
BAILEY CR COMPLEX						TOTALS	366,683	2,645	0	20,130	0.0	\$6,001,066
NSNO: 51360 FORT MONROE												
VA	HAMPTON	2017 CUNNINGHAM	TRADOC	AVA8801400000000	GSA	8,625	631	0	633	0.0	\$142,382	
		CHAMBERLIN HOTEL	TRADOC	DACA655910002100	CHAMBERLIN	5,364	0	0	0	0.0	\$46,931	
		FORT MONROE	TRADOC	DACA655910002200	CHAMBERLIN	6,115	0	0	0	0.0	\$53,502	
		FORT MONROE	TRADOC	DACA655910002300	CHAMBERLIN	3,761	0	0	0	0.0	\$32,905	
	NEWPORT NEWS	11824 FISHING POINT	TRADOC	AVA8800300000000	GSA	8,595	0	300	0	0.0	\$95,611	
		11828 FISHING POINT	TRADOC	AVA9002500000000	GSA	6,625	0	25,500	1,210	0.0	\$123,922	
FORT MONROE						TOTALS	39,085	631	25,800	1,843	0.0	\$495,272
NSNO: 51525 PENTAGON												
DC	WASHINGTON D	1730 K STREET	MDW	ADC9411000000000	GSA	8,705	0	0	0	0.0	\$1,562	
VA	ALEXANDRIA	601 N. FAIRFA	MDW	AVA8701900000000	GSA	33,840	0	300	905	0.0	\$295	
	ARLINGTON	1155 WILSON B	MDW	AVA8953300000000	GSA	4,914	1,000	0	0	0.0	\$702	
	FAIRFAX	2110 OLD LEE	MDW	AVA8805000000000	GSA	8,488	0	0	690	0.0	\$80	
	SPRINGFIELD	6601 SPRINGFI	MDW	AVA9152000000000	GSA	0	9,820	0	0	0.0	\$0	
PENTAGON						TOTALS	55,947	10,820	300	1,595	0.0	\$1,957
NSNO: 5161K TRANS TML AZORES												
VA	NEWPORT NEWS	720 THIMBLE SHOALS	NTMC	AVA9200900000000	GSA	25,575	0	0	6,435	0.0	\$0,119	
TRANS TML AZORES						TOTALS	25,575	0	0	6,435	0.0	\$0,119
NSNO: 51665 STORY FORT												
			TRADOC	4577		0	0	0	0	0.0	\$0	
			TRADOC	490080E000184300		0	0	0	0	0.0	\$0	

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STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST	
STORY FORT						TOTALS	0	0	0	0	0.0	\$0
SNO: 51699		BRISTOL	USARC									
			FORSKOM	DACA655880001500		0	0	4,000	0	0.0	\$0	
BRISTOL USARC						TOTALS	0	0	4,000	0	0.0	\$0
SNO: 51735		PFC CURTIS B. SCHOOLEY	USARC									
			FORSKOM	DACA655920001900		0	1,000	0	0	0.0	\$600	
PFC CURTIS B. SCHOOLEY USARC						TOTALS	0	1,000	0	0.0	\$600	
SNO: 5174K		MEPS	RICHMOND									
VA	RICHMOND	400 N 8TH ST 6801B CARNATION RD 400 N 8TH ST	MEPCOM MEPCOM S/GEN	AVAB802900000000 DACA655940000400 AVA7012500000000	GSA BEAUFONT OAKS GSA	19,869 750 373	0 0 35	0 0 0	3,652 0 4	0.0 0.0 0.0	\$3,9,974 \$6,384 \$5,630	
MEPS RICHMOND						TOTALS	20,992	35	0	3,656	0.0	\$3,1,988
SNO: 53077		NG	MOSES LAKE									
WA	MOSES LAKE	GRANT CO. AIRPORT	FORSKOM	DACA675930012600	PORT MOSES LAKE	0	0	0	0	0.0	\$2,827	
NG MOSES LAKE						TOTALS	0	0	0	0	0.0	\$2,827
SNO: 53245		BONNEVILLE CAMP										
WA	CLARK CO	CAMP BONNEVILLE	HQDA	DACA675920004400	WASH ST DNR	0	0	0	0	820.0	\$22,225	
BONNEVILLE CAMP						TOTALS	0	0	0	820.0	\$22,225	
SNO: 5327A		PAINE FIELD	USARC/ASF25									
WA	EVERETT	USAR HELICOPTER TRNG	FORSKOM	DACA675900015700	WEYERMAEUSER	0	0	0	0	20,783.1	\$2,800	
PAINE FIELD USARC/ASF25						TOTALS	0	0	0	20,783.1	\$2,800	

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ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 53465 FORT LEWIS											
			FORSCOM	DACA675880017500		0	0	0	0	336.0	\$300
			FORSCOM	DACA675890001500		0	0	0	0	560.0	\$1
WA	FORT LEWIS	DAYTON PK/S MTN COMM	HQDA	DACA675930001400	SIMPSON TIMBER	0	0	0	0	40.4	\$3,000
		FORT LEWIS	FORSCOM	DACA675810033000	BURLINGTON RR	0	0	0	0	0.2	\$11
		FORT LEWIS	FORSCOM	DACA675810033100	BURLINGTON RR	0	0	0	0	0.2	\$11
		TRNG AREA	FORSCOM	DACA675810033200	BURLINGTON RR	0	0	0	0	0.2	\$11
		RAINIER TRNG AREA	FORSCOM	DACA675920013400	THURSTON COUNTY	0	0	0	0	80.0	\$600
		COMMUNICATION SITES	FORSCOM	DACA675930001300	MEYERHAEUSER	0	0	0	0	127.0	\$7,245
			FORT LEWIS	TOTALS		0	0	0	0	1,144.0	\$11,171
NSNO: 5379K DIST ENG SEATTLE											
WA	SEATTLE	THIRD/BROAD	MEPCOM	AMA8906400000000	GSA GS-108-5440	18,885	395	8,100	6,260	0.0	\$60,030
			DIST ENG SEATTLE	TOTALS		18,885	395	8,100	6,260	0.0	\$60,030
NSNO: 5379M MTMC TML PAC NW											
WA	AUBURN SEATTLE	GSA CENTER 4735 E MARGINAL 4735 E MARGINAL	MTMC	AMA6639300000000	GSA 103-330	1,300	1,200	0	0	0.0	\$3,530
			MTMC	AMA1604200000000	GSA 103-321	13,047	0	2,573	1,704	0.0	\$23,095
			MTMC	AMA2611200000000	GSA 103-324	0	0	15,380	0	0.0	\$1,530
			MTMC TML PAC NW	TOTALS		14,347	1,200	17,953	1,704	0.0	\$28,155
NSNO: 5383K MEPS SPOKANE											
WA	SPOKANE	W 920 RIVERSIDE	MEPCOM	AMA4400200000000	GSA 103-248	14,419	209	0	655	0.0	\$229,640
			MEPS SPOKANE	TOTALS		14,419	209	0	655	0.0	\$229,640
NSNO: 53995 YAKIMA FIRING CENTER											
			FORSCOM	450164E000295300		0	0	0	0	1.0	\$
			YAKIMA FIRING CENTER	TOTALS		0	0	0	0	1.0	\$

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ARMY LEASES ASSIGNED TO INBNOs

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: 55125 BADGER AAP											
WI	BARABOO	BADGER AAP	HQDA	DACA459920000900	DEPT AGRICULTURE	0	0	0	0	0.0	\$0
BADGER AAP						TOTALS	0	0	0	0.0	\$0
NSNO: 5515A CHIPPEWA FALLS USARC											
WI	CHIPPEWA FALLS		FORSCOM	DACA455830002300		0	0	0	0	4.0	\$0
CHIPPEWA FALLS USARC						TOTALS	0	0	0	4.0	\$0
NSNO: 55425 MCCOY FORT											
WI	FORT MCCOY	SECTIONS 8 & 9	FORSCOM	DACA459910000100	JACKSON COUNTY	0	0	0	0	1,000.0	\$1,000
		BLACK RIVER FOREST	FORSCOM	DACA459910002100	STATE-WISCONSIN	0	0	0	0	0.0	\$0
	NEW LYME	SECTION 9,16,21,28	FORSCOM	DACA459900002100	MONROE COUNTY	0	0	0	0	1,440.0	\$1,000
MCCOY FORT						TOTALS	0	0	0	2,440.0	\$3,000
NSNO: 5550B MADISON (WRIGHT ST) AFRC											
WI	MADISON	ARMED FORCES RESERVE	JAGC	DACA459930001000	DEPT NAVY	0	0	0	0	0.0	\$0
MADISON (WRIGHT ST) AFRC						TOTALS	0	0	0	0.0	\$0
NSNO: PM105											
PM	BALBOA	BLDG 39-C	AMC-TEC	000000-000540000	PAN CANAL	3,227	0	0	0	0.0	\$0
		GORGONA ISLAND	HQDA	000033-000041600	PANAMA GOVT	0	0	0	0	840.0	\$0
		GORGONA ISLAND	HQDA	000033-000041800	PANAMA GOVT	0	0	0	0	958.0	\$0
						TOTALS	3,227	0	0	1,798.0	\$0
NSNO: PM355 FT CLAYTON											
PM	GAMBOA	GAMBOA AREA	FORSCOM	000000-000311900	CZ GOVT	0	0	0	0	18,425.4	\$0
	LOS RIOS	ENGINEER HILL	FORSCOM	000000-700238900	CZ GOVT	0	0	0	0	0.0	\$0
FT CLAYTON						TOTALS	0	0	0	18,425.4	\$0

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ARMY LEASES ASSIGNED TO INSNOS

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LESSOR	ADMIN. (SQ.FT.)	STORAGE (SQ.FT.)	PARKING (SQ.FT.)	OTHER (SQ.FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO: PH505 FT KOBBE											
PM	COCOLI	W BORINQUEN HWY	HQDA	000033-000041700	PANAMA GOVT	0	0	0	0	4,860.0	\$0
FT KOBBE						TOTALS	0	0	0	4,860.0	\$0
NSNO: PH755 FT DAVIS											
PM	FORT DAVIS	BOLIVAR HWY	FORSCOM	000000-700230600	CZ GOVT	0	0	0	0	0.1	\$0
	FT DAVIS	FT DAVIS	AMC-ERDC	000033-000032500	PAN CANAL C	0	0	0	0	0.0	\$0
FT DAVIS						TOTALS	0	0	0	0.1	\$0
NSNO: RQ327 FORT BUCHANAN											
PR	FT BUCHANAN	FT BUCHANAN MILITARY	FORSCOM	DACW175820401300	DESARROLLOS	0	0	0	0	272.5	\$1
	JAYUYA	CERRO DE PUNTA	FORSCOM	DACA175930401600	MOTOROLA DE	0	0	0	0	0.0	\$6,300
	LUQUILLO	EL YUNQUE FOREST	FORSCOM	DACA175930401700	MOTOROLA DE	0	0	0	0	0.0	\$4,200
	MARICAO	MONTE DEL ESTADO	FORSCOM	DACA175930401500	MOTOROLA DE	0	0	0	0	0.0	\$4,200
FORT BUCHANAN						TOTALS	0	0	0	272.5	\$11,701
NSNO: RQ76K MEPS SAM JUAN											
PR	GJAYNABO	INSULAR RD FT BU	MEPCOM	000000APR8509500	GSA	12,436	0	0	5,235	0.0	\$28,737
		INSULAR RD	MEPCOM	000000APR9004200	GSA	4,634	0	0	418	0.0	\$8,265
MEPS SAM JUAN						TOTALS	17,070	0	0	5,653	\$37,002
NSNO: XXXXX											
AR	HELENA	HELENA	AMC-ARRC	DACW66592008	CITY OF HELENA	1,440	0	0	0	0.0	\$125
CA	OAKLAND	NAVY SUP CENTER	HSCOM	000NFR-000669300	NAVY DEPT	15,708	0	0	0	0.0	\$0
	SUNNYVALE	ELECTROMAGNETIC	AMC-ILCM	0001120000063100	E S LAB	0	0	0	0	0.0	\$0
CO	BRIGHTON	ADAMS COUNTY	AMC-ARRC	DACA459850001400	COLO HWY	0	0	0	0	0.0	\$0
	HAZELTINE	ADAMS COUNTY	AMC-ARRC	DACA459860000200	UP RAILROAD CO	0	0	0	0	0.0	\$0
	LOVELAND	ARAPAHO & ROOSEV	AMC-ARRC	DACA459770000500	DEPT AGRICULTUR	0	0	0	0	0.0	\$0
FL	MIAMI	MIAMI PARK	FORSCOM	DACA015760096700	SEABOARD CSTM	0	0	0	0	9.0	\$0
GA	ELLIJAY	CARTERS LAKE	TRADOC	DACW015930000100	WITHROW KENNETH	0	0	0	0	900.0	\$500
	SAVANNAH	ARGONIC RD	FORSCOM	DACA219790152000	SAY CITY	0	0	0	0	0.0	\$0
HO	HONDURAS	TIGRE ISLAND	HQDA	DACA015860008100	CRUZ EULALIO	0	0	0	0	0.0	\$0
		TIGRE ISLAND	HQDA	DACA015860008400	FUNEZ NICOLA	0	0	0	0	0.0	\$0

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ARMY LEASES ASSIGNED TO ISSUES

STATE	CITY	ADDRESS	USVC	LEASE NUMBER	LEASER	ADMIN. (SQ. FT.)	STORAGE (SQ. FT.)	PARKING (SQ. FT.)	OTHER (SQ. FT.)	LAND (ACRES)	TOTAL ANNUAL LEASE COST
NSNO	XXXXX										
		PALMEROLA AB AREA	HQDA	DACA0158800030400	NICHOLAS VALLE	0	0	0	0	20.0	\$2,50
		EL BEJUCAL	HQDA	DACA0159000059000	LOWRZ. LAPOLLEON	0	0	0	0	70.0	\$3,00
		DEPT OF LA PAZ	HQDA	DACA0159200018700	REYES-CAJALOS	0	0	0	0	9.0	\$9,00
		TIGRE ISLAND	HQDA	DACA0159400008200	BONIAS BOLLICH	0	0	0	0	0.0	\$2,00
		TIGRE ISLAND	HQDA	DACA0159400008300	RODRIGUEZ	0	0	0	0	0.0	\$2,00
		TIGRE ISLAND	FORSCOM	DACA0198400033700	VERNON CO.	0	0	0	0	0.0	\$0
MO	VERNON CO	SEC 26 T364 R30W	AMC-ARRC	360109E000712700	PEW AB	0	0	0	0	0.0	\$5
PA	PHILADELPHIA	FRANKFORD ARSENA	AMC-ARRC	490080E000213000	PEW AB	0	0	0	0	0.0	\$8
WI	MERRIMAC	FRANKFORD ARSENA	AMC-NO	DACA0159900000900	VI POWER LIGHT	0	0	0	0	0.0	\$0
<b>TOTALS</b>						<b>17,148</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,008.0</b>	<b>\$16,188</b>
<b>GRAND TOTALS</b>						<b>11,651,286</b>	<b>1,262,647</b>	<b>4,281,505</b>	<b>1,667,237</b>	<b>276,016.0</b>	<b>\$141,921,913</b>

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# Document Separator



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE SECRETARY OF THE ARMY  
WASHINGTON, DC 20310-0101



DACS-TAB

30 MAR 94

MEMORANDUM TO ALL TABS PERSONNEL

SUBJECT: The Army Basing Study Management Control Plan

1. Reducing the Department of the Army's installation structure through base closures and realignment is a top Army priority. We have made good progress through past BRAC actions. I look to you, individually and collectively, to recommend further reductions consistent with the force structure plan and DoD Selection Criteria.
2. As we begin the 1995 base realignment and closure process, significant reductions can only be achieved after careful studies involving excess capacity and structural change.
3. The attached Management Control Plan (MCP) establishes the management controls to be used during this process. This guidance is in compliance with Public Law 101-501, as amended, Deputy Secretary of Defense memorandum dated 7 JAN 94, and Chief of Staff, Army memorandum dated 21 MAR 94. This supersedes the BRAC 93 Management Control Plan dated AUG 1992.

MICHAEL G. JONES  
COL, GS  
Director, The Army Basing Study

Attachment

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# **MANAGEMENT CONTROL PLAN**

## **The Army Basing Study Office of the Chief of Staff of the Army Base Realignment and Closure Process (BRAC 95)**

### **I. INTRODUCTION**

#### **A. Background**

The exclusive procedures by which the Secretary of Defense (SECDEF) may pursue closure or realignment of military installations, inside the United States, are contained in Part A, Title XXIX of Public Law 101-510, entitled as the Defense Base Closure and Realignment Act of 1990; as amended; hereafter referred to as Base Closure Act (Annex A). The Base Closure Act also includes a provision for the President to appoint an independent Base Closure and Realignment Commission to review the SECDEF recommendations in calendar years 1991, 1993, and 1995.

The Deputy Secretary of Defense (DEPSECDEF) memorandum dated 7 January 1994 (Annex B), sets forth policy guidance, procedures, authorities, and responsibilities for the forthcoming base closure and realignment study effort for 1995. DEPSECDEF guidance includes a requirement for the establishment of BRAC-95 Joint Cross-Service Groups (JCSG) in five functional areas to identify significant cross-service opportunities as well as a sixth JCSG to develop improvements in economic impact assessments.

The Army Basing Study (TABS) Charter establishes the authority of the TABS office and assigns responsibilities for execution of the BRAC 95 process (Annex C). The charter was signed by the Acting Secretary of the Army and the Vice Chief of Staff, Army on 1 August 1993.

The Chief of Staff of the Army memorandum dated March 1994 (Annex D), kicks off the BRAC 95 process and identifies the policy oversight role of the Under Secretary of the Army and the Vice Chief of Staff, Army. The Assistant Secretary of the Army (Installations, Logistics and Environment) is responsible for policy and management of all BRAC initiatives. The Director of Management will coordinate the BRAC 95 effort, identifying actions and milestones critical to synchronizing the Army's effort with that of DoD and the other Services.

#### **B. Mission**

TABS will examine the issues surrounding the realignment and closure of Army installations within the 50 States, the District of Columbia and U.S. commonwealths, territories and possessions, and make recommendations to the Secretary of the Army and Chief of Staff

concerning potential realignments and closures. Additionally, TABS will serve as the single point of contact with the Defense Base Closure and Realignment Commission, established under the provisions of the Base Closure Act.

TABS will assess the Army's CONUS installations resources, identify the Army's CONUS basing requirements, and present base realignment and closure recommendations consistent with Department of Defense (DoD) force structure plans and BRAC selection criteria.

### **C. Purpose**

The purpose of this Management Control Plan (MCP) is to provide a consistent set of management controls for the Army's BRAC 95 process. The objective of the controls, presented herein, is to ensure the accuracy, completeness, and integration of all information upon which Secretary of the Army recommendations for base closure and realignments are based and to limit the possibility of disclosure of BRAC 95 information prematurely. This MCP meets the requirements established by the DEPSECDEF memorandum, Army BRAC 95 memorandum, and the Charter for The Army Basing Study (TABS) regarding the Army's process. This MCP also identifies procedures for integrating the efforts of the Joint Cross-Service Groups into the Army process.

### **D. Critical Success Factors**

To ensure success of the TABS mission and objectives, the following factors were identified as critical.

- Senior Army Leadership commitment to significantly reduce the installation infrastructure to meet the Defense Guidance as well as goals set forth in the DEPSECDEF memorandum.
- Coordination with the Joint Cross-Service Groups, other Services and Defense Agencies to identify significant cross-service or intra-service opportunities to consolidate activities.
- Adherence to a well defined scope, definitive objectives, and accountable process.

## **II. SELECTION CRITERIA AND RELATED ISSUES**

### **A. General**

The Base Closure Act requires the DoD to submit to Congress and the Commission a force structure plan and the selection criteria that are used in developing DoD recommendations. These documents are the cornerstone of the Army procedures and process.

Title 10 U.S.C. 2687 establishes closure and realignment numerical thresholds that require Congressional review. The threshold for closure is an installation/activity that employs at least 300 permanent-type civilians. The threshold for realigning/reducing an installation/activity is the reduction of more than 1000 permanent-type civilians or 50% of that installation/activity's authorized civilians, whichever is less.

### **B. DoD Force Structure**

The force structure plan incorporates an assessment by the Secretary of Defense of the probable threats to the national security, and takes into account the anticipated levels of funding for the period 1996 through 2001. The plan is comprised of a military threat assessment, a need for overseas basing, and a force structure. This plan is used by the ARSTAF along with other operational guidance in developing the Army's Stationing Strategy.

### **C. DoD Selection Criteria**

The final eight selection criteria published by DoD cover a broad range of military, fiscal, and environmental considerations (see figure II.1). The first four criteria relate to the military value of that installation, the fifth criteria is concerned with the fiscal implications of a potential recommendation, while the last three criteria address a recommendation's impact on the economy, community and installation infrastructure, and environment.

The Army assesses the military value of an installation by first grouping like installations into functional categories. The military value ranking of each installation is established by comparing installation quality assessments with the operational needs of the Army. Quality assessments are derived from the first four criteria of the DoD selection criteria, commonly referred to as military value. These criteria are mission requirements, land and facilities, contingency and future mission, and cost and manpower. The needs of the services are documented in the Army's Stationing Strategy. Installations that place relatively lower in military value assessment are examined as potential candidates for BRAC. The return on investment calculation for each alternative and associated scenarios are accomplished using DoD approved Cost of Base Realignment Action (COBRA) model, version 5.0. The impacts of an alternative are evaluated using the DoD approved Office of Economic Adjustment (OEA) model for economic impacts, while environmental baseline studies are used to determine the infrastructure and environmental impacts on the affected installations and economic area.

# DoD SELECTION CRITERIA

IN SELECTING MILITARY INSTALLATIONS FOR CLOSURE OR REALIGNMENT, DOD, GIVING PRIORITY CONSIDERATION TO MILITARY VALUE (THE FIRST FOUR CRITERIA BELOW), WILL CONSIDER:

## MILITARY VALUE:

1. THE CURRENT AND FUTURE MISSION REQUIREMENTS AND THE IMPACT ON OPERATIONAL READINESS OF DOD'S TOTAL FORCE.
2. THE AVAILABILITY AND CONDITION OF LAND AND FACILITIES AT BOTH THE EXISTING AND POTENTIAL RECEIVING LOCATIONS.
3. THE ABILITY TO ACCOMMODATE CONTINGENCY, MOBILIZATION, AND FUTURE TOTAL FORCE REQUIREMENTS AT BOTH THE EXISTING AND POTENTIAL RECEIVING LOCATIONS.
4. THE COST AND MANPOWER IMPLICATIONS.

## RETURN ON INVESTMENT:

5. THE EXTENT AND TIMING OF POTENTIAL COST SAVINGS, INCLUDING THE NUMBER OF YEARS, BEGINNING WITH THE DATE OF COMPLETION OF THE CLOSURE OR REALIGNMENT, FOR THE SAVINGS TO EXCEED THE COSTS.

## COMMUNITY IMPACTS:

6. THE ECONOMIC IMPACT ON COMMUNITIES.
7. THE ABILITY OF BOTH THE EXISTING AND POTENTIAL RECEIVING COMMUNITIES' INFRASTRUCTURE TO SUPPORT FORCES, MISSIONS, AND PERSONNEL.
8. THE ENVIRONMENTAL IMPACT.

Figure II.1 - DoD Selection Criteria

## D. Installations

Active Army installations will be included in the assessment process if they meet the following requirements:

"... an aggregation of contiguous or near contiguous, common-supporting real property holdings under the jurisdiction of the Department of Defense, controlled by and at which an Active Army unit or activity is permanently assigned." (Army BASOPS Primer, JAN 93)

Therefore three criteria must be present: real property, people, and control by the active component. Using this definition, the Assistant Chief of Staff for Installations (ACSIM) queries the real property inventory and provides TABS with the installations to be considered.

## E. Leases

Leases are considered in one of three categories, as a stand alone lease (installation), as

part of the off-post assets of a active installation, or as part of a Metropolitan Statistical Area (MSA). All stand alone leases, above and below threshold, are included in the installation assessment process. The other two categories will be considered for inclusion in the BRAC 95 process if mission changes suggest a closure or realignment.

#### **F. Reserve Enclaves**

Reserve enclaves, Reserve and National Guard, will be considered in four steps. They are:

- The first step is to evaluate all enclaves/installations in the same manner as other Army installations on federal land. The milestones are given in figure IV.3 for the first phase and are the same for the rest of the process thereafter. This includes the development of a set of attributes that describe military value (DoD Criteria 1-4) and analyze those installations for realignment or closure. This evaluation should be commensurate with the Reserve and National Guard reductions of 25.9%, adjusted for the over-facilitized nature of enclaves.

- The second step will be to consider total force structure, mobilization, and contingency requirements in all categories of active installations. This is done by establishing attributes that evaluate reserve needs in the military value criteria (DoD Criteria 3).

- The third step is to evaluate all potential active installation closures for impact on Reserve and National Guard training requirements.

- The last step is to evaluate the potential transfer and use by the Reserve and National Guard, as a installation enclave.

### **III. CONTROLS**

#### **A. General**

The General Accounting Office has established the internal control standards that include general, specific and audit standards. This plan establishes the uniform guidance that: defines data requirements and sources; documents the procedures for selecting bases for closure or realignment and provides for the certification of the recommendations as accurate and complete; and, set up procedures for checking data, and independent testing of internal controls. The techniques to accomplish this are:

- Documenting the process to be used by TABS.

- Establishing standing operating procedures (SOP) for administrative and analytical procedures to be followed by TABS personnel.

- Establishing a training program to ensure knowledgeable employees.

- Establishing internal control mechanisms to check all aspects of the TABS process.

### B. Process

The TABS process is documented in section IV of this MCP. In general, the process is grouped into three time periods. The first period, March - June 94, will evaluate its installations military value, in a quantitative terms, using measures derived from DoD selection criteria. The second period, July 94 - February 95, will assess feasibility of potential BRAC alternatives while incorporating Joint Cross-Service Group recommendations and assessing all required impacts. The last period, March - September 95, begins the support process to the BRAC Commission.

Section IV documents this three period process through each of the five phases of the TABS process. These five phases are process preparation in time period 1. In time period 2 are detailed analysis, DA review, and OSD review. Commission support makes up time period 3. This is reflected in the following chart (see figure III.1).

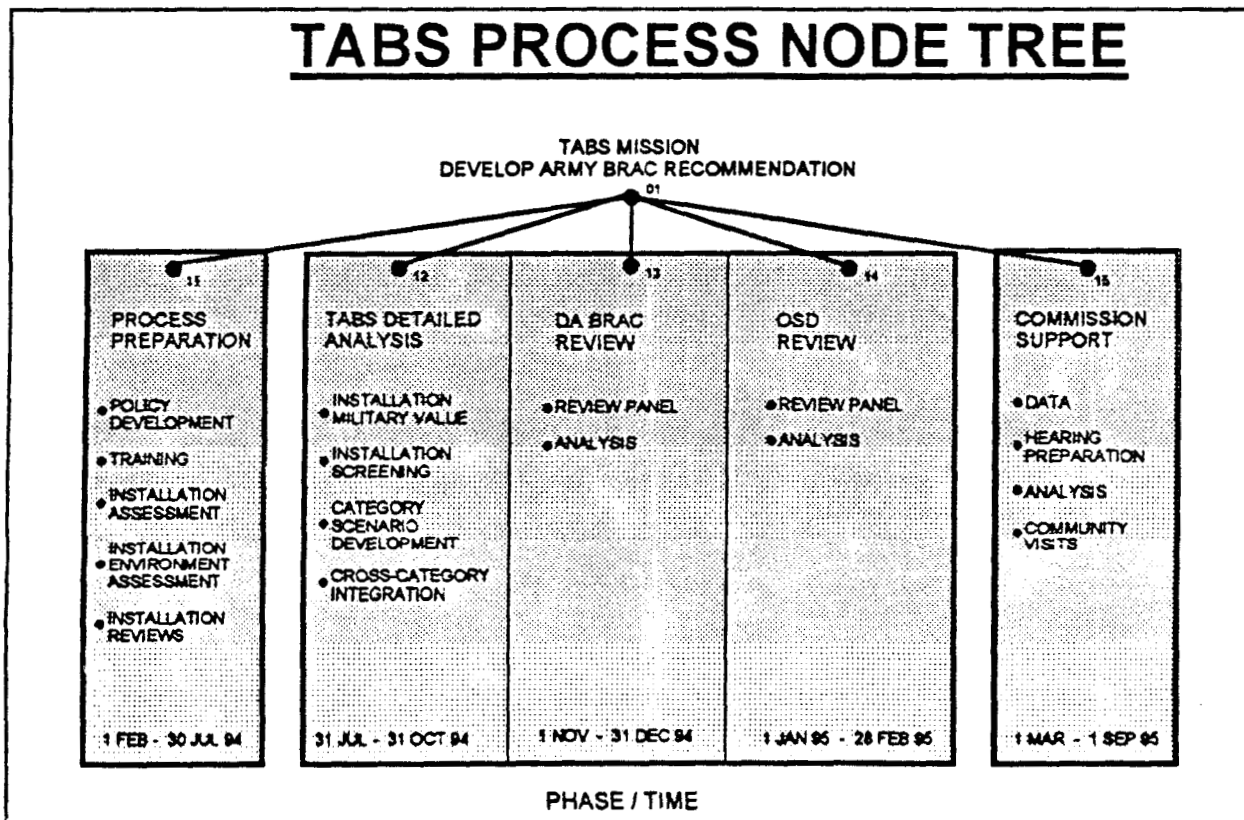


Figure III.1 - TABS Time Periods and Phases



### **C. Standing Operating Procedures (SOP)**

Two SOPs are established to document the procedures to be used by TABS personnel in support of all administrative and analytical work conducted by the TABS office.

The TABS Administrative SOP is the single-source document on procedures and formats to be followed in all staff actions. The Administrative SOP is published in a separate document. The Analytical SOP will establish the detailed procedures to be used in the conduct of evaluating all candidate installations. It will establish the categories of installations through the BRAC recommendation. The Analytical SOP is located in Annex J of this MCP.

### **D. Training**

The training plan, Annex K, provides the detailed training that is provided to all TABS personnel ensuring they have the basic knowledge and skills to conduct the mission as stated in this MCP. This training includes BRAC process orientation, TABS process (e.g. analytical, environmental, economic, etc.), software training (e.g. COBRA, D-PADS, Powerpoint, Word Perfect, OEA, DSS, etc), and DA staff proponent orientation (e.g. JAG, DCSOPS, DM, ASA (IL&E)).

### **E. Internal Controls**

An Internal Control Plan, Annex H, provides a consistent set of management controls to ensure the accuracy, completeness, and integration of all information upon which the Secretary of the Army recommendations for base closure and realignment are derived and to limit the possibility of disclosure of BRAC 95 information prematurely.

## **IV. PROCESS DESCRIPTION**

### **A. Overview**

The TABS process was developed using the Integrated Definition (IDEF) modeling techniques, and the activity based analysis approach promoted by the Corporate Information Management (CIM) initiative as the optimum methodology for business process improvement. This technique permits functional experts to assess the efficiency of the business through examination of its activities, and through the analysis, discover improvement opportunities.

The activity models developed are a representative of the TABS' functions and its relationship with the BRAC process. At a high level, the models may be used to understand what work is performed in the BRAC process (e.g. the five phases described above). At a lower level, the models will depict how the work is performed (described below). All activities will transform a set of inputs into products, enabled by resources and constrained by a set of controls.

TABS has identified the key issues associated with each activity and translated these issues into this management plan and its associated milestones. The first level of the process is defined by the five phases displayed in the node diagram above (figure III.1). These five phases are then transformed into the first level process diagram shown below (figure IV.1).

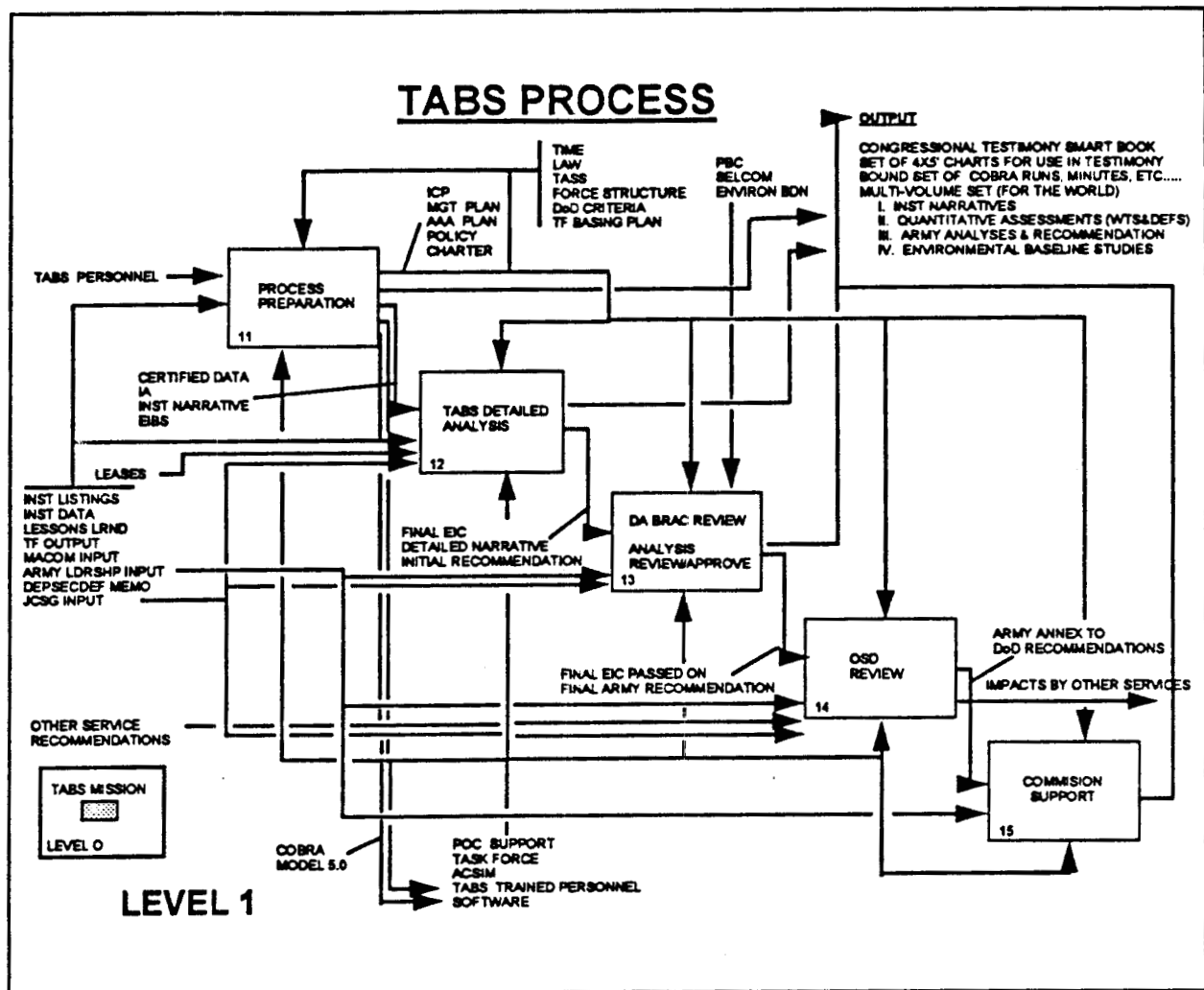


Figure IV.1 - TABS Process Overview

This diagram shows the top level phases of the TABS process with their associated inputs, outputs, controls, mechanisms, and the inter-relationships of the sub activities in the process. This diagram gives an overview of information flow through the TABS process.

### B. Process Preparation Phase

The process preparation phase is the first phase of the TABS process and sets the

foundation for all work to follow. There are five key sub-processes that encompass this phase of TABS. These sub-processes are policy development, training, installation assessment, installation environmental assessment, and installation reviews. This phase is illustrated below (figure IV.2).

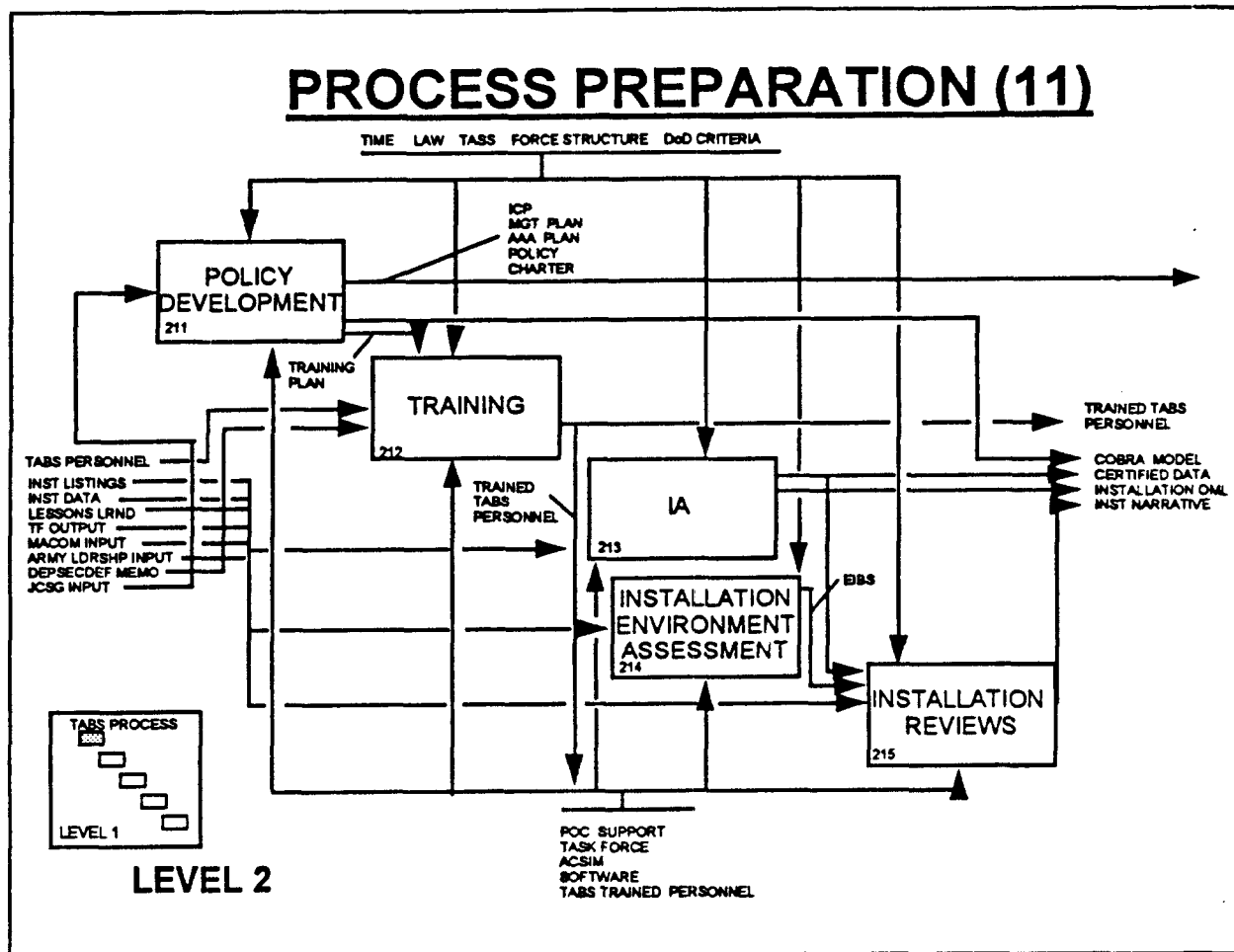


Figure IV.2 - Process Preparation Phase

This phase of the process is started by the planning cell of TABS, see charter in Annex C, and is developed as the office is brought up to full strength. The challenge is to train incoming analysts, define all requirements for the process, assist in the development of the Joint Cross-Service Groups, and develop, staff, and implement the installation review/assessment functions.

The key products that emerge from this phase are the TABS program policy, trained analysts, COBRA model 5.0, and the initial review and assessment of all installations to be analyzed in the next phase of the process. The milestones associated with process preparation are illustrated below. Included in the milestones below are the AAA audit validation objectives and

their respective time lines (figure IV.3).

### 1. Policy Development

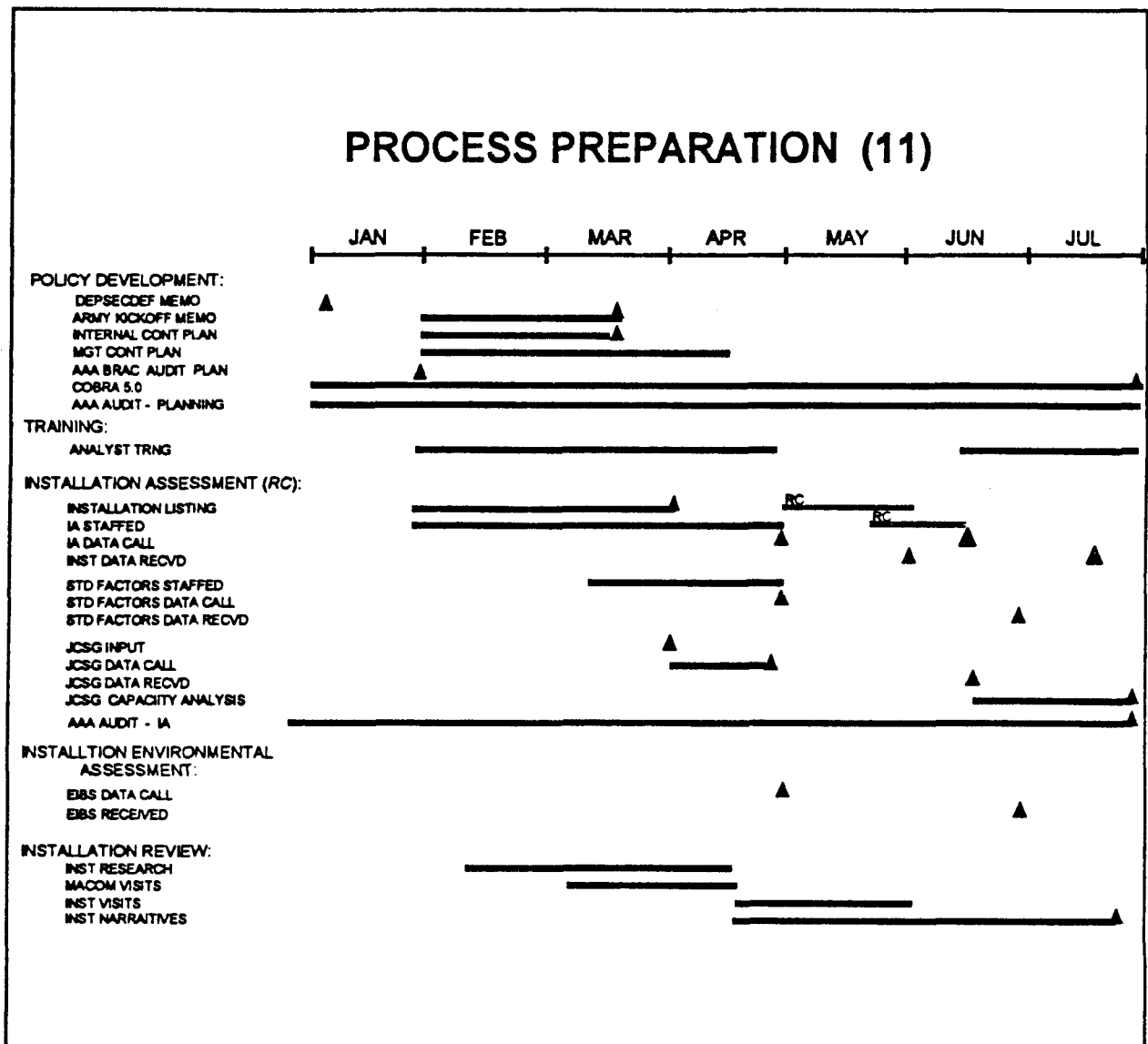


Figure IV.3 - Process Preparation Milestones

TABS does not generate BRAC policy or make BRAC policy decisions; however, TABS, as well as the other Services BRAC offices, are involved in all aspects of the formulation of BRAC policy. Throughout the TABS Process there are a number of control devices within which all actions must occur. These controls include:

**Time:** Milestones are established as the points in time when products must be delivered. Those products are identified as outputs throughout the process. A milestone example is 1 January 1995, the Service recommendations are due to OSD.

**Law:** The Base Closure Act governs all BRAC procedures.

**The Army Stationing Strategy and Force Structure:** These inputs from Department of the Army provide the guidance on the shape of the force of the present and future by which TABS analysts formulate alternatives and scenarios.

**DoD Criteria:** These eight criteria define and prioritize military value analysis. Within the framework of the TABS Process are a series of inputs which influence and provide direction to the development of policies for the TABS operation. The inputs include:

**Lessons Learned:** These include all documentation on the subject from previous BRAC processes and reports, and historical data and paper files on each installation. Each previous BRAC published lessons learned as part of the project.

**Joint Cross-Service Group Input:** The JCSG will provide guidance to TABS for the purpose of studying 6 areas of interest to the OSD. The primary purpose of these studies is to identify common support functions with related candidate alternatives and scenarios for cross-service consolidation. This guidance includes an assessment methodology to be used by all Services to evaluate excess capacity within each common support function. The areas are:

- Laboratories (LABS)
- Test & Evaluation (T&E)
- Undergraduate Pilot Training (UPT)
- Depots
- Graduate Medical Training (GME)
- Economic Impact

The process preparation section includes the development of all internal control mechanisms to be used to control the TABS process. This includes the MCP, internal control plan, training plan, and the AAA audit plan. These documents become controls on the process once they are approved.

The final area involved in process preparation is the establishment of a Joint Process Action Team (JPAT) to develop and improve the COBRA model. The result of this process is the current approved model COBRA 5.0 that will be used by all Services in the BRAC 95.

**2. Training:** The TABS Detailed Training Plan is contained in Annex L of this document. Because of the sequential build-up of the TABS group and the need to train all analysts, prior to the conduct of analysis, it is necessary to implement a training plan that is

flexible and builds upon the experience of current members. Training covers BRAC and TABS process orientations, DA Staff orientations and their specific roles in the BRAC process, Management Directorate orientation, TABS models and application orientation, TJAG participation and availability and the BRAC law, Joint Cross-Service Group participation and purpose, summaries of economic and environmental considerations of BRAC, PC software, office procedures summaries, and HQ, DADSS classes and certification.

**3. Installation Assessment:** The BRAC 95 Installation Assessment (AI) program is designed to provide the senior Army leadership a measure of the relative military value of installations and facilities used by Army organizations. The proponent office for the IA process is TABS.

The IA process is a systematic method to assess and compare the value of installations with similar functions. This process ranks all installations within a set category (1 to n) on an order of merit list. Installations are staffed with the Army's Major Commands (MACOM) to determine the appropriate categories. The categories for BRAC 95 are: Maneuver, Training Areas, Training Schools, Professional Schools, Maintenance Depots, Ammunition Production, Ammunition Storage, Industrial, Commodity Oriented, Ports, Medical Centers and Leases. There are about 100 installations included within these categories.

Each category of installations is compared using a set of attributes such as square feet of facilities, size of maneuver and impact areas, cost to operate, etc. There are 20 to 30 attributes per category. Each attribute is linked to one of the four DoD selection criteria that measure Military Value: Mission Requirements, Condition of Land and Facilities, Cost and Manpower, and Future Requirements.

The IA process requires MACOMs to provide products and data to HQDA that will be published in the Army's BRAC recommendations. Because of this, all IA data must be certified. AAA will work with TABS in insuring the process and data meet the certification requirements.

**4. Installation Environmental Assessment:** The environmental analysis process required in support of the Army's BRAC 95 recommendations is shown in the chart below (figure IV.4). The environmental analysis is performed by the Environmental Review Committee (ERC). The ERC is composed of several Subject Matter Experts from the Army's Environmental Programs Directorate and are designated as trusted agents working in a close hold forum for TABS. The TABS Environmental Integrator will have oversight over the ERC and be responsible for the integration of the analysis into the Army's recommendations.

The environmental analysis runs concurrently with TABS' recommendation process during which coordination and the transaction of data between TABS and ERC is required. During the first stages of the recommendation process, the Installation Environmental Baseline Summary (IEBS) data call is analyzed by the ERC, producing an initial environmental assessment of all BRAC installation study candidates from both a closure and realignment perspective. This assessment

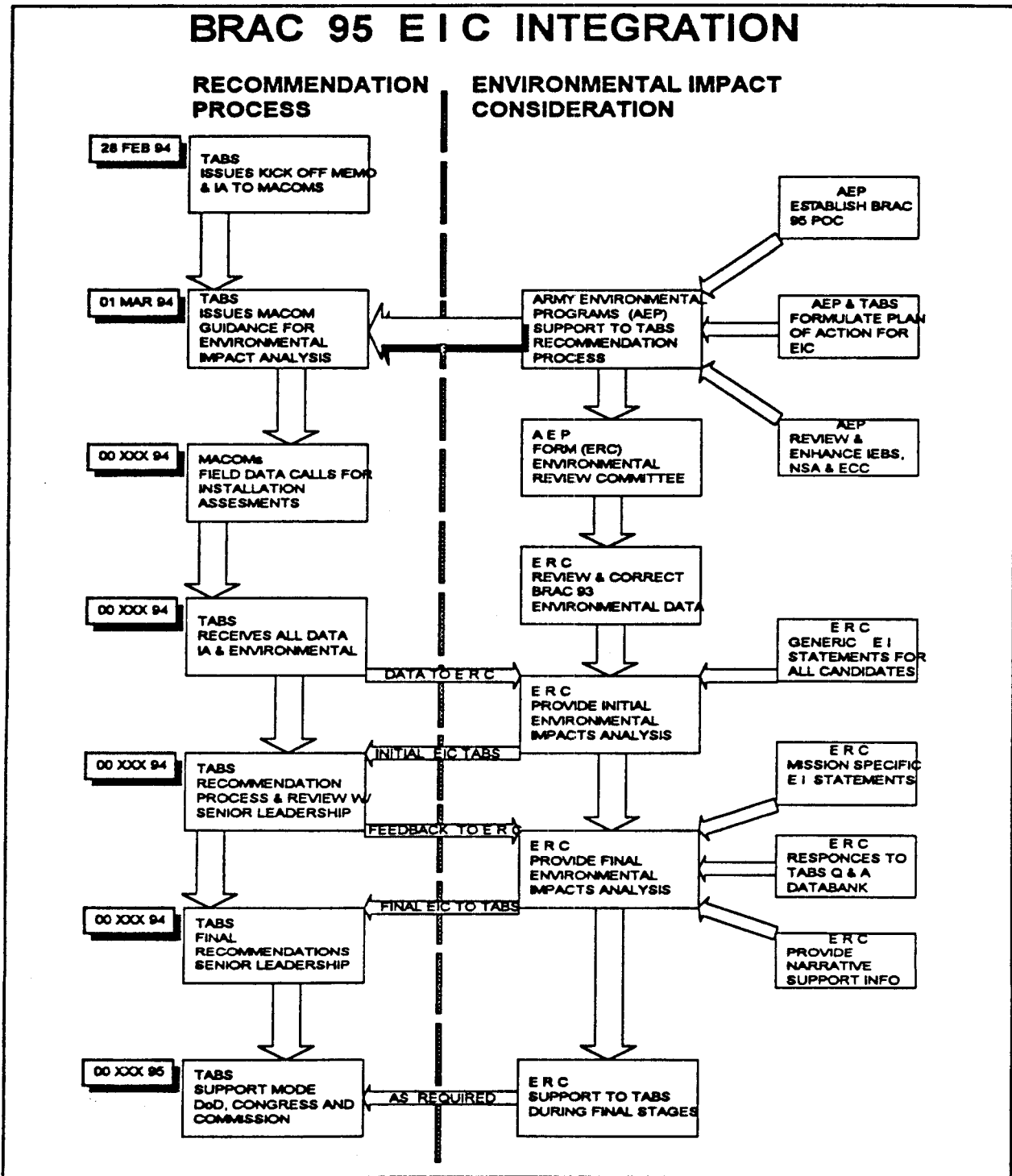


Figure IV.4 - Environment Process

indicates an installation's environmental carrying capacity and potential hurdles for a BRAC

recommendation. These IEBS are then incorporated into the installation reviews.

As the Army's recommendations become site specific, the ERC will study each case in greater detail and will provide TABS with a finalized environmental assessment during the Detailed Analysis phases. In addition to the final analysis, the ERC will be utilized by TABS in an ancillary support role during DoD, Congress and the Commissions review.

**5. Installation Reviews:** Installation reviews represents a one stop information source for all above threshold installations. Each review will include historical research, location information, missions, units supported, basic budget information, personnel summaries, past BRAC actions, new missions, new/planned facilities, range improvements, restructuring actions, DoD selection criteria / attributes, environmental considerations, facility capacities, economic profile, and installation unique characteristics. The format for these reviews is in Annex N. These reviews will be researched, compiled, and briefed by the functional area expert to the TABS group to educate and surface concerns and to develop possible alternative candidates for analysis, either as a gaining or losing installations. The draft form of these reviews will be completed prior to MACOM and installation visits and finalized with the certified and installation visit data. These installation reviews will be published by installation category as supporting documentation to BRAC 95 recommendation.

### **C. TABS Detailed Analysis Phase:**

This phase is at the heart of the TABS process. During this phase, TABS analyzes potential BRAC alternatives to develop the initial recommendations to be reviewed in follow-on phases. The controls during this phase remain constant from the previous phase and the following inputs are carried forward: lessons learned, Task Force output, and MACOM input. New inputs include certified data from the IA data call, an installation order of merit list (OML), installation review narratives, environmental installation baseline studies (IEBS). These combined inputs are used to develop the Military Value Assessment from the installation IA OML. Once the values are determined, the installations are placed into three bands of consideration; enduring installations, high military value, and lesser military value. Installation category screening is performed to determine feasible category candidates and possible scenarios. At this point, COBRA, and OSUB models are run to examine scenarios and identify initial affordable candidates. These initial candidates will then go through an integration process that looks at cross-category solutions. Additional inputs at this level will include Leased facility data and JCSG activity candidate data. The detailed procedures for this analysis is contained in the Analytical SOP located at Annex K.

The key outputs from this phase include the final Environmental Impact Considerations (EIC), Detailed Installation Narratives, and the Initial Army Recommendations for closure and realignment.



The following charts show the detailed process (figure IV.5) and milestones (figure IV.6) associated with this second phase of the TABS process.

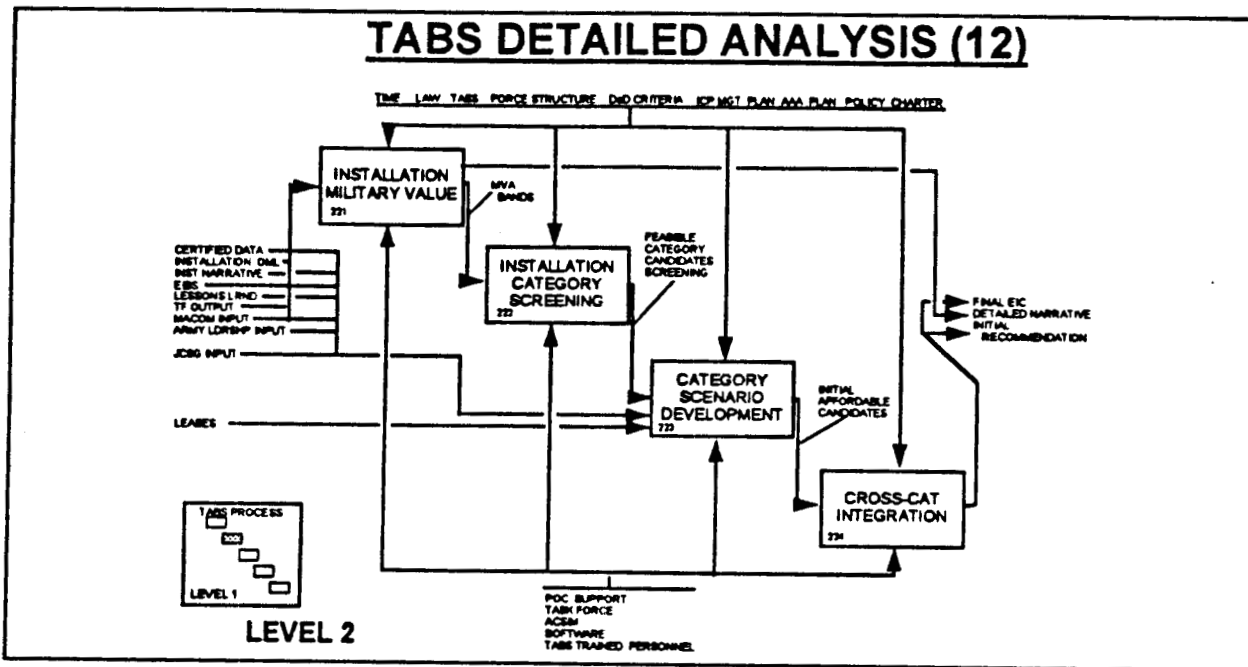


Figure IV.5 - Detailed Analysis Phase

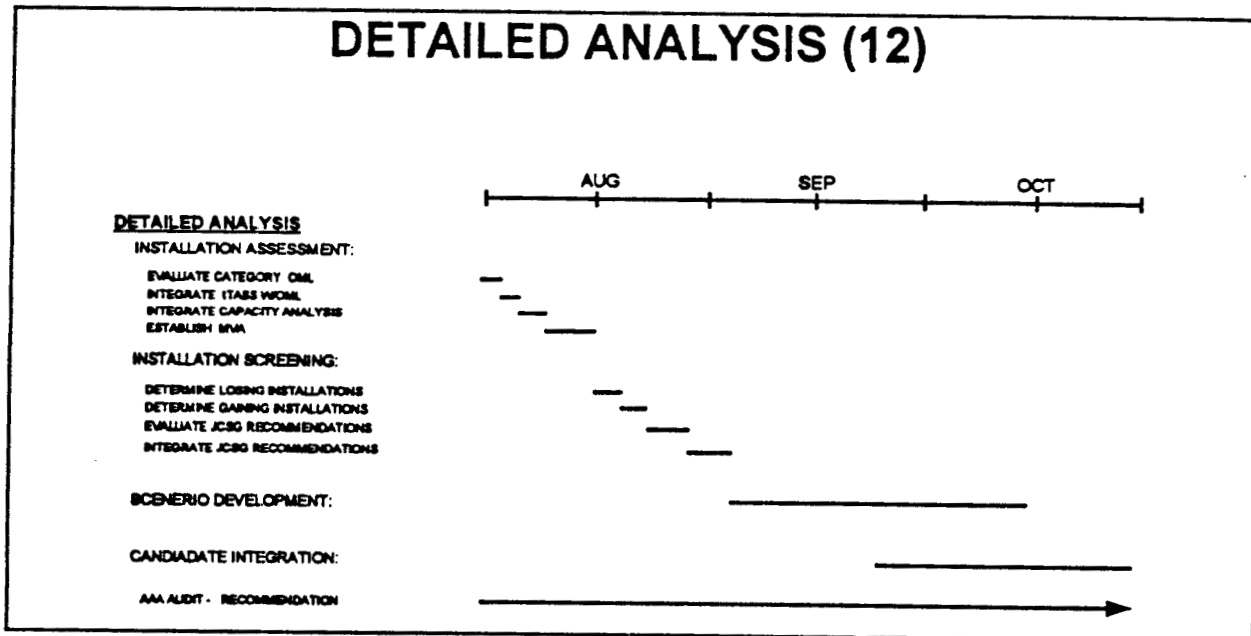


Figure IV.6 - Detailed Analysis Milestones

**1. Installation Military Value:** The installation military value bands are developed from the IA OML developed in the Policy Preparation phase of the TABS process. The IA OML is evaluated and adjustments are made in accordance with operational requirements of the Army Stationing Strategy (TASS), provided by Office of the Deputy Chief of Staff for Operations (ODCSOPS). The Stationing Strategy incorporates the MACOM level requirements to meet the needs of the Army. Banding of installations into enduring, high military value, and lower military value is achieved through a combination of the stationing strategy requirements, ACSIM facility capacity/requirements system and by a general statistical process. These bands are then used to start the detailed alternative analysis.

**2. Initial Category Screening:** The focus of this operation is determining losing and gaining installations based on the military value bands and JCSG activity recommendations; and determining possible scenarios within each category of installations. The product is feasible category candidates for scenario runs. At this point the study candidates must be identified using a standard format contained in the analytical procedures SOP. The steps at this stage are:

- Identifying organizations and installations by source, e.g. MVA band, TASS, MACOM Vision, etc.

- Data review of the installation per the ASIP Troop List Ordered by Major Unit and the Station Report.

- Using the HQRPLANS Stationing Data Input and Output Report Work sheet to prepare stationing scenarios.

**3. Category Scenario Development:** Inputs include the previous information plus leased facilities. At this point cost, economic, and environmental inputs are considered and the product of initial affordable candidates is presented. Detailed instructions for this action is contained in the TABS Analytical Procedures SOP. The steps included in this process include:

- Record the BRAC Alternative using the TABS standard system.

- Analyze the BRAC Alternatives using Stationing Reports from HQRPLANS.

- Entered data into COBRA.

- Analyze COBRA output.

- Terminate analysis as not feasible or consider it as an initial BRAC Recommendation.

- Document alternative analysis.

**4. Cross-Category Integration:** This is the integration of and further development of candidates using all the same sources of information and tools previously, but now looking at the Army view of what is best for the Army (may include installations changing categories). The JCSG inputs may influence the analysis at this point and will be considered in all analyses and recommendations. Additional alternative scenarios will be analyzed and documented, the same as above. The output from this phase is the initial Army BRAC recommendations to be reviewed.

#### D. DA Review Phase

This phase begins the review and revision process that will ultimately culminate in the DoD BRAC 95 recommendations approved through Congress. This phase involves the review by Department of the Army by the Environmental Review Boards, ARSTAF Task Force, Program Budget Committee (PBC), Select Committee (SELCOM), and finally by the Secretary of the Army. This is a two step process that is cycled through all review groups. This process will be iterative by nature. Recommendations from the Army will be evaluated and alternative scenarios run, analyzed, and documented as necessary and set forth in the Detailed Analysis phase. This process is shown below (figure IV.7):

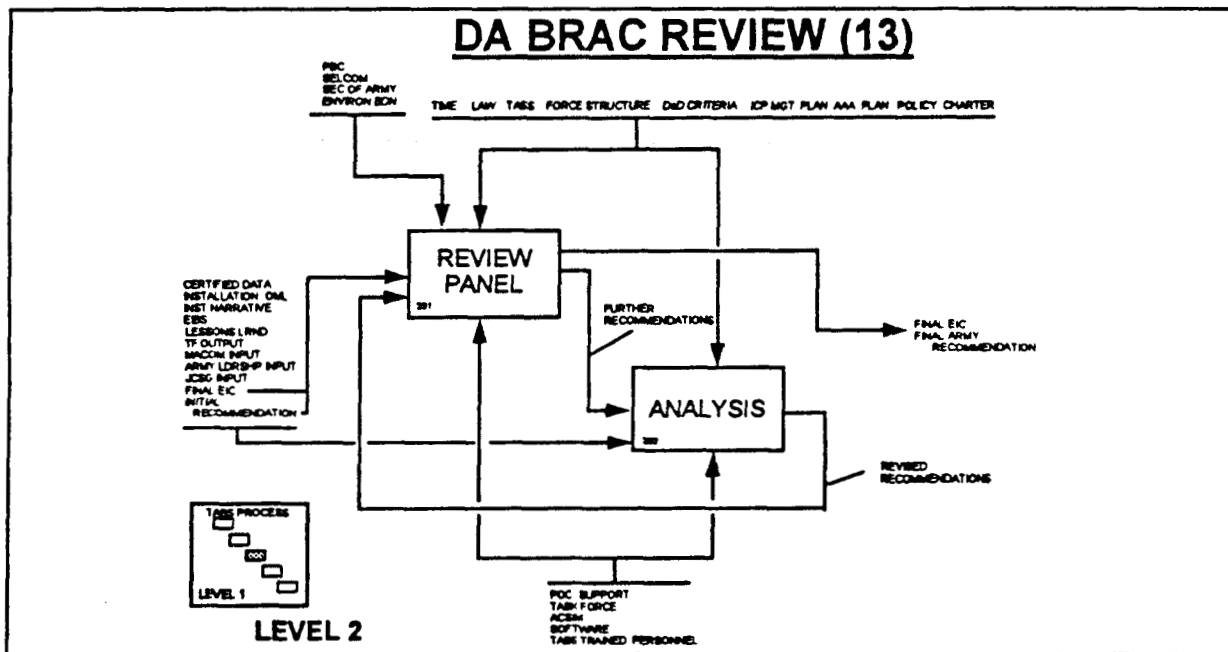


Figure IV.7 - DA Review Phase

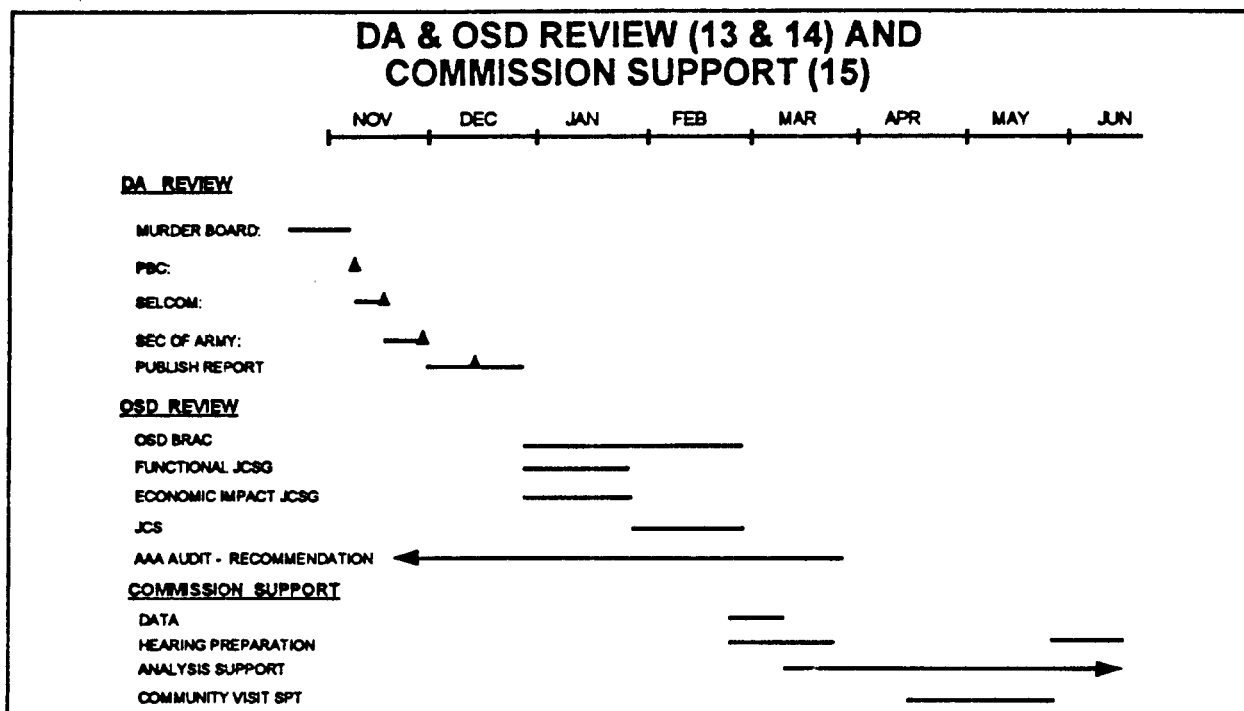


Figure IV.8 - DA Review, OSD Review and Commission Support Milestones

The first review will be conducted by the ARSTAF Task Force, using a "hot wash" process. The review panel will review analyses and scenarios for completeness, accuracy, logic, and potential for cross-category possibilities. The results of the reviews will then enter the formal Army Staff review process and will continue to cycle through the various layers of review until the Secretary of the Army approves the recommendations using the milestones above (figure IV.8).

### E. OSD Review Phase

This phase begins with a review of the Army BRAC 95 Recommendation with respect to incorporating any Joint Cross-Service Group recommendations by the BRAC 95 Review Group and OSD BRAC office, and a review by the JCSG for Economic Impact of the cumulative economic impacts of all Service recommendations. These reviews will be iterative by nature. Suggested recommendations from the OSD will be evaluated and alternative scenarios run, analyzed, and documented by TABS, as necessary, and set forth in the Detailed Analysis phase. Finally, OSD will recommend to the Secretary of Defense that the Service Recommendations should be recommended as the DoD BRAC 95 Recommendations. The process shown below (figure IV.9) and the milestones shown above (figure IV.8) document the TABS process for this phase.

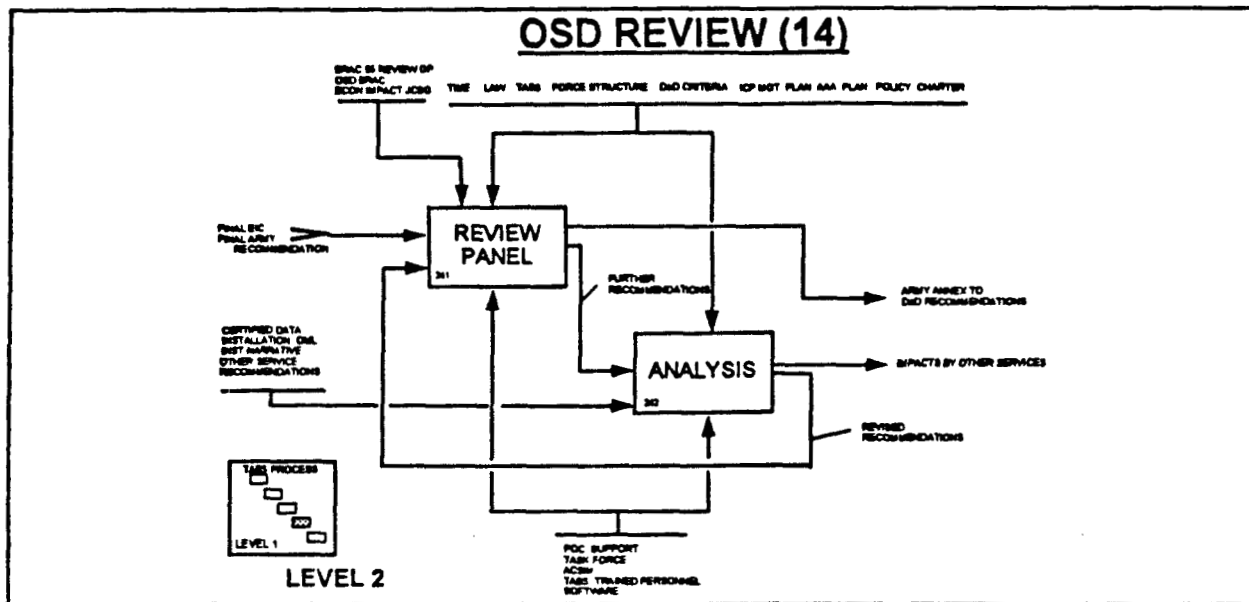


Figure IV.9 - OSD Review Phase

## F. Commission Support Phase

The primary responsibility at this point in the process is historical, statistical, and decisional support to the Army representatives to the Commission (figure IV.10).

**1. Data:** This process includes providing the commission with all requested information to include the Army Annex to DoD Recommendations, Army Leadership input, Certified Data, Installation OML and Installation Review Narratives.

**2. Hearing Preparation:** This process consists of review and organization of all previous documentation to ensure rapid response to questions regarding process, alternatives and scenarios, and recommendations. A library of standard format professional quality briefing books needs to be available prior to entry into this phase of the process. Design, preparation, and construction responsibility will be the TABS administration section's. This information will be cross referenced to ensure easy access to all information for all Army officials who must testify. There are two phase of hearings. The first is early in the commission support phase and is an overview of the process and recommendations from the services. The second set of hearings are more detailed testimony details of each recommendation or lack of a recommendation. These hearings are after the community visits and commission analysis.

**3. Analysis:** This analysis will again be an iterative process in accordance with

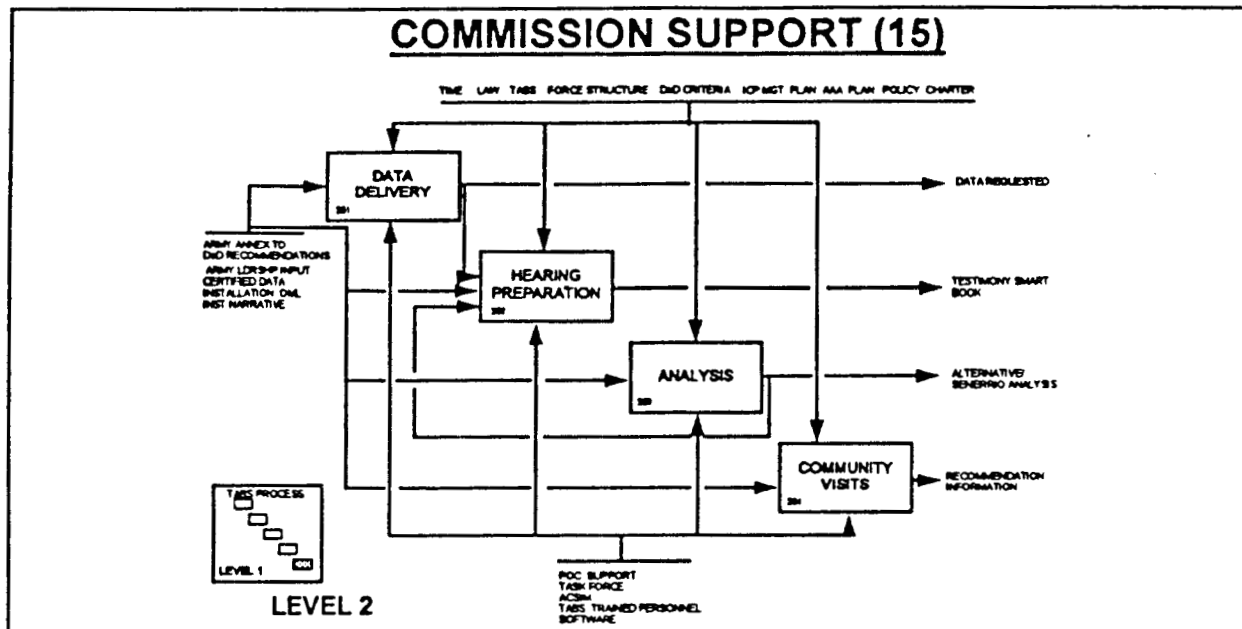


Figure IV.10 - Commission Support Phase

the detailed analysis phase of the process. A system of Army Review will have to be established for rapid return requests from the Commission for any non-evaluated alternative scenarios.

**4. Community Visit Support:** TABs personnel will accompany the Commission to Army installations to hear and record the testimony provided to the Commission. This record of visits will be used in follow-on Army official testimony to the Commission.

# Document Separator

What follows is a copy of the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510). In italics are the subsequent changes made by Congress in the Fiscal Years 1992/1993 Department of Defense Authorization Bill (P.L. 102-311) and the Fiscal Year 1993 Department of Defense Authorization Bill (P.L. 102-484).

## TITLE XXIX - DEFENSE BASE CLOSURES AND REALIGNMENTS

Defense Base Closure and Realignment Act of 1990.  
10 USC 2687 note.

### PART A—Defense Base Closure and Realignment Commission

#### SEC. 2901. SHORT TITLE AND PURPOSE

(a) **Short Title.** - This part may be cited as the "Defense Base Closure and Realignment Act of 1990".

(b) **Purpose.** - The purpose of this part is to provide a fair process that will result in the timely closure and realignment of military installations inside the United States.

10 USC 2687 note.

#### SEC. 2902. THE COMMISSION

(a) **Establishment.** - There is established an independent commission to be known as the "Defense Base Closure and Realignment Commission".

(b) **Duties.** - The Commission shall carry out the duties specified for it in this part.

(c) **Appointment.** - (1)(A) The Commission shall be composed of eight members appointed by the President, by and with the advise and consent of the Senate.

President.

(B) The President shall transmit to the Senate the nominations for appointment to the Commission —

(i) by no later than January 3, 1991, in the case of members of the Commission whose terms will expire at the end of the first session of the 102nd Congress;

(ii) by no later than January 25, 1993, in the case of members of the Commission whose terms will expire at the end of the first session of the 103rd Congress; and

(iii) by no later than January 3, 1995, in the case of members of the Commission whose terms will expire at the end of the first session of the 104th Congress.

*"(C) If the President does not transmit to Congress the nominations for appointment to the Commission on or before the date specified for 1993 in clause (ii) of subparagraph (B) or for 1995 in clause (iii) of such subparagraph, the process by which military installations may be selected for closure or realignment under this part with respect to that year shall be terminated".*

(2) In selecting individuals for nominations for appointments to the Commission, the President should consult with —

(A) the Speaker of the House of Representatives concerning the appointment of two members;

(B) the majority leader of the Senate concerning the appointment of two members;

(C) the minority leader of the House of Representatives concerning the appointment of one member; and

(D) the minority leader of the Senate concerning the appointment of one member.



(3) At the time the President nominates individuals for appointment to the Commission for each session of Congress referred to in paragraph (1)(B), the President shall designate one such individual who shall serve as Chairman of the Commission.

(d) **Terms.** - (1) Except as provided in paragraph (2), each member of the Commission shall serve until the adjournment of Congress sine die for the session during which the member was appointed to the Commission.

(2) The Chairman of the Commission shall serve until the confirmation of a successor.

(e) **Meetings.** - (1) The Commission shall meet only during calendar years 1991, 1993, and 1995.

Public  
Information.

(2)(A) Each meeting of the Commission, other than meetings in which classified information is to be discussed, shall be open to the public.

(B) All the proceedings, information, and deliberations of the Commission shall be open, upon request, to the following:

(i) The Chairman and the ranking minority party member of the Subcommittee on Readiness, Sustainability, and Support of the Committee on Armed Services of the Senate, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(ii) The Chairman and the ranking minority party member of the Subcommittee on Military Installations and Facilities of the Committee on Armed Services of the House of Representatives, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(iii) The Chairmen and ranking minority party members of the Subcommittees on Military Construction of the Committees on Appropriations of the Senate and of the House of Representatives, or such other members of the Subcommittees designated by such Chairmen or ranking minority party members.

(f) **Vacancies.** - A vacancy in the Commission shall be filled in the same manner as the original appointment, but the individual appointed to fill the vacancy shall serve only for the unexpired portion of the term for which the individual's predecessor was appointed.

(g) **Pay and Travel Expenses.** - (1)(A) Each member, other than the Chairman, shall be paid at a rate equal to the daily equivalent of the minimum annual rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code, for each day (including travel time) during which the member is engaged in the actual performance of duties vested in the Commission.

(B) The Chairman shall be paid for each day referred to in subparagraph (A) at a rate equal to the daily equivalent of the minimum annual rate of basic pay payable for level III of the Executive Schedule under section 5314 of title 5, United States Code.

(2) Members shall receive travel expenses, including per diem in lieu of subsistence, in accordance with sections 5702 and 5703 of title 5, United States Code.

(h) **Director of Staff.** - (1) The Commission shall, without regard to section 5311(b) of title 5, United States Code, appoint a Director who has not served on active duty in the Armed Forces or as a civilian employee of the Department of Defense during the one-year period preceding the date of such appointment.

(2) The Director shall be paid at the rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code.

(i) **Staff.** - (1) Subject to paragraphs (2) and (3), the Director, with the approval of the Commission, may appoint and fix the pay of additional personnel.

(2) The Director may make such appointments without regard to the provisions of title 5, United States Code, governing appointments in the competitive service, and any personnel so appointed may be paid without regard to the provisions of chapter 51 and subchapter III of chapter 53 of that title relating to classification and General Schedule pay rates, except that an individual so appointed may not receive pay in

excess of the annual rate of basic pay payable for GS-18 of the General Schedule.

(3)(A) Not more than one-third of the personnel employed by or detailed to the Commission may be on detail from the Department of Defense.

"(B)(i) Not more than one-fifth of the professional analysts of the Commission staff may be persons detailed from the Department of Defense to the Commission.

"(ii) No person detailed from the Department of Defense to the Commission may be assigned as the lead professional analyst with respect to a military department or defense agency.

"(C) A person may not be detailed from the Department of Defense to the Commission if, within 12 months before the detail is to begin, that person participated personally and substantially in any matter within the Department of Defense concerning the preparation of recommendations for closures or realignments of military installations.

"(D) No member of the Armed Forces, and no officer or employee of the Department of Defense, may —

"(i) prepare any report concerning the effectiveness, fitness, or efficiency of the performance on the staff of the Commission of any person detailed from the Department of Defense to that staff;

"(ii) review the preparation of such a report; or

"(iii) approve or disapprove such a report.";

(4) Upon request of the Director, the head of any Federal department or agency may detail any of the personnel of that department or agency to the Commission to assist the Commission in carrying out its duties under this part.

(5) The Comptroller General of the United States shall provide assistance, including the detailing of employees, to the Commission in accordance with an agreement entered into with the Commission.

"(6) The following restrictions relating to the personnel of the Commission shall apply during 1992 and 1994:

"(A) There may not be more than 15 persons on the staff at any one time.

"(B) The staff may perform only such functions as are necessary to prepare for the transition to new membership on the Commission in the following year.

"(C) No member of the Armed Forces and no employee of the Department of Defense may serve on the staff."

(j) **Other Authority.** - (1) The Commission may procure by contract, to the extent funds are available, the temporary or intermittent services of experts or consultants pursuant to section 3109 of title 5, United States Code.

(2) The Commission may lease space and acquire personal property to the extent funds are available.

(k) **Funding.** - (1) There are authorized to be appropriated to the Commission such funds as are necessary to carry out its duties under this part. Such funds shall remain available until expended.

(2) If no funds are appropriated to the Commission by the end of the second session of the 101st Congress, the Secretary of Defense may transfer, for fiscal year 1991, to the Commission funds from the Department of Defense Base Closure Account established by section 207 of Public Law 100-526. Such funds shall remain available until expended.

(l) **Termination.** - The Commission shall terminate on December 31, 1995.

"(m) **Prohibition Against Restricting Communications.** - Section 1034 of title 10, United States Code, shall apply with respect to communications with the Commission."

10 USC 2687 note. SEC. 2903. PROCEDURE FOR MAKING RECOMMENDATIONS FOR BASE CLOSURES AND REALIGNMENTS

(a) **Force-Structure Plan.** - (1) As part of the budget justification documents submitted to Congress in support of the budget for the Department of Defense for

each of the fiscal years 1992, 1994, and 1996, the Secretary shall include a force-structure plan for the Armed Forces based on an assessment by the Secretary of the probable threats to the national security during the six-year period beginning with the fiscal year for which the budget request is made and of the anticipated levels of funding that will be available for national defense purposes during such period.

(2) Such plan shall include, without any reference (directly or indirectly) to military installations inside the United States that may be closed or realigned under such plan —

(A) a description of the assessment referred to in paragraph (1);

(B) a description (i) of the anticipated force structure during and at the end of such period for each military department (with specifications of the number and type of units in the active and reserve forces of each such department), and (ii) of the units that will need to be forward based (with a justification thereof) during and at the end of each such period; and

(C) a description of the anticipated implementation of such force-structure plan.

(3) The Secretary shall also transmit a copy of each such force-structure plan to the Commission.

Federal Register, publication.

(b) **Selection Criteria.** - (1) The Secretary shall, by no later than December 31, 1990, publish in the Federal Register and transmit to the congressional defense committees the criteria proposed to be used by the Department of Defense in making recommendations for the closure or realignment of military installations inside the United States under this part. The Secretary shall provide an opportunity for public comment on the proposed criteria for a period of at least 30 days and shall include notice of that opportunity in the publication required under the preceding sentence.

Federal Register, publication.

(2)(A) The Secretary shall, by no later than February 15, 1991, publish in the Federal Register and transmit to the congressional defense committees the final criteria to be used in making recommendations for the closure or realignment of military installations inside the United States under this part. Except as provided in subparagraph (B), such criteria shall be the final criteria to be used, making such recommendations unless disapproved by a joint resolution of Congress enacted on or before March 15, 1991.

(B) The Secretary may amend such criteria, but such amendments may not become effective until they have been published in the Federal Register, opened to public comment for at least 30 days, and then transmitted to the congressional defense committees in final form by no later than "January 15" of the year concerned. Such amended criteria shall be the final criteria to be used, along with the force-structure plan referred to in subsection (a), in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before "February 15" of the year concerned.

Federal Register, publication.

(c) **DoD Recommendations.** - (1) The Secretary may, by no later than April 15, 1991, "March 15, 1993 and March 15, 1995," publish in the Federal Register and transmit to the congressional defense committees and to the Commission a list of the military installations inside the United States that the Secretary recommends for closure or realignment on the basis of the force-structure plan and the final criteria referred to in subsection (b)(2) that are applicable to the year concerned.

(2) The Secretary shall include, with the list of recommendations published and transmitted pursuant to paragraph (1), a summary of the selection process that resulted in the recommendation for each installation, including a justification for each recommendation.

(3) In considering military installations for closure or realignment, the Secretary shall consider all military installations inside the United States equally without regard to whether the installation has been previously considered or proposed for closure or

realignment by the Department.

"(4) In addition to making all information used by the Secretary to prepare the recommendations under this subsection available to Congress (including any committee or member of Congress), the Secretary shall also make such information available to the Commission and the Comptroller General of the United States."; and

"(5)(A) Each person referred to in subparagraph (B), when submitting information to the Secretary of Defense or the Commission concerning the closure or realignment of a military installation, shall certify that such information is accurate and complete to the best of that person's knowledge and belief.

"(B) Subparagraph (A) applies to the following persons:

"(i) The Secretaries of the military departments.

"(ii) The heads of the Defense Agencies.

"(iii) Each person who is in a position the duties of which include personal and substantial involvement in the preparation and submission of information and recommendations concerning the closure or realignment of military installations, as designated in regulations which the Secretary of Defense shall prescribe, regulations which the Secretary of each military department shall prescribe for personnel within that military department, or regulations which the head of each Defense Agency shall prescribe for personnel within that Defense Agency.

"(6) In the case of any information provided to the Commission by a person described in paragraph (5)(B), the Commission shall submit that information to the Senate and the House of Representatives to be made available to the Members of the House concerned in accordance with the rules of that House. The information shall be submitted to the Senate and the House of Representatives within 24 hours after the submission of the information to the Commission. The Secretary of Defense shall prescribe regulations to ensure the compliance of the Commission with this paragraph".

Public  
information.

(d) **Review and Recommendations by the Commission.** - (1) After receiving the recommendations from the Secretary pursuant to subsection (c) for any year, the Commission shall conduct public hearings on the recommendations.

Reports.

(2)(A) The Commission shall, by no later than July 1 of each year in which the Secretary transmits recommendations to it pursuant to subsection (c), transmit to the President a report containing the Commission's findings and conclusions based on a review and analysis of the recommendations made by the Secretary, together with the Commission's recommendations for closures and realignments of military installations inside the United States.

(B) "Subject to subparagraph (C), in making" its recommendations, the Commission may make changes in any of the recommendations made by the Secretary if the Commission determines that the Secretary deviated substantially from the force-structure plan and final criteria referred to in subsection (c)(1) in making recommendations.

"(C) In the case of a change described in subparagraph (D) in the recommendations made by the Secretary, the Commission may make the change only if the Commission —

"(i) makes the determination required by subparagraph (B);

"(ii) determines that the change is consistent with the force-structure plan and final criteria referred to in subsection (c)(1);

"(iii) publishes a notice of the proposed change in the Federal Register not less than 30 days before transmitting its recommendations to the President pursuant to paragraph (2); and

"(iv) conducts public hearings on the proposed change.

"(D) Subparagraph (C) shall apply to a change by the Commission in the Secretary's recommendations that would —

"(i) add a military installation to the list of military installations recommended by the

Secretary for closure;

"(ii) add a military installation to the list of military installations recommended by the Secretary for realignment; or

"(iii) increase the extent of a realignment of a particular military installation recommended by the Secretary."

(3) The Commission shall explain and justify in its report submitted to the President pursuant to paragraph (2) any recommendation made by the Commission that is different from the recommendations made by the Secretary pursuant to subsection (c). The Commission shall transmit a copy of such report to the congressional defense committees on the same date on which it transmits its recommendations to the President under paragraph (2).

(4) After July 1 of each year in which the Commission transmits recommendations to the President under this subsection, the Commission shall promptly provide, upon request, to any Member of Congress information used by the Commission in making its recommendations.

Reports.

(5) The Comptroller General of the United States shall —

(A) assist the Commission, to the extent requested, in the Commission's review and analysis of the recommendations made by the Secretary pursuant to subsection (C); and

(B) by no later than April 15 of each year in which the Secretary makes such recommendations, transmit to the Congress and to the Commission a report containing a detailed analysis of the Secretary's recommendations and selection process.

Reports.

(e) **Review by the President.** - (1) The President shall, by no later than July 15 of each year in which the Commission makes recommendations under subsection (d), transmit to the Commission and to the Congress a report containing the President's approval or disapproval of the Commission's recommendations.

(2) If the President approves all the recommendations of the Commission, the President shall transmit a copy of such recommendations to the Congress, together with a certification of such approval.

(3) If the President disapproves the recommendations of the Commission, in whole or in part, the President shall transmit to the Commission and the Congress the reasons for that disapproval. The Commission shall then transmit to the President, by no later than August 15 of the year concerned, a revised list of recommendations for the closure and realignment of military installations.

(4) If the President approves all of the revised recommendations of the Commission transmitted to the President under paragraph (3), the President shall transmit a copy of such revised recommendations to the Congress, together with a certification of such approval.

(5) If the President does not transmit to the Congress an approval and certification described in paragraph (2) or (4) by September 1 of any year in which the Commission has transmitted recommendations to the President under this part, the process by which military installations may be selected for closure or realignment under this part with respect to that year shall be terminated.

10 USC 2687  
note.

**SEC. 2904. CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS**

(a) **In General.** - Subject to subsection (b), the Secretary shall —

(1) close all military installations recommended for closure by the Commission in each report transmitted to the Congress by the President pursuant to section 2903(e);

(2) realign all military installations recommended for realignment by such Commission in each such report;

(3) initiate all such closures and realignments no later than two years after the

date on which the President transmits a report to the Congress pursuant to section 2903(e) containing the recommendations for such closures or realignments; and

(4) complete all such closures and realignments no later than the end of the six-year period beginning on the date on which the President transmits the report pursuant to section 2903(e) containing the recommendations for such closures or realignments.

**(b) Congressional Disapproval.** - (1) The Secretary may not carry out any closure or realignment recommended by the Commission in a report transmitted from the President pursuant to section 2903(e) if a joint resolution is enacted, in accordance with the provisions of section 2908, disapproving such recommendations of the Commission before the earlier of —

(A) the end of the 45-day period beginning on the date on which the President transmits such report; or

(B) the adjournment of Congress sine die for the session during which such report is transmitted.

(2) For purposes of paragraph (1) of this subsection and subsections (a) and (c) of section 2908, the days on which either House of Congress is not in session because of adjournment of more than three days to a day certain shall be excluded in the computation of a period.

10 USC 2687 **SEC. 2905. IMPLEMENTATION**

note.

**(a) In General.** - (1) In closing or realigning any military installation under this part, the Secretary may —

(A) take such actions as may be necessary to close or realign any military installation, including the acquisition of such land, the construction of such replacement facilities, the performance of such activities, and the conduct of such advance planning and design as may be required to transfer functions from a military installation being closed or realigned to another military installation, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for use in planning and design, minor construction, or operation and maintenance;

(B) provide —

(i) economic adjustment assistance to any community located near a military installation being closed or realigned, and

(ii) community planning assistance to any community located near a military installation to which functions will be transferred as a result of the closure or realignment of a military installation,

if the Secretary of Defense determines that the financial resources available to the community (by grant or otherwise) for such purposes are inadequate, and may use for such purposes funds in the Account or funds appropriated to the Department of Defense for economic adjustment assistance or community planning assistance;

(C) carry out activities for the purposes of environmental restoration and mitigation at any such installation, and "shall" use for such purposes funds in the Account or funds appropriated to the Department of Defense. *The amendments made by this subsection shall take effect on the date of the enactment of this Act.*

(D) provide outplacement assistance to civilian employees employed by the Department of Defense at military installations being closed or realigned, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for outplacement assistance to employees; and

(E) reimburse other Federal agencies for actions performed at the request of the Secretary with respect to any such closure or realignment, and may use for such purpose funds in the Account or funds appropriated to the Department of

Community  
action programs.

Environmental  
protection.

Defense and available for such purpose.

Environmental protection. (2) In carrying out any closure or realignment under this part, the Secretary shall ensure that environmental restoration of any property made excess to the needs of the Department of Defense as a result of such closure or realignment be carried out as soon as possible with funds available for such purpose.

**(b) Management and Disposal of Property.** - (1) The Administrator of General Services shall delegate to the Secretary of Defense, with respect to excess and surplus real property and facilities located at a military installation closed or realigned under this part —

(A) the authority of the Administrator to utilize excess property under section 202 of the Federal Property and Administrative Services Act of 1949 (40 USC 483);

(B) the authority of the Administrator to dispose of surplus property under section 203 of that Act (40 USC 484);

(C) the authority of the Administrator to grant approvals and make determinations under section 13(g) of the Surplus Property Act of 1944 (50 USC App. 1622(g)); and

(D) the authority of the Administrator to determine the availability of excess or surplus real property for wildlife conservation purposes in accordance with the Act of May 19, 1948 (16 USC 667b).

(2)(A) Subject to subparagraph (C), the Secretary of Defense shall exercise the authority delegated to the Secretary pursuant to paragraph (1) in accordance with —

(i) all regulations in effect on the date of the enactment of this Act governing the utilization of excess property and the disposal of surplus property under the Federal Property and Administrative Services Act of 1949; and

(ii) all regulations in effect on the date of the enactment of this Act governing the conveyance and disposal of property under section 13(g) of the Surplus Property Act of 1944 (50 USC App. 1622(g)).

(B) The Secretary, after consulting with the Administrator of General Services, may issue regulations that are necessary to carry out the delegation of authority required by paragraph (1).

(C) The authority required to be delegated by paragraph (1) to the Secretary by the Administrator of General Services shall not include the authority to prescribe general policies and methods for utilizing excess property and disposing of surplus property.

(D) The Secretary of Defense may transfer real property or facilities located at a military installation to be closed or realigned under this part, with or without reimbursement, to a military department or other entity (including a nonappropriated fund instrumentality) within the Department of Defense or the Coast Guard.

(E) Before any action may be taken with respect to the disposal of any surplus real property or facility located at any military installation to be closed or realigned under this part, the Secretary of Defense shall consult with the Governor of the State and the heads of the local governments concerned for the purpose of considering any plan for the use of such property by the local community concerned.

**(c) Applicability of National Environmental Policy Act of 1969.** - (1) The provisions of the National Environmental Policy Act of 1969 (42 USC 4321 et seq.) shall not apply to the actions of the President, the Commission, and, except as provided in paragraph (2), the Department of Defense in carrying out this part.

(2)(A) The provisions of the National Environmental Policy Act of 1969 shall apply to actions of the Department of Defense under this part (i) during the process of property disposal, and (ii) during the process of relocating functions from a military installation being closed or realigned to another military installation after the receiving installation has been selected but before the functions are relocated.

(B) In applying the provisions of the National Environmental Policy Act of 1969 to the processes referred to in subparagraph (A), the Secretary of Defense and the Secre-

tary of the military departments concerned shall not have to consider —

- (i) the need for closing or realigning the military installation which has been recommended for closure or realignment by the Commission;
- (ii) the need for transferring functions to any military installation which has been selected as the receiving installation; or
- (iii) military installations alternative to those recommended or selected.

(3) A civil action for judicial review, with respect to any requirement of the National Environmental Policy Act of 1969 to the extent such Act is applicable under paragraph (2), of any act or failure to act by the Department of Defense during the closing, realigning, or relocating of functions referred to in clauses (i) and (ii) of paragraph (2)(A), may not be brought more than 60 days after the date of such act or failure to act.

(d) **Waiver.** - The Secretary of Defense may close or realign military installations under this part without regard to —

- (1) any provision of law restricting the use of funds for closing or realigning military installations included in any appropriations or authorization Act; and
- (2) sections 2662 and 2687 of title 10, United States Code.

10 USC 2687 note. **SEC. 2906. ACCOUNT**

(a) **In General.** - (1) There is hereby established on the books of the Treasury an account to be known as the "Department of Defense Base Closure Account 1990" which shall be administered by the Secretary as a single account.

(2) There shall be deposited into the Account —

- (A) funds authorized for and appropriated to the Account;
- (B) any funds that the Secretary may, subject to approval in an appropriation Act, transfer to the Account from funds appropriated to the Department of Defense for any purpose, except that such funds may be transferred only after the date on which the Secretary transmits written notice of, and justification for, such transfer to the congressional defense committees; and
- (C) proceeds received from the transfer or disposal of any property at a military installation closed or realigned under this part.

(b) **Use of Funds.** - (1) The Secretary may use the funds in the Account only for the purposes described in section 2905(a).

(2) When a decision is made to use funds in the Account to carry out a construction project under section 2905(a) and the cost of the project will exceed the maximum amount authorized by law for a minor military construction project, the Secretary shall notify in writing the congressional defense committees of the nature of, and justification for, the project and the amount of expenditures for such project. Any such construction project may be carried out without regard to section 2802(a) of title 10, United States Code.

(c) **Reports.** - (1) No later than 60 days after the end of each fiscal year in which the Secretary carries out activities under this part, the Secretary shall transmit a report to the congressional defense committees of the amount and nature of the deposits into, and the expenditures from, the Account during such fiscal year and of the amount and nature of other expenditures made pursuant to section 2905(a) during such fiscal year.

*"(d) Account Exclusive Source of Funds for Environmental Restoration Projects. - Except for funds deposited into the Account under subsection (a), funds appropriated to the Department of Defense may not be used for purposes described in section 2905(a)(1)(C). The prohibition in this subsection shall expire upon the termination of the authority of the Secretary to carry out a closure or realignment under this part."*

(2) Unobligated funds which remain in the Account after the termination of the Commission shall be held in the Account until transferred by law after the congress-



sional defense committees receive the report transmitted under paragraph (3).

(3) No later than 60 days after the termination of the Commission, the Secretary shall transmit to the congressional defense committees a report containing an accounting of —

- (A) all the funds deposited into and expended from the Account or otherwise expended under this part; and
- (B) any amount remaining in the Account.

10 USC 2687 note. **SEC. 2907. REPORTS**

As part of the budget request for fiscal year 1993 and for each fiscal year thereafter for the Department of Defense, the Secretary shall transmit to the congressional defense committees of Congress —

(1) a schedule of the closure and realignment actions to be carried out under this part in the fiscal year for which the request is made and an estimate of the total expenditures required and cost savings to be achieved by each such closure and realignment and of the time period in which these savings are to be achieved in each case, together with the Secretary's assessment of the environmental effects of such actions; and

(2) a description of the military installations, including those under construction and those planned for construction, to which functions are to be transferred as a result of such closures and realignments, together with the Secretary's assessment of the environmental effects of such transfers.

*"Report on Environmental Restoration Costs for Installations to be Closed Under 1990 Base Closure Law. - (1) Each year, at the same time the President submits to Congress the budget for a fiscal year (pursuant to section 1105 of title 31, United States Code), the Secretary of Defense shall submit to Congress a report on the funding needed for the fiscal year for which the budget is submitted, and for each of the following four fiscal years, for environmental restoration activities at each military installation described in paragraph (2), set forth separately by fiscal year for each military installation.*

*(2) The report required under paragraph (1) shall cover each military installation which is to be closed pursuant to the Defense Base Closure and Realignment Act of 1990 (part A of title XXIX of Public Law 101-510).*

10 USC 2687 note. **SEC. 2908. CONGRESSIONAL CONSIDERATION OF COMMISSION REPORT**

(a) **Terms of the Resolution.** - For purposes of section 2904(b), the term "joint resolution" means only a joint resolution which is introduced within the 10-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), and —

- (1) which does not have a preamble;
- (2) the matter after the resolving clause of which is as follows: "That Congress disapproves the recommendations of the Defense Base Closure and Realignment Commission as submitted by the President on \_\_\_\_\_", the blank space being filled in with the appropriate date; and
- (3) the title of which is as follows: "Joint resolution disapproving the recommendations of the Defense Base Closure and Realignment Commission."

(b) **Referral.** - A resolution described in subsection (a) that is introduced in the House of Representatives shall be referred to the Committee on Armed Services of the House of Representatives. A resolution described in subsection (a) introduced in the Senate shall be referred to the Committee on Armed Services of the Senate.

(c) **Discharge.** - If the committee to which a resolution described in subsection (a) is referred has not reported such a resolution (or an identical resolution) by the end of the 20-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), such committee shall be, at the end of such period, discharged from further consideration of such resolution, and such

resolution shall be placed on the appropriate calendar of the House involved.

**(d) Consideration.** - (1) On or after the third day after the date on which the committee to which such a resolution is referred has reported, or has been discharged (under subsection (c)) from further consideration of, such a resolution, it is in order (even though a previous motion to the same effect has been disagreed to) for any Member of the respective House to move to proceed to the consideration of

*"the resolution. A member may make the motion only on the day after the calendar day on which the Member announces to the House concerned the Member's intention to make the motion, except that, in the case of the House of Representatives, the motion may be made without such prior announcement if the motion is made by direction of the committee to which the resolution was referred."*

The motion is highly privileged in the House of Representatives and is privileged in the Senate and is not debatable. The motion is not subject to amendment, or to a motion to postpone, or to a motion to proceed to the consideration of other business. A motion to reconsider the vote by which the motion is agreed to or disagreed to shall not be in order. If a motion to proceed to the consideration of the resolution is agreed to, the respective House shall immediately proceed to consideration of the joint resolution without intervening motion, order, or other business, and the resolution shall remain the unfinished business of the respective House until disposed of.

(2) Debate on the resolution, and on all debatable motions and appeals in connection therewith, shall be limited to not more than 2 hours, which shall be divided equally between those favoring and those opposing the resolution. An amendment to the resolution is not in order. A motion further to limit debate is in order and not debatable. A motion to postpone, or a motion to proceed to the consideration of other business, or a motion to recommit the resolution is not in order. A motion to reconsider the vote by which the resolution is agreed to or disagreed to is not in order.

(3) Immediately following the conclusion of the debate on a resolution described in subsection (a) and a single quorum call at the conclusion of the debate if requested in accordance with the rules of the appropriate House, the vote on final passage of the resolution shall occur.

(4) Appeals from the decisions of the Chair relating to the application of the rules of the Senate or the House of Representatives, as the case may be, to the procedure relating to a resolution described in subsection (a) shall be decided without debate.

**(e) Consideration by Other House.** - (1) If, before the passage by one House of a resolution of that House described in subsection (a), that House received from the other House a resolution described in subsection (a), then the following procedures shall apply:

(A) The resolution of the other House shall not be referred to a committee and may not be considered in the House receiving it except in the case of final passage as provided in subparagraph (B)(ii).

(B) With respect to a resolution described in subsection (a) of the House receiving the resolution-

(i) the procedure in that House shall be the same as if no resolution had been received from the other House; but

(ii) the vote on final passage shall be on the resolution of the other House.

(2) Upon disposition of the resolution received from the other House, it shall no longer be in order to consider the resolution that originated in the receiving House.

**(f) Rules of the Senate and House.** - This section is enacted by Congress —

(1) as an exercise of the rulemaking power of the Senate and House of Representatives, respectively, and as such it is deemed a part of the rules of each House, respectively, but applicable only with respect to the procedure to be followed in that House in the case of a resolution described in subsection (a), and it supersedes other rules only to the extent that it is inconsistent with such rules; and

(2) with full recognition of the constitutional right of either House to change the rules (so far as relating to the procedure of that House) at any time, in the same manner, and to the same extent as in the case of any other rule of that House.

**10 USC 2687 note. SEC. 2909. RESTRICTION ON OTHER BASE CLOSURE AUTHORITY**

(a) **In General.** - Except as provided in subsection (c), during the period beginning on the date of the enactment of this Act and ending on December 31, 1995, this part shall be the exclusive authority for selecting for closure or realignment, or for carrying out any closure or realignment of, a military installation inside the United States.

(b) **Restriction.** - Except as provided in subsection (c), none of the funds available to the Department of Defense may be used, other than under this part, during the period specified in subsection (a) —

(1) to identify, through any transmittal to the Congress or through any other public announcement or notification, any military installation inside the United States as an installation to be closed or realigned or as an installation under consideration for closure or realignment; or

(2) to carry out any closure or realignment of a military installation inside the United States.

(c) **Exception.** - Nothing in this part affects the authority of the Secretary to carry out —

(1) closures and realignments under title II of Public Law 100-526; and

(2) closures and realignments to which section 2687 of title 10, United States Code, is not applicable, including closures and realignments carried out for reasons of national security or a military emergency referred to in subsection (c) of such section.

**10 USC 2687 note. SEC. 2910. DEFINITIONS**

As used in this part:

(1) The term "Account" means the Department of Defense Base Closure Account 1990 established by section 2906(a)(1).

(2) The term "congressional defense committees" means the Committees on Armed Services and the Committees on Appropriations of the Senate and of the House of Representatives.

(3) The term "Commission" means the Commission established by section 2902.

(4) The term "military installation" means a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility.

*"Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense."*

*The amendment made by paragraph (4) shall take effect as of November 5, 1990, and shall apply as if it had been included in section 2910(4) of the Defense Base Closure and Realignment Act of 1990 on that date."*

(5) The term "realignment" includes any action which both reduces and relocates functions and civilian personnel positions but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

(6) The term "Secretary" means the Secretary of Defense.

(7) The term "United States" means the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other commonwealth, territory, or possession of the United States.

**SEC. 2911. CLARIFYING AMENDMENT**

Section 2687(e)(1) of title 10, United States Code, is amended —

- (1) by inserting "homeport facility for any ship," after "center,;" and
- (2) by striking out "under the jurisdiction of the Secretary of a military department" and inserting in lieu thereof "under the jurisdiction of the Department of Defense, including any leased facility,."

**PART B—Other Provisions Relating to Defense Base Closures and Realignments**

**10 USC 2687 SEC. 2921. CLOSURE OF FOREIGN MILITARY INSTALLATIONS**

note.

(a) **Sense of Congress.** - It is the sense of the Congress that —

(1) the termination of military operations by the United States at military installations outside the United States should be accomplished at the discretion of the Secretary of Defense at the earliest opportunity;

(2) in providing for such termination, the Secretary of Defense should take steps to ensure that the United States receives, through direct payment or otherwise, consideration equal to the fair market value of the improvements made by the United States at facilities that will be released to host countries;

(3) the Secretary of Defense, acting through the military component commands or the sub-unified commands to the combatant commands, should be the lead official in negotiations relating to determining and receiving such consideration; and

(4) the determination of the fair market value of such improvements released to host countries in whole or in part by the United States should be handled on a facility-by-facility basis.

(b) **Residual Value.** - (1) For each installation outside the United States at which military operations were being carried out by the United States on October 1, 1990, the Secretary of Defense shall transmit, by no later than June 1, 1991, an estimate of the fair market value, as of January 1, 1991, of the improvements made by the United States at facilities at each such installation.

(2) For purposes of this section:

(A) The term "fair market value of the improvements" means the value of improvements determined by the Secretary on the basis of their highest use.

(B) The term "improvements" includes new construction of facilities and all additions, improvements, modifications, or renovations made to existing facilities or to real property, without regard to whether they were carried out with appropriated or nonappropriated funds.

(c) **Establishment of Special Account.** - (1) There is established on the books of the Treasury a special account to be known as the "Department of Defense Overseas Military Facility Investment Recovery Account". Any amounts paid to the United States, pursuant to any treaty, status of forces agreement, or other international agreement to which the United States is a party, for the residual value of real property or improvements to real property used by civilian or military personnel of the Department of Defense shall be deposited into such account.

(2) Money deposited in the Department of Defense Overseas Military Facility Investment Recovery Account shall be available to the Secretary of Defense for payment, as provided in appropriation Acts, of costs incurred by the Department of Defense in connection with facility maintenance and repair and environmental restoration at military installations in the United States. Funds in the Account shall remain available until expended.

**SEC. 2922. MODIFICATION OF THE CONTENT OF BIENNIAL REPORT OF THE COMMISSION ON ALTERNATIVE UTILIZATION OF MILITARY FACILITIES**

(a) **Uses of Facilities.** - Section 2819(b) of the National Defense Authorization Act, Fiscal Year 1989 (Public Law 100-456; 102 Stat. 2119; 10 USC 2391 note) is

amended —

(1) in paragraph (2), by striking out "minimum security facilities for nonviolent prisoners" and inserting in lieu thereof "Federal confinement or correctional facilities including shock incarceration facilities";

(2) by striking out "and" at the end of paragraph (3);

(3) by redesignating paragraph (4) as paragraph (5); and

(4) by inserting after paragraph (3) the following new paragraph (4):

"(4) identify those facilities, or parts of facilities, that could be effectively utilized or renovated to meet the needs of States and local jurisdictions for confinement or correctional facilities; and".

10 USC 2391  
note.

(b) **Effective Date.** - The amendments made by subsection (a) shall take effect with respect to the first report required to be submitted under section 2819 the National Defense Authorization Act, Fiscal Year 1989, after September 30, 1990.

**SEC. 2923. FUNDING FOR ENVIRONMENTAL RESTORATION AT MILITARY INSTALLATIONS SCHEDULED FOR CLOSURE INSIDE THE UNITED STATES**

(a) **Authorization of Appropriations.** - There is hereby authorized to be appropriated to the Department of Defense Base Closure Account for fiscal year 1991, in addition to any other funds authorized to be appropriated to that account for that fiscal year, the sum of \$100,000,000. Amounts appropriated to that account pursuant to the preceding sentence shall be available only for activities for the purpose of environmental restoration at military installations closed or realigned under title II of Public Law 100-526, as authorized under section 204(a)(3) of that title.

10 USC 2687  
note.

(b) **Exclusive Source of Funding.** - (1) Section 207 of Public Law 100-526 is amended by adding at the end the following:

"(b) **Base Closure Account to be Exclusive Source of Funds for Environmental Restoration Projects.** - No funds appropriated to the Department of Defense may be used for purposes described in section 204(a)(3) except funds that have been authorized for and appropriated to the Account. The prohibition in the preceding sentence expires upon the termination of the authority of the Secretary to carry out a closure or realignment under this title."

(2) The amendment made by paragraph (1) does not apply with respect to the availability of funds appropriated before the date of the enactment of this Act.

10 USC 2687  
note.

(c) **Task Force Report.** - (1) No later than 12 months after the date of the enactment of this Act, the Secretary of Defense shall submit to Congress a report containing the findings and recommendations of the task force established under paragraph (2) concerning —

(A) ways to improve interagency coordination, within existing laws, regulations, and administrative policies, of environmental response actions at military installations (or portions of installations) that are being closed, or are scheduled to be closed, pursuant to title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526); and.

(B) ways to consolidate and streamline, within existing laws and regulations, the practices, policies, and administrative procedures of relevant Federal and State agencies with respect to such environmental response actions so as to enable those actions to be carried out more expeditiously.

(2) There is hereby established an environmental response task force to make the findings and recommendations, and to prepare the report, required by paragraph (1). The task force shall consist of the following (or their designees):

(A) The Secretary of Defense, who shall be chairman of the task force.

(B) The Attorney General.

(C) The Administrator of the General Services Administration.

(D) The Administrator of the Environmental Protection Agency.

(E) The Chief of Engineers, Department of the Army.

(F) A representative of a State environmental protection agency, appointed by the head of the National Governors Association.

(G) A representative of a State Attorney general's office, appointed by the head of the National Association of Attorney Generals.

(H) A representative of a public-interest environmental organization, appointed by the Speaker of the House of Representatives.

10 USC 2687 note. **SEC. 2924. COMMUNITY PREFERENCE CONSIDERATION IN CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS**

In any process of selecting any military installation inside the United States for closure or realignment, the Secretary of Defense shall take such steps as are necessary to assure that special consideration and emphasis is given to any official statement from a unit of general local government adjacent to or within a military installation requesting the closure or realignment of such installation.

**SEC. 2925. RECOMMENDATIONS OF THE BASE CLOSURE COMMISSION**

(a) **Norton Air Force Base.** - (1) Consistent with the recommendations of the Commission on Base Realignment and Closure, the Secretary of the Air Force may not relocate, until after September 30, 1995, any of the functions that were being carried out at the ballistics missile office at Norton Air Force Base, California, on the date on which the Secretary of Defense transmitted a report to the Committees on Armed Services of the Senate and House of Representatives as described in section 202(a)(1) of Public Law 100-526.

(2) This subsection shall take effect as of the date on which the report referred to in subsection (a) was transmitted to such Committees.

(b) **General Directive.** - Consistent with the requirements of section 201 of Public Law 100-526, the Secretary of Defense shall direct each of the Secretaries of the military departments to take all actions necessary to carry out the recommendations of the Commission on Base Realignment and Closure and to take no action that is inconsistent with such recommendations.

10 USC 2687 note. **SEC. 2926. CONTRACTS FOR CERTAIN ENVIRONMENTAL RESTORATION ACTIVITIES**

(a) **Establishment of Model Program.** - Not later than 90 days after the date of enactment of this Act, the Secretary of Defense shall establish a model program to improve the efficiency and effectiveness of the base closure environmental restoration program.

(b) **Administrator of Program.** - The Secretary shall designate the Deputy Assistant Secretary of Defense for Environment as the Administrator of the model program referred to in subsection (a). The

Deputy Assistant Secretary shall report to the Secretary of Defense through the Under Secretary of Defense for Acquisition.

(c) **Applicability.** - This section shall apply to environmental restoration activities at installations selected by the Secretary pursuant to the provisions of subsection (d)(1).

(d) **Program Requirements.** - In carrying out the model program, the Secretary of Defense shall:

(1) Designate for the model program two installations under his jurisdiction that have been designated for closure pursuant to the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526) and for which preliminary assessments, site inspections, and Environmental Impact Statements required by law or regulation have been completed. The Secretary

shall designate only those installations which have satisfied the requirements of section 204 of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526).

(2) Compile a prequalification list of prospective contractors for solicitation and negotiation in accordance with the procedures set forth in title IX of the Federal Property and Administrative Services Act (Public Law 92-582; 40 USC 541 et seq., as amended). Such contractors shall satisfy all applicable statutory and regulatory requirements. In addition, the contractor selected for one of the two installations under this program shall indemnify the Federal Government against all liabilities, claims, penalties, costs, and damages caused by (A) the contractor's breach of any term or provision of the contract; and (B) any negligent or willful act or omission of the contractor, its employees, or its subcontractors in the performance of the contract.

(3) Within 180 days after the date of enactment of this Act, solicit proposals from qualified contractors for response action (as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 USC 9601)) at the installations designated under paragraph (1). Such solicitations and proposals shall include the following:

(A) Proposals to perform response action. Such proposals shall include provisions for receiving the necessary authorizations or approvals of the response action by appropriate Federal, State, or local agencies.

(B) To the maximum extent possible, provisions offered by single prime contractors to perform all phases of the response action, using performance specifications supplied by the Secretary of Defense and including any safeguards the Secretary deems essential to avoid conflict of interest.

(4) Evaluate bids on the basis of price and other evaluation criteria.

(5) Subject to the availability of authorized and appropriated funds to the Department of Defense, make contract awards for response action within 120 days after the solicitation of proposals pursuant to paragraph (3) for the response action, or within 120 days after receipt of the necessary authorizations or approvals of the response action by appropriate Federal, State, or local agencies, whichever is later.

**(e) Application of Section 120 of CERCLA.** - Activities of the model program shall be carried out subject to, and in a manner consistent with, section 120 (relating to Federal facilities) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 USC 9620).

**(f) Expedited Agreements.** - The Secretary shall, with the concurrence of the Administrator of the Environmental Protection Agency, assure compliance with all applicable Federal statutes and regulations and, in addition, take all reasonable and appropriate measures to expedite all necessary administrative decisions, agreements, and concurrences.

**(g) Report.** - The Secretary of Defense shall include a description of the progress made during the preceding fiscal year in implementing and accomplishing the goals of this section within the annual report to Congress required by section 2706 of title 10, United States Code.

**(h) Applicability of Existing Law.** - Nothing in this section affects or modifies, in any way, the obligations or liability of any person under other Federal or State law, including common law, with respect to the disposal or release of hazardous substances or pollutants or contaminants as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 USC 9601).

# Document Separator





THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

7 JAN 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
COMPTROLLER  
GENERAL COUNSEL  
INSPECTOR GENERAL  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: 1995 Base Realignments and Closures (BRAC 95)

Reducing the Department's unneeded infrastructure through base closures and realignments is a top Defense priority. We have made good progress so far, but there are more reductions we can and must accomplish. The 1995 round of base realignments and closures (BRAC 95) is the last round of closures authorized under Public Law 101-510. Hence, our efforts to balance the DoD base and force structures, and preserve readiness through the elimination of unnecessary infrastructure, are critical. Consequently, we must begin the BRAC 95 process now.

I look to you, individually and collectively, to recommend further infrastructure reductions consistent with the Defense Guidance and DoD's planned force reductions. The Defense Guidance BRAC 95 goal of an overall 15% reduction in plant replacement value should be considered a minimum DoD-wide goal.

Significant reductions in infrastructure and overhead costs can only be achieved after careful studies address not only structural changes to the base structure, but also operational and organizational changes, with a strong emphasis on cross-service utilization of common support assets.

The attached guidance establishes policy, procedures, authorities and responsibilities for selecting bases for realignment or closure under Public Law 101-510, as amended by Public Law 102-190 and Public Law 103-160. This guidance supersedes Deputy Secretary of Defense memoranda of May 5, 1992, and all other Office of the Secretary of Defense guidance issued regarding making recommendations for the 1993 round of base realignments and closures.

Attachment

00178

**1995 Base Realignments and Closures (BRAC 95)  
Policy, Procedures, Authorities and Responsibilities**

**Purpose**

Part A, Title XXIX of Public Law 101-510, as amended by Public Law 102-190 and Public Law 103-160, establishes the exclusive procedures under which the Secretary of Defense may pursue realignment or closure of military installations inside the United States, with certain exceptions. The law established independent Defense Base Closure and Realignment Commissions to review the Secretary of Defense's recommendations in calendar years 1991, 1993 and 1995.

The guidance herein establishes the policy, procedures, authorities and responsibilities for selecting bases for realignment or closure for submission to the 1995 Defense Base Closure and Realignment Commission (the 1995 Commission).

This guidance supersedes Deputy Secretary of Defense memoranda of May 5, 1992, and all other Office of the Secretary of Defense Guidance for the 1993 round of closures.

**Goals**

DoD Components must reduce their base structure capacity commensurate with approved roles and missions, planned force drawdowns and programmed workload reductions over the FYDP. For BRAC 95, the goal is to further reduce the overall DoD domestic base structure by a minimum of 15 percent of DoD-wide plant replacement value. Preserving readiness through the elimination of unnecessary infrastructure is critical to our national security.

It is DoD policy to make maximum use of common support assets. DoD Components should, throughout the BRAC 95 analysis process, look for cross-service or intra-service opportunities to share assets and look for opportunities to rely on a single Military Department for support.

**Applicability**

This guidance applies to those base realignment and closure recommendations which must, by law, be submitted to the 1995 Defense Base Closure and Realignment Commission (the 1995 Commission) for review. This guidance also applies to recommendations which are forwarded to the 1995 Commission for review, though not required to be forwarded under the law.

This guidance does not apply to implementing approved closures and realignments resulting from the recommendations of the 1991 and 1993 Defense Base Closure and Realignment Commissions.

#### Public Law 101-510, Numerical Thresholds

Public Law 101-510 stipulates that no action be taken to close or realign an installation that exceeds the civilian personnel numerical thresholds set forth in the law, until those actions have obtained final approval pursuant to the law. The numerical thresholds established in the law require its application for the closure of installations with at least 300 authorized civilian personnel. For realignments, the law applies to actions at installations with at least 300 authorized civilian personnel which reduce and relocate 1000 civilians or 50% or more of the civilians authorized.

DoD Components must use a common date to determine whether Public Law 101-510 numerical thresholds will be met. For BRAC 95, the common date will be September 30, 1994. Nonappropriated fund employees are not direct hire, permanent civilian employees of the Department of Defense, as defined by Public Law 101-510, and therefore should not be considered in determining whether the numerical thresholds of the law will be met.

#### Exceptions

Public Law 101-510, as amended, does not apply to actions which:

- o Implement realignments or closures under Public Law 100-526, relating to the recommendations of the 1988 Defense Secretary's Commission on Base Realignment and Closure (the 1988 Commission);
- o Study or implement realignments or closures to which Section 2687 of Title 10, United States Code, is not applicable;
- o Reduce force structure. Reductions in force structure may be made under this exception even if the units involved were designated to relocate to a receiving base by the 1988, 1991, or 1993 Commission; or
- o Impact any facilities used primarily for civil works, rivers and harbor projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

### Activities in Leased Space

DoD Component activities located in leased space are subject to Public Law 101-510, as amended. Additional guidance on how to apply this requirement will be issued by the Under Secretary of Defense for Acquisition and Technology.

### Policy Guidance

#### Basis for Recommendations

Base realignment, closure or consolidation studies that could result in a recommendation to the 1995 Commission of a base closure or realignment must meet the following requirements:

- o The studies must have as their basis the Force Structure Plan required by Section 2903 of Public Law 101-510;
- o The studies must be based on the final criteria for selecting bases for closure and realignment required by Section 2903; and
- o The studies must be based on analyses of the base structure by like categories of bases using: objective measures for the selection criteria, where possible; the force structure plan; programmed workload over the FYDP; and military judgement in selecting bases for closure and realignment.
- o The studies must consider all military installations inside the United States (as defined in the law) on an equal footing, including bases recommended for partial closure, realignment, or designated to receive units or functions by the 1988, 1991 or 1993 Commissions.

#### Cross-Service Opportunities

DoD Components and BRAC 95 Joint Cross-Service Groups should, where operationally and cost effective, strive to: retain in only one Service militarily unique capabilities used by two or more Services; consolidate workload across the Services to reduce capacity; and assign operational units from more than one Service to a single base.

#### Changes to Previous Recommendations

DoD components may propose changes to previously approved designated receiving base recommendations of the 1988, 1991 and 1993 Commissions provided such changes are necessitated by revisions to force structure, mission or organization, or significant revisions to cost effectiveness that have occurred

since the relevant commission recommendation was made. Documentation for such changes must involve clear military value or significant savings, and be based on the final criteria, the force structure plan and the policy guidance for the BRAC 95 process.

### Authorities

The BRAC 95 process must enhance opportunities for consideration of cross-service tradeoffs and multi-service use of the remaining infrastructure. Since BRAC 95 is the last round of closures authorized under Public Law 101-510, these efforts are critical to balancing the DoD base and force structures and to preserving readiness through the elimination of unnecessary infrastructure. Sharing authority among the Military Departments, Defense Agencies and the Office of the Secretary of Defense is essential to sound decision making and taking advantage of available cross-service asset sharing opportunities. The authorities of the DoD Components and the joint groups established by this policy guidance follow and are depicted in Appendix A.

#### BRAC 95 Review Group

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) will chair a senior level BRAC 95 Review Group to oversee the entire BRAC 95 process. The members of the BRAC 95 Review Group will be: a senior level representative from each Military Department; the chairperson of the BRAC 95 Steering Group; the chairperson(s) of each BRAC 95 Joint Cross-Service Group; senior representatives from the Joint Staff, DoD Comptroller (COMP), Program Analysis and Evaluation (PA&E), Reserve Affairs (RA), General Counsel (GC), Environmental Security and the Defense Logistics Agency (DLA); and such other members as the USD(A&T) considers appropriate. The BRAC 95 Review Group authorities include, but are not limited to: reviewing BRAC 95 analysis policies and procedures; reviewing excess capacity analyses; establishing closure or realignment alternatives and numerical excess capacity reduction targets for consideration by the DoD Components; reviewing BRAC 95 work products of the DoD Components and BRAC 95 Joint Cross-Service Groups; and making recommendations to the Secretary of Defense, including cross-service tradeoff recommendations and recommendations on submission of below-threshold actions to the 1995 Commission.

### BRAC 95 Steering Group

The Assistant Secretary of Defense for Economic Security (ASD(ES)) will chair a BRAC 95 Steering Group of study team leaders from: the Military Departments; DLA; each Joint Cross-Service Group; representatives from the Joint Staff, COMP, PA&E, RA, GC and Environmental Security; and such other members as the ASD(ES) considers appropriate. The purpose of the BRAC 95 Steering Group is to assist the BRAC 95 Review Group in exercising its authorities and to review DoD Component supplementary BRAC 95 guidance.

### BRAC 95 Joint Cross-Service Groups

BRAC 95 Joint Cross-Service Groups are hereby established in six areas with significant potential for cross-service impacts in BRAC 95.

The purpose of the five functional area joint cross-service groups is: to determine the common support functions and bases to be addressed by each cross-service group; to establish the guidelines, standards, assumptions, measures of merit, data elements and milestone schedules for DoD Component conduct of cross-service analyses of common support functions; to oversee DoD Component cross-service analyses of these common support functions; to identify necessary outsourcing policies and make recommendations regarding those policies; to review excess capacity analyses; to develop closure or realignment alternatives and numerical excess capacity reduction targets for consideration in such analyses; and to analyze cross-service tradeoffs.

The purpose of the economic impact joint cross-service group is: to establish the guidelines for measuring economic impact and, if practicable, cumulative economic impact; to analyze DoD Component recommendations under those guidelines; and to develop a process for analyzing alternative closures or realignments necessitated by cumulative economic impact considerations, if necessary.

BRAC 95 Joint Cross-Service Groups shall complete the analytical design tasks above and issue guidance to the DoD Components, after review by the BRAC 95 Review Group, no later than March 31, 1994. The six BRAC 95 Joint Cross-Service Groups are:

o Depot Maintenance: The group will be chaired by the Deputy Under Secretary Defense for Logistics (DUSD(L)) with members from each Military Department, the Joint Staff and DLA, and other offices as considered appropriate by the DUSD(L). The DASD(ER&BRAC) and the Deputy Assistant Secretary of Defense for Production Resources will also serve as members.

o Test and Evaluation: The group will be jointly chaired by the Director, Test and Evaluation (D,T&E) and the Director, Operational Test and Evaluation (D,OT&E) with members from each Military Department, Defense Research and Engineering (DR&E), and other offices as considered appropriate by the chairpersons. The DASD(ER&BRAC) will also serve as a member.

o Laboratories: The group will be chaired by the Director, Defense Research and Engineering (D,DR&E) with members from each Military Department, T&E, OT&E and other offices as considered appropriate by the D,DR&E. The DASD(ER&BRAC) will also serve as a member.

o Military Treatment Facilities including Graduate Medical Education: The group will be chaired by the Assistant Secretary of Defense for Health Affairs (ASD(HA)) with members from each Military Department and other offices as considered appropriate by ASD(HA). The DASD(ER&BRAC) will also serve as a member.

o Undergraduate Pilot Training: The group will be chaired by the Assistant Secretary of Defense for Personnel and Readiness (ASD(P&R)) with members from each Military Department and others as considered appropriate by the ASD(P&R). The DASD(ER&BRAC) will also serve as a member.

o Economic Impact: The group will be chaired by Deputy Assistant Secretary of Defense for Economic Reinvestment and BRAC (DASD(ER&BRAC)) with members from each Military Department, the Office of Economic Adjustment (OEA) and other offices as considered appropriate by the DASD(ER&BRAC).

#### DoD Components

The Secretaries of the Military Departments, the Directors of the Defense Agencies, and the Heads of other DoD Components shall (without delegation) submit their recommendations for base realignments or closures under Public Law 101-510, as amended, to the Secretary of Defense. Recommendations and supporting documentation shall be delivered to the Assistant Secretary of Defense for Economic Security for appropriate processing and forwarding to the Secretary of Defense.

Heads of DoD Components will designate the individuals to serve on the joint groups as described above.



### Coordination

The joint groups and DoD Components, in pursuing their BRAC 95 work, should coordinate with each other and should take into account other analyses or studies external to the BRAC process which may impact their deliberations. For example, the Test and Evaluation joint group should consider input from the Test and Evaluation Executive Agent Board of Directors.

### USD(A&T) -- Additional Guidance

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) may issue such instructions as may be necessary: to implement these policies, procedures, authorities and responsibilities; to ensure timely submission of work products to the BRAC 95 Review Group and Joint Cross-Service Groups, the Secretary of Defense and the 1995 Commission; and, to ensure consistency in application of selection criteria, methodology and reports to the Secretary of Defense, the 1995 Commission and the Congress. The authority and duty of the Secretary of Defense to issue regulations under Title XXIX of Public Law 101-510, as amended, is hereby delegated to the USD(A&T). The USD(A&T) should exercise this authority in coordination with other DoD officials as appropriate.

## Responsibilities

### Selection Criteria

The BRAC 95 Review Group, chaired by the USD(A&T), will make a recommendation to the Secretary of Defense on whether an amendment to the selection criteria is appropriate no later than January 31, 1994. If the recommendation is to amend the criteria, the recommendation will include the proposed amendment.

If the Secretary of Defense approves amending the criteria, USD(A&T) will publish the proposed amendment in the Federal Register by February 15, 1994, for a 30 day public comment period. The BRAC 95 Review Group will review the public comments received, incorporate appropriate comments and make a recommendation to the Secretary of Defense on the final criteria no later than March 31, 1994.

### Force Structure Plan

The Chairman of the Joint Chiefs of Staff, in coordination with the Under Secretary of Defense for Policy (USD(P)), the Under Secretary of Defense for Acquisition and Technology (USD(A&T)), the Assistant Secretary of Defense for Reserve Affairs, General Counsel, DoD Comptroller, Director Program



Analysis and Evaluation, and such other officials as may be appropriate, shall develop the force structure plan in accordance with Public Law 101-510, as amended, and submit it to the Secretary of Defense for approval. Pending issuance of the final force structure plan by the Secretary of Defense, DoD Components shall use an interim force structure plan to be developed and issued in accordance with the above coordination procedures by the Chairman of the Joint Chiefs of Staff. The interim force structure guidance shall be issued no later than January 31, 1994. Additional force structure guidance shall be issued as soon as practicable after the FY96-FY01 Program Review is completed in the Summer of 1994. The final force structure plan shall be issued as soon as possible after final force decisions are made during the preparation of the FY96 budget, but no later than December 15, 1994. The interim and final force structure plans must include guidance on overseas deployed forces.

#### Nominations

Public Law 101-510, as amended, requires that commissioners be nominated by the President no later than January 3, 1995, or the 1995 base closure process will be terminated. The Counselor to the Secretary of Defense and Deputy Secretary of Defense will coordinate all matters relating to the Secretary's recommendations to the President for appointments to the 1995 Commission. All inquiries from individuals interested in serving on the Commission should be referred to the Counselor.

#### Commission Support

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)), assisted by the Director of Administration and Management (D,A&M), will provide the Department's support to the 1995 Commission.

#### Primary Point of Contact

The USD(A&T) shall be the primary point of contact for the Department of Defense with the 1995 Commission and the General Accounting Office (GAO). Each DoD component shall designate to USD(A&T) one or more points of contact with the 1995 Commission and the GAO. The USD(A&T) shall establish procedures for interaction with the 1995 Commission and the GAO.

#### Internal Controls

The DoD Inspector General shall be available to assist the DoD Components in developing, implementing and evaluating internal control plans.

## Depot Maintenance Outsourcing and Industrial Base Considerations

USD(A&T) is currently analyzing depot maintenance outsourcing considerations and is assessing public and private industrial base capabilities. Key policy decisions resulting from this review should be promulgated, if practicable, by March 1, 1994, in order to maximize possible efficiencies in maintenance depot infrastructure.

### Procedures

#### Record Keeping

DoD Components and joint groups empowered by this memorandum to participate in the BRAC 95 analysis process shall, from the date of receipt of this memorandum, develop and keep:

- o Descriptions of how base realignment and closure policies, analyses and recommendations were made, including minutes of all deliberative meetings;
- o All policy, data, information and analyses considered in making base realignment and closure recommendations;
- o Descriptions of how DoD Component recommendations met the final selection criteria and were based on the final force structure plan; and
- o Documentation for each recommendation to the Secretary of Defense to realign or close a military installation under the law.

#### Internal Controls

DoD Components and joint groups empowered by this memorandum to participate in the BRAC 95 analysis process must develop and implement an internal control plan for base realignment, closure or consolidation studies to ensure the accuracy of data collection and analyses.

At a minimum, these internal control plans should include:

- o Uniform guidance defining data requirements and sources;
- o Systems for verifying the accuracy of data at all levels of command;

- o Documentation justifying changes made to data received from subordinate commands;
- o Procedures to check the accuracy of the analyses made from the data; and
- o An assessment by auditors of the adequacy of each internal control plan.

### Data Certification

Public Law 101-510, as amended, requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 1995 Commission concerning the closure or realignment of a military installation is accurate and complete.

DoD components shall establish procedures and designate appropriate personnel to certify that data and information collected for use in BRAC 95 analyses are accurate and complete to the best of that person's knowledge and belief. DoD Components' certification procedures should be incorporated with the required internal control plan. Both are subject to audit by the General Accounting Office.

Finally, Secretaries of the Military Departments, Directors of Defense Agencies, and heads of other DoD Components must certify to the Secretary of Defense that data and information used in making BRAC 95 recommendations to the Secretary are accurate and complete to the best of their knowledge and belief.

### Criteria Measures/Factors

DoD Components and BRAC 95 Joint Cross-Service Groups must develop one or more measures/factors for applying each of the final criteria to base structure analyses. While objective measures/factors are desirable, they will not always be possible to develop. Measures/factors may also vary for different categories of bases. DoD Components and BRAC 95 Joint Cross-Service groups must document the measures/factors used for each of the final criteria.

### Categories of Bases

One of the first steps in evaluating the base structure for potential closures or realignments must involve grouping installations with like missions, capabilities, or attributes into categories, and when appropriate, subcategories. Categorizing bases is the necessary link between the forces described in the Force Structure Plan, programmed workload, and the base structure. Determining categories of bases is a DoD

Component and BRAC 95 Joint Cross-Service Group responsibility. DoD Components and BRAC 95 Joint Cross-Service Groups should avoid over-categorization in order to maximize opportunities for cross-service or intra-service tradeoffs.

#### Reserve Component Impacts

Considerable overall DoD savings can be realized through maximizing the use of Reserve component enclaves and through joint use of facilities by the Reserve components. However, these overall DoD savings may not be identified during the BRAC 95 process. Consequently, DoD Components should look for opportunities to consolidate or relocate Reserve components onto active bases to be retained in the base structure and onto closing or realigning bases.

DoD Components must complete Reserve component recruiting demographic studies required by DoD Directive 1225.7 to ensure that the impact on the Reserve components of specific closures and realignments are considered.

#### Cost of Base Realignment Actions (COBRA) Cost Model

DoD Components must use the COBRA cost model to calculate the costs, savings and return on investment of proposed closures and realignments. The Army is executive agent for COBRA and model improvements are underway.

#### Community Preference

DoD Components must document the receipt of valid requests received from communities expressing a preference for the closure of a military installation under Section 2924 of Public Law 101-510. DoD components will also document the steps taken to give these requests special consideration. Such documentation is subject to review by the General Accounting Office, the Commission and the Congress.

#### Release of Information

Data and analyses used by the DoD Components to evaluate military installations for closure and realignment will not be released until the Secretary's recommendations have been forwarded to the 1995 Commission on March 1, 1995, unless specifically required by law. The 1995 Commission is required to hold public hearings on the recommendations.

The General Accounting Office (GAO), however, has a special role in assisting the Commission in its review and analysis of the Secretary's recommendations and must also prepare a report detailing the Department of Defense's selection process. As

such, the GAO will be provided, upon request, with as much information as possible without compromising the deliberative process. The DoD Components must keep records of all data provided to the GAO.

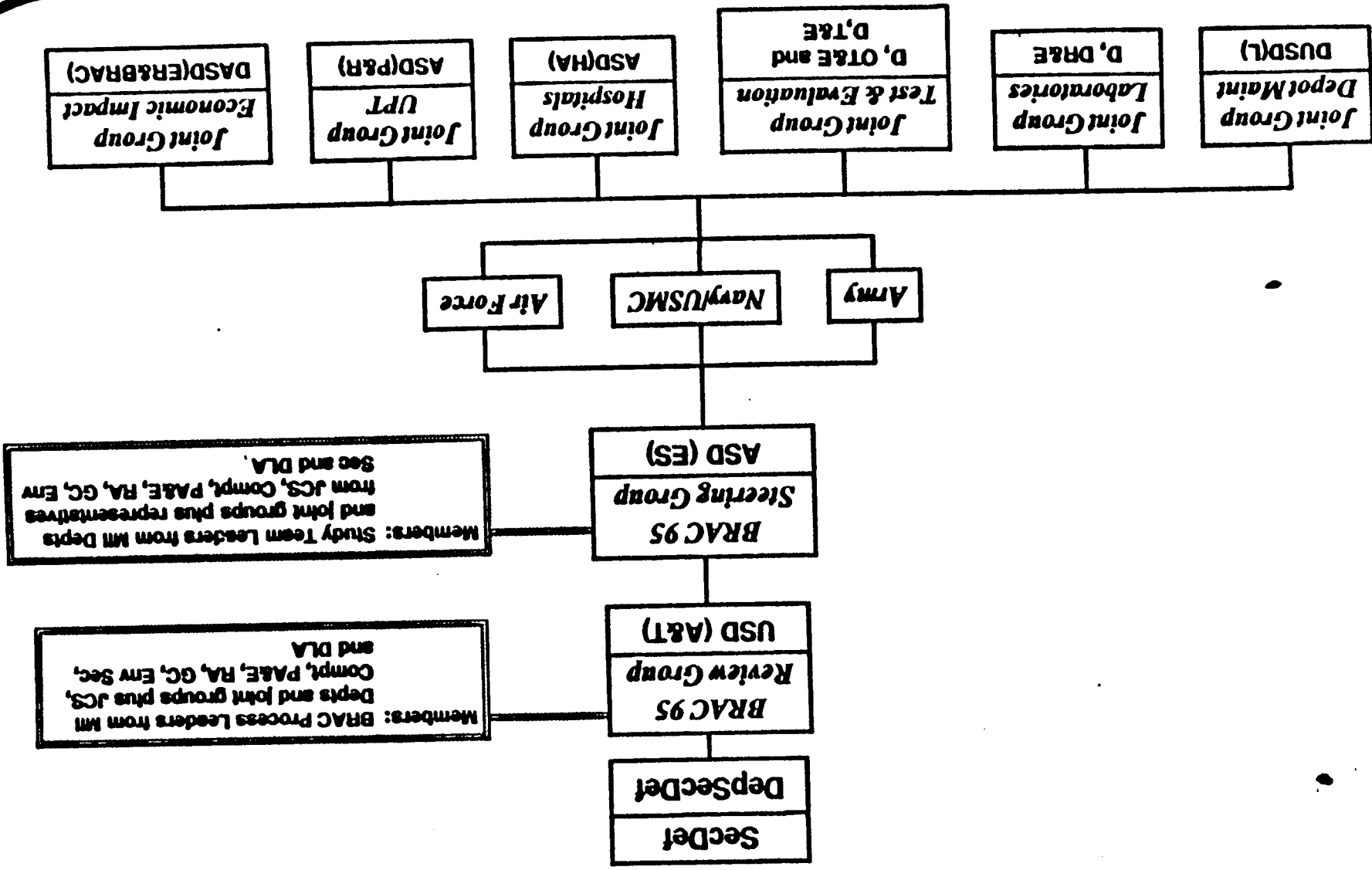
#### Dissemination of Guidance

DoD Components shall disseminate this guidance and subsequent policy memoranda as widely as possible throughout their organizations. The BRAC 95 Steering Group will review DoD Component supplementary guidance.

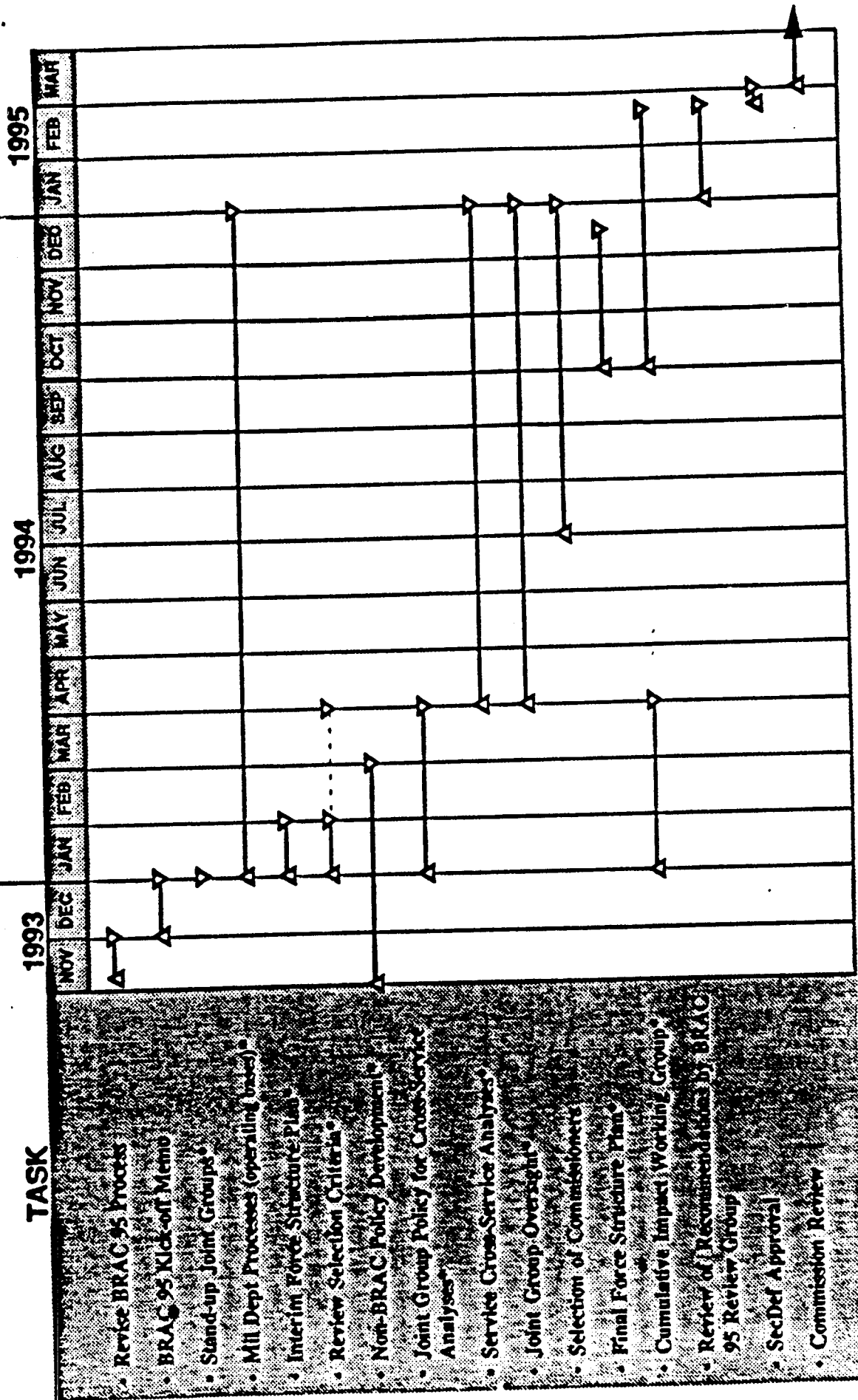
#### Timelines

The timelines described in this memorandum are depicted at Appendix B.

# BRAC 95 Organization for Analysis



# BRAC 95 Timeline



• Work products reviewed by BRAC 95 Review Group

# Document Separator



**CHARTER FOR  
THE TOTAL ARMY BASING STUDY  
(TABS)**



DEPARTMENT OF THE ARMY  
WASHINGTON, D.C. 20310



1 AUG 1993

CHARTER FOR  
THE TOTAL ARMY BASING STUDY  
(TABS)

PURPOSE

This Department of the Army charter establishes the Total Army Basing Study (TABS) Planning Office and the Total Army Basing Study (TABS) Group, hereinafter referred to as the TABS Group, and specifies the authority, missions, and responsibilities of these organizations.

AUTHORITY

Effective 1 August 1993, the TABS Planning Office is established under the auspices of the Director of Management. Effective 1 August 1994, the TABS Group is established under the auspices of the Director of Management. This charter expires 31 July 1995. These organizations are established to provide the Department of the Army with the capability to comply with the provisions of Public Law 101-510, as amended.

CONCEPT

The planning and execution of the Army's responsibilities for developing base realignment and closure recommendations for BRAC 95 will be accomplished in two phases.

a. Phase I. Between 1 August 1993 and 31 July 1994, the TABS Planning Office will execute its mission as delineated in this charter.

b. Phase II. On 1 August 1994, the TABS Planning Office will be transitioned to a fully staffed TABS Group will become operational. TABS Planning Office resources will be incorporated into the TABS Group. The TABS Group will execute its mission as delineated in this charter.

## TABS PLANNING OFFICE

### MISSION

The Total Army Basing Study Planning Office shall examine the lessons learned from the BRAC 93 study, make refinements to the study process and lay the groundwork for the BRAC 95 study effort. This cadre of personnel, well-versed philosophically and technically in the analytical aspects of the Total Army Basing Study process, will provide a foundation for the fully staffed Study Group when it begins the detailed analysis of realignment and closure scenarios.

### RESPONSIBILITIES

The Total Army Basing Study Planning Office shall:

a. Refine the analytical process and decision support tools used in BRAC 93. Provide program management and contractor supervision as the Department of Defense executive agent for development and refinement of the Cost of Base Realignment Actions (COBRA) model.

b. Conduct a comprehensive, detailed military value assessment of CONUS Army installations. This will be done in concert with other Army staff agencies, the Major Army Commands, and the Army Audit Agency as part of an overall effort to improve the Army's facilities data base.

c. Initiate, monitor and report on any independent studies and research conducted to address unresolved issues from BRAC 93 or to prepare for BRAC 95.

d. Serve as the single point of contact for the Army staff for BRAC 95. Maintain the visibility of the BRAC process and BRAC 95 milestones. Conduct periodic updates to the Army leadership on BRAC study and analytical process, and BRAC 95 milestones.

e. Review current and planned Army and OSD initiatives which may affect CONUS basing requirements.

f. Conduct on-site visits to installations as needed to update and verify data elements for use in the BRAC 95 analytical process.

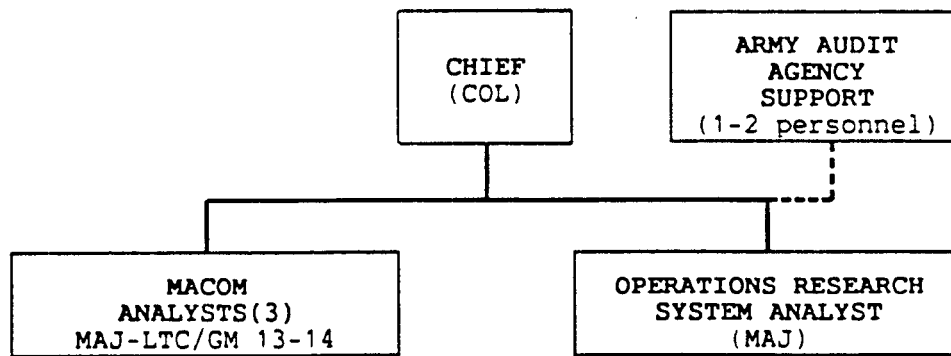
g. Update all standard factors used in the cost analysis of BRAC study candidates. Collect and analyze data elements that will be used in the cost analysis for BRAC 95. Collect information from the execution of previous BRAC actions to establish a body of historical data that can be used to support BRAC 95 analyses.

h. In conjunction with the U.S. Army Audit Agency, develop, document and implement effective internal control procedures to review the accuracy and validity of the processes, methodology, assumptions, calculations and data used by the TABS Planning Office.

i. Coordinate with the Army Base Realignment and Closure Office on matters that have implications for base realignment and closure actions currently being implemented.

j. Periodically update the Assistant Secretary of the Army (Installations, Logistics and Environment) and the Assistant Chief of Staff for Installation Management on mission accomplishments.

## ORGANIZATIONAL STRUCTURE AND MANPOWER REQUIREMENTS



### TABS PLANNING OFFICE

The TABS Planning Office will be staffed on a full-time basis by three military and two civilian personnel as indicated above. Three directed military overstrength and two civilian overhires will be authorized to satisfy the manpower requirements (duration not to exceed 31 July 1995).

## TOTAL ARMY BASING STUDY GROUP

### MISSION

The Study Group shall examine the issues surrounding the realignment and closure of Army installations within the 50 States, the District of Columbia and U.S. commonwealths, territories and possessions, and make recommendations to the Secretary of the Army and Chief of Staff concerning potential realignments and closures. Additionally, the Study Group will serve as the Army's single point of contact with the Defense Base Closure and Realignment Commission, established under the provisions of the Defense Base Closure and Realignment Act of 1990.

The Study Group will assess the Army's CONUS installation resources, identify the Army's CONUS basing requirements, and present base realignment and closure (BRAC) recommendations, consistent with Department of Defense (DoD) force structure plans and BRAC selection criteria, which may be necessary to meet requirements.

### PRINCIPLES

The Study Group shall observe the following principles in performing its mission:

- a. Comply with the provisions of the Defense Base Closure and Realignment Act of 1990, as amended, and other relevant legislation that may be enacted subsequent to approval of this charter.
- b. Comply with guidance promulgated by the Office of the Secretary of Defense (OSD), Office of the Secretary of the Army and Office of the Chief of Staff, Army, pertaining to base realignments and closures.
- c. Achieve maximum productive use of existing installation resources.
- d. Balance long-term savings derived from base realignments or closures with the affordability of the associated implementation costs in the near-term.
- e. Ensure the capability of the CONUS base structure to support the training, modernization, mobilization, deployment, reconstitution and sustainment of the Total Army.

f. Provide the Army's soldiers, family members, and civilian employees with a quality base structure in which to work, train and live.

g. Consider all installations, except those approved by earlier BRAC Commissions for closure, equally as candidates for realignment or closure without regard to whether the installation was previously considered or proposed for closure or realignment by the Department of Defense. Installations which have previously been approved for realignment or designated as receiving locations for units or functions being transferred from closing bases will be considered.

### RESPONSIBILITIES

The Total Army Basing Study Group shall:

a. Develop and document base realignment and closure alternatives.

b. Evaluate all base realignment and closure alternatives for consistency. As a minimum, alternatives recommended to OSD and the Defense Base Closure and Realignment Commission must be consistent with the DoD Selection Criteria for Closing and Realigning Military Installations Inside the United States and the DoD Force Structure Plan.

c. Present recommendations to the Program Budget Committee (PBC) and Select Committee (SELCOM) for review, and to the Secretary of the Army and Chief of Staff for final approval. Provide In-Process Reviews as appropriate.

d. Develop, document and publish base realignment and closure recommendations to be submitted to OSD and the Defense Base Closure and Realignment Commission for 1995.

e. Document the Army's process for identifying base realignment and closure options and recommendations.

f. In conjunction with the U.S. Army Audit Agency, develop, document and implement effective internal control procedures to review the accuracy and validity of the Study Group's processes, methodology, assumptions, calculations and data.

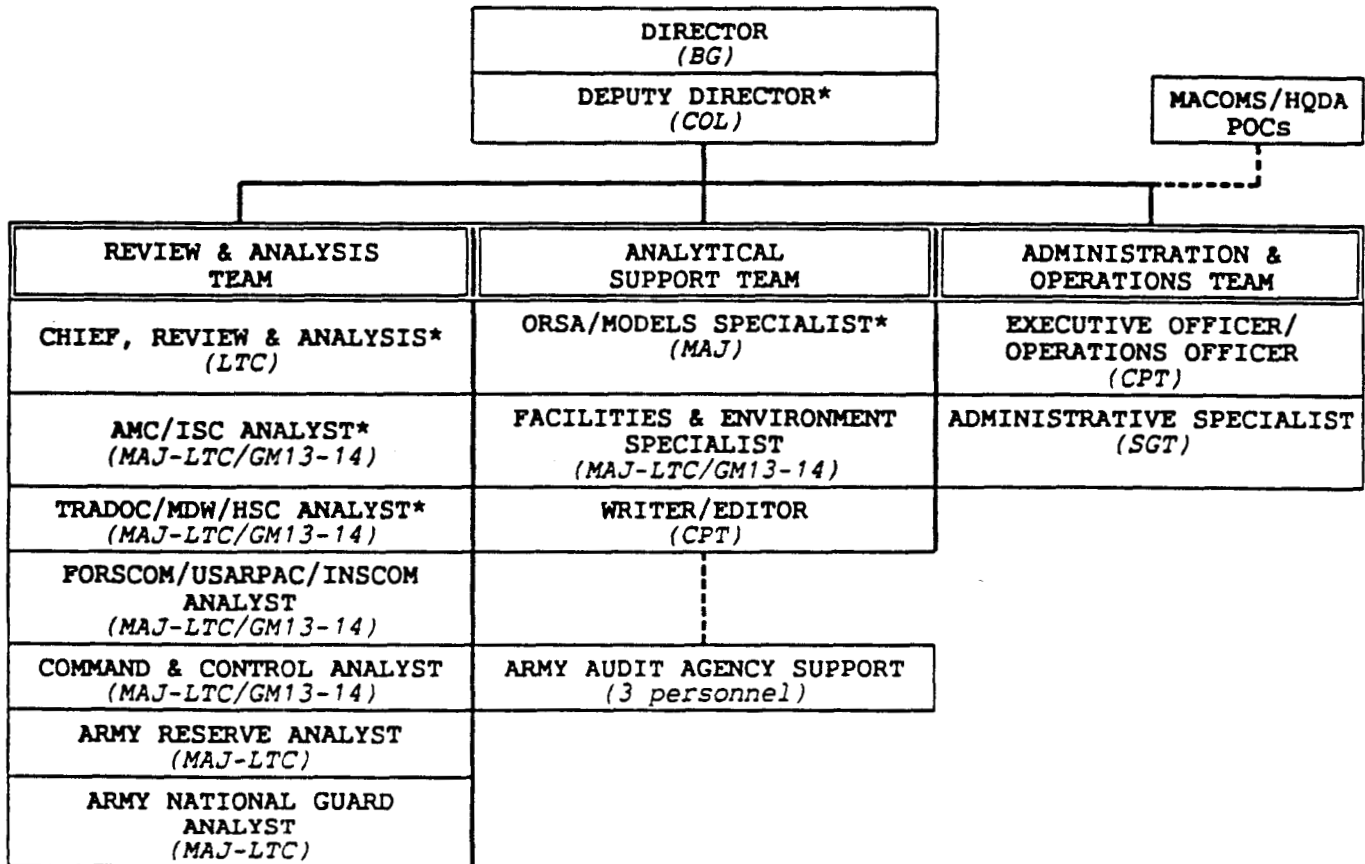
g. Coordinate with the Army Base Realignment and Closure Office on matters that have implications for base realignment and closure actions currently being implemented.

h. Ensure that all relevant documents pertaining to the TABS process for BRAC 95 are provided to the Chief, Base

Realignment and Closure Office upon conclusion of the Study Group's activities.

j. Periodically update the Assistant Secretary of the Army (Installations, Logistics and Environment) and the Assistant Chief of Staff for Installation Management on mission accomplishments.

**ORGANIZATIONAL STRUCTURE AND MANPOWER REQUIREMENTS**



**TOTAL ARMY BASING STUDY GROUP**

The Total Army Basing Study (TABS) group will be staffed on a full-time basis by fourteen personnel, with augmentation of approximately three auditors from the Army Audit Agency and/or General Accounting Office. Three military positions and two civilian positions (indicated by the \*) will be provided from the TABS Planning Office, which forms the nucleus of the TABS Group. The remaining positions will be filled by personnel detailed from Headquarters, Department of the Army. Duration of detail is 1 August 1994 to 31 July 1995, unless sooner released.

## SUPPORT

**Funding.** The estimated annual operating budget for the TABS Planning Office and TABS group for FY 94 and FY 95 is:

	<u>FY94</u>	<u>FY95</u>
Civilian Salaries*:	\$ 150,000.00	\$ 150,000.00
Travel:	\$ 60,000.00	\$ 90,000.00
Supplies:	\$ 4,000.00	\$ 7,000.00
Studies:	\$ 400,000.00	-0-
COBRA Enhancements:	\$ 150,000.00	-0-

(\*Funds for two civilian overhires only.)

Pay for civilian personnel detailed to the TABS Group remains the responsibility of the parent organization.

### **Office Space**

a. The TABS Planning Office requires general purpose administrative space to accommodate a minimum of six personnel, associated office furniture, computers and office equipment (e.g., file and storage cabinets, photocopy machine, facsimile machine).

b. The TABS Group requires general purpose administrative space to accommodate a minimum of 17 personnel (including one General Officer), associated office furniture, computers, office equipment (e.g., file/storage cabinets, photocopy machine, facsimile machine), and a meeting area for 20 personnel. This requirement includes space for three auditors from the Army Audit Agency and/or the General Accounting Office. For much of the TABS process, these auditors are working on a dedicated full-time basis with the study group.

c. The TABS Planning Office and TABS Group will be located in the Pentagon.

**Office Furniture and Equipment.** Requirements for the TABS Planning Office and TABS Group are identified below. Furniture and equipment used by the TABS Planning Office will be used to satisfy a portion of the TABS Group's requirements upon its activation.

**a. TABS Planning Office.** Minimum requirements are:

- Modular furniture for six personnel.
- Desktop microcomputers for five personnel (four 386; one 486), with components for HQDADSS connectivity.
- Computer software (word processing, spreadsheet, database management, utilities).
- Two laser printers (HP III or better).



- Graphics workstation (MacIntosh IIci and LaserWriter IIg or better)

- Two modems.

- Plain paper facsimile machine.

- Photocopy machine (full function)

**b. The TABS Group.** Minimum requirements are:

- Modular furniture for 16 personnel.

- Office furnishings for one General Officer.

- Desktop microcomputers for 14 personnel (13 - 386; one 486) with components for HQDADSS connectivity.

- Computer software (word processing, spreadsheet, database management, utilities).

- Four laser printers (HP III or better).

- Two graphics workstation (MacIntosh IIci and LaserWriter IIg or better).

- Two modems.

- Plain paper facsimile machine.

- Photocopy machine (full function).

**Communications Connectivity.** Minimum requirements for the TABS Planning Office and TABS group are:

- One commercial/DSN telephone line for facsimile machine.

- Two commercial telephone lines for modem connectivity with Headquarters, Real Property Planning and Analysis System (HQRPLANS).

- Connectivity to Headquarters, Department of the Army Decision Support System (HQDADSS) for 14 computer workstations.

## COORDINATING INSTRUCTIONS

The Assistant Secretary of the Army (Installations, Logistics and Environment) continues to be responsible for policy and oversight of all base realignment and closure initiatives.

The Deputy Chief of Staff for Operations and Plans (DCSOPS) continues to be the stationer of the Army and staff proponent for MTOE unit activations, inactivations, relocations and other force structure changes. In this regard, DCSOPS will provide stationing alternatives that are subject to the Base Closure and Realignment Act of 1990 to the Study Group for evaluation.

The Director of Management continues to be responsible for the development of the Army's base realignment and closure (BRAC) recommendations for the 1995 round of BRAC deliberations.

The Assistant Chief of Staff for Installation Management is the Army Staff proponent for base realignments and closures.

The Assistant Secretary of the Army (Installations, Logistics and Environment) and the Director of Management are responsible for explaining and defending the Army's 1995 base realignment and closure recommendations.

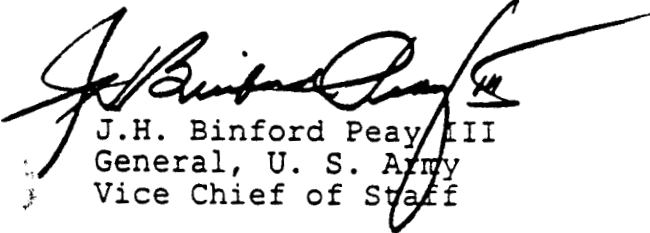
**Major Army Commands (MACOMs).** All MACOMs will designate points of contact who will be readily available to participate with the Study Group as required.

**Army Staff.** Army Staff agencies listed below will designate a point of contact for matters pertaining to the Study Group's effort. Points of contact will be readily available to participate with the Study Group as required.

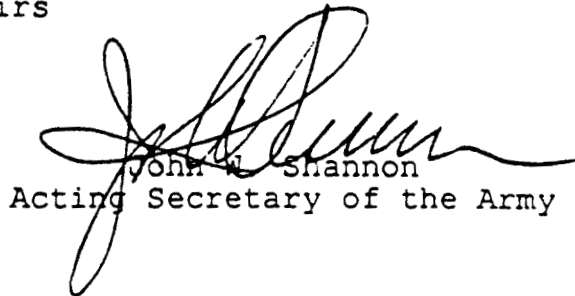
Deputy Chief of Staff for Operations and Plans  
Deputy Chief of Staff for Personnel  
Deputy Chief of Staff for Logistics  
Deputy Chief of Staff for Intelligence  
Assistant Chief of Staff for Installation Management  
Director, Program Analysis and Evaluation  
The Judge Advocate General  
The Surgeon General  
Chief of Chaplains

**Army Secretariat.** The Secretariat agencies listed below will designate a point of contact for matters pertaining to the Study Group's effort. Points of contact will be readily available to participate with the Study Group as required.

Assistant Secretary of the Army for Financial Management  
Assistant Secretary of the Army for Installations, Logistics and Environment  
Assistant Secretary of the Army for Manpower and Reserve Affairs  
Assistant Secretary of the Army for Research, Development and Acquisition  
Office of the General Counsel  
Administrative Assistant to the Secretary of the Army  
Director of Information Systems for Command, Control, Communications and Computers  
The Auditor General  
Chief of Legislative Liaison  
Chief of Public Affairs



J.H. Binford Peay III  
General, U. S. Army  
Vice Chief of Staff



John W. Shannon  
Acting Secretary of the Army

**TOTAL ARMY BASING STUDY  
POINT OF CONTACT NOTIFICATION**

1. The Charter for the Total Army Basing Study requires a point of contact be appointed to provide coordination between your office and the TABS Planning Office. Please provide the following information:

**PRIMARY POINT OF CONTACT:**

**AGENCY:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**RANK/GRADE:** \_\_\_\_\_

**OFFICE SYMBOL:** \_\_\_\_\_

**MAILING ADDRESS:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**TELEPHONE NUMBER:** \_\_\_\_\_

**FAX NUMBER:** \_\_\_\_\_

2. Please return this form with the requested information NLT  
1 September 1993.

# Document Separator



UNITED STATES ARMY  
THE CHIEF OF STAFF



DACS-DM

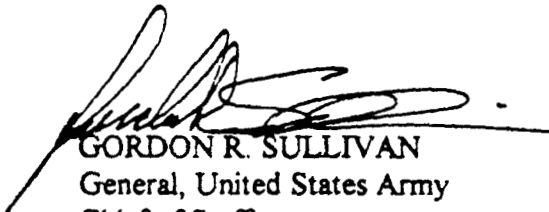
21 MAR 1994

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Base Realignment and Closure (BRAC) 95

1. Today, America's Army is at another watershed in its history. It is a time of dynamic change and tough choices. As we reshape the Army into a CONUS-based, power projection force, no issue is more critical than base realignment and closure. BRAC is a difficult, complex, and politically sensitive subject, but one with which we must come to grips if we are to achieve our vision for the Army of 2010. BRAC 95 promises to be the toughest challenge the Army will face in FY 95. We must take action now to prepare for it.
2. BRAC 95 will shape the Army for decades to come. Our installations must be affordable, world-class power projection platforms that provide a top-quality environment in which our people live, work, and train. In conjunction with other reshaping initiatives, we must mold our installations into a properly sized and efficiently run structure. Given current fiscal realities, the Army must change how it looks at installations. The key question must be: How does this installation support the Army of the future?
3. We can anticipate a significant base closure list when the Base Closure Commission meets in 1995. OSD will conduct cross-Service analysis in a number of functional areas. The Army's stationing analysis must be rigorous and auditable, with contributions from every major command and DA staff section. If done properly, we can lay the very foundation for developing the enduring installations which will support America's Army of the 21st Century.
4. I have tasked the Management Directorate to coordinate the BRAC 95 effort. The enclosed memorandum identifies actions and milestones critical to synchronizing our effort with that of DoD and the other Services. The Secretary of the Army and I know that we can count on your support.

Encl

  
GORDON R. SULLIVAN  
General, United States Army  
Chief of Staff

**SUBJECT: Base Realignment And Closure (BRAC) 95**

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OFFICE OF THE CHIEF ARMY RESERVE  
CHIEF, NATIONAL GUARD BUREAU  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
COMMANDING GENERAL, U.S. ARMY FORCES COMMAND  
COMMANDING GENERAL, U.S. ARMY TRAINING AND DOCTRINE COMMAND  
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COMMANDING GENERAL, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
COMMANDING GENERAL, U.S. ARMY SPECIAL OPERATIONS COMMAND  
COMMANDING GENERAL, U.S. ARMY HEALTH SERVICES COMMAND  
COMMANDING GENERAL, U.S. ARMY MILITARY DISTRICT OF WASHINGTON  
COMMANDING GENERAL, U.S. ARMY CRIMINAL INVESTIGATION COMMAND  
COMMANDING GENERAL, U.S. ARMY RECRUITING COMMAND  
COMMANDING GENERAL, MILITARY TRAFFIC MANAGEMENT COMMAND**

**CF:**

**ASSISTANT SECRETARY OF THE ARMY FOR CIVIL WORKS  
ASSISTANT SECRETARY OF THE ARMY FOR FINANCIAL MANAGEMENT  
ASSISTANT SECRETARY OF THE ARMY FOR INSTALLATIONS, LOGISTICS AND  
ENVIRONMENT  
ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE AFFAIRS  
ASSISTANT SECRETARY OF THE ARMY FOR RESEARCH, DEVELOPMENT AND  
ACQUISITION  
DIRECTOR OF INFORMATION SYSTEMS FOR COMMAND, CONTROL,  
COMMUNICATIONS AND COMPUTERS  
GENERAL COUNSEL  
THE AUDITOR GENERAL  
CHIEF OF LEGISLATIVE LIAISON  
CHIEF OF PUBLIC AFFAIRS**



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, DC 20310-0200



REPLY TO  
ATTENTION OF

DACS-DM (5-10c)

21 MAR 1994

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Preparation for BRAC 95

1. Purpose. To outline the Army preparation for BRAC 95.
2. Background. In compliance with Public Law 101-510, as amended, the Secretary of Defense will forward Department of Defense base closure and realignment recommendations to the Defense Base Closure and Realignment Commission and Congressional oversight committees on 1 March 1995. This memorandum builds upon experience gained within the Department of the Army during previous base closure and realignment assessments. The procedures and milestones set forth in this notice ensure the Army leadership can make sound and timely recommendations to the Secretary of Defense.
3. Responsibilities. The Under Secretary of the Army and the Vice Chief of Staff, Army provide oversight of the Army 1995 base realignment and closure process. The Assistant Secretary of the Army (Installations, Logistics and Environment) is responsible for policy and management of all BRAC initiatives. The Management Directorate of the Office of the Chief of Staff, The Army Basing Study (TABS) is responsible for coordinating the Army's BRAC 95 effort.
4. OSD Guidance. OSD guidance emphasizes the requirement to reduce base infrastructure capacity commensurate with approved roles and missions, planned force drawdowns, the Bottom-up Review and programmed workload reductions over the FYDP. The OSD BRAC 95 goal is to reduce the overall DoD domestic base infrastructure by a minimum of 15 percent of DoD-wide plant replacement value. In addition, OSD has announced a renewed focus on consolidating workload and functions across service lines to reduce excess capacity. To facilitate this review, five joint service committees under OSD leadership have formed to develop opportunities for cross-service realignment. These committees will oversee service analysis and develop closure and realignment alternatives in the following areas: Depot Maintenance, Test and Evaluation, Laboratories, Military Treatment Facilities including Graduate Medical Education, and Undergraduate Pilot Training. A sixth committee will focus on developing appropriate measures for



DACS-DM

SUBJECT: Army Preparation for BRAC 95

assessing the economic impact of closure and realignments and a seventh committee will focus on BRAC policy and procedural issues. OSD committee milestones will be published in March 1994.

**5. Army Preparation.** The Army's effort in providing realignment and closure recommendations to the BRAC 95 Commission will be divided into three phases (see Enclosure 1 - BRAC 95 Army Milestones): During Phase I (Mar-Jun 94) the Army will evaluate its installations in quantitative terms using measures derived from DoD's published BRAC 95 selection criteria. In Phase II (Jul 94-Feb 95), Director of Management (TABS) will assess the feasibility of potential BRAC alternatives using DoD's Cost of Base Realignment Actions (COBRA) model. TABS will incorporate appropriate OSD committee recommendations and assess the community and environmental impact of each candidate alternative. BRAC alternatives will be consolidated into a set of Army recommendations and forwarded to the Secretary of Defense for approval and submission to the BRAC Commission. Phase III (Mar-Jul 95) begins with the submission of OSD's base realignment and closure recommendations to the 1995 Commission and includes providing the necessary support to the Commission and Congress during the Commission's review process.

**6. Installations Under Consideration.** To ensure a comprehensive review of the Army's base infrastructure, all Active Army installations (including those considered in previous BRACs) will be included in the Army's BRAC 95 review. See Enclosure 2 - Preliminary Active Army Installation List.

**7. MACOM Role.** The Army's reshaping effort drives BRAC recommendations. Accordingly, Major Army Commands (MACOM) play an essential role in coordinating with DA: future requirements; response to data calls; suggestions for restructuring initiatives; and review of Army proposals for closure or realignment.

**8. Data Certification.** Rigorous standards for data compilation and analysis are essential for full compliance with the law. Accordingly, the data bases that reflect installation base capacity are extremely important. The validity of key data bases and decision support systems such as Headquarters, Integrated Facilities System (HQIFS); Army Stationing and Installation Plan (ASIP); and Headquarters, Real Property Planning and Analysis

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SUBJECT: Army Preparation for BRAC 95

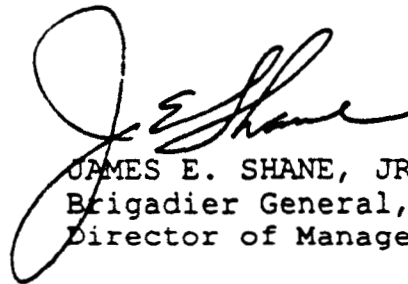
System (HQRPLANS) must contain the most accurate and current data available. This responsibility rests with proponents for these data bases, as well as the proponents for various data systems such as Standard Allocation and Manpower System (SAMAS); The Army Authorization Document System (TAADS); Army Training Requirements and Resources System (ATRRS); and MACOM/installation data managers who support their development and maintenance. All data used by TABS, whether standard DA data bases or individual data calls, must be certified. Certification requirements will be published separately.

**9. Army Audit Agency.** The Army Audit Agency (AAA) will provide audit oversight of the process by tracking data used to quantify attributes back to the source documentation; performing tests at the major commands and installations to determine appropriateness and reasonableness of source documents; and verifying mathematical calculations. AAA will ensure that reasonable procedures were used to complete the Installation Assessment, cost-benefit analysis, and documentation used in developing Army BRAC recommendations.

**10. Point of Contact.** All questions concerning preparations for BRAC 95 should be directed to MAJ(P) Lamb, TABS, telephone number (703) 697-6262 or DSN 227-1766.

FOR THE CHIEF OF STAFF:

2 Encls



JAMES E. SHANE, JR.  
Brigadier General, GS  
Director of Management

DACS-DM

SUBJECT: Army Preparation for BRAC 95

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GENERAL COUNSEL  
THE AUDITOR GENERAL  
CHIEF OF LEGISLATIVE LIAISON  
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**BRAC 95 ARMY MILESTONES**

<u>DATE</u>	<u>ACTION</u>	<u>LEAD</u>
1 Mar 94	Preliminary DoD Selection Criteria Published.	OSD
4 Apr 94	Initial Installation Assessment Data Call.	TABS
16 May 94	Installation Assessment Data received.	TABS
1 May 94- 30 Jun 94	Installation Visits.	TABS
May 94- Jul 94	Joint Cross Service Working Group Data Calls.	TABS
1 Aug 94	Publish Army Stationing Strategy.	ODCSOPS
15 Dec 94	Final DoD Selection Criteria Published.	OSD
DEC 94	PBC review of Army recommendations.	TABS
Dec 94	SELCOM review of Army recommendations.	TABS
Dec 94	CSA/SA decision on Army recommendations.	TABS
Dec 94	Army recommendations to printer.	TABS
*1 Jan 95	Service recommendations due to OSD. Army Report completed.	TABS
3 Jan 95	Final day for the President to nominate Commissioners.	OSD
1 Mar 95	SECDEF announces BRAC 95 recommendations.	OSD
8 Mar 95- 1 Sep 95	Respond to requirements for analysis & data from the BRAC Commission, Congress, & GAO.	TABS
8 Mar 95	DoD forwards analysis and justification to Commission.	OSD

Enclosure 1

*16 Apr 95	Commission publishes proposed changes to recommendations.	OSD
1 Jul 95	Commission sends recommendations to President.	OSD
15 Jul 95	President approves/disapproves Commission recommendations.	OSD
1 Sep 95	Deadline for sending BRAC 95 recommendations to Congress.	OSD

\*Denotes tentative date.

# PRELIMINARY ACTIVE ARMY INSTALLATION LIST

## COMMAND CONTROL AND ADMIN

Charles E Kelly Support Facility  
Charles Melvin Price Support  
Fort Belvoir  
Fort Buchanan  
Fort Gillem  
Fort Hamilton  
Fort McPherson  
Fort Meade  
Fort Monroe  
Fort Myer  
Fort Ritchie  
Fort Shafter  
Fort Totten  
Presidio of San Francisco  
US Army Garrison, Selfridge

## MEDICAL CENTER

Fitzsimons Army Medical  
Tripler Army Med. Center  
Walter Reed Army Medical

## TRAINING SCHOOLS

Dahlonaga Ranger Training Area  
Fort Benning  
Fort Bliss  
Fort Eustis  
Fort Gordon  
Fort Huachuca  
Fort Jackson  
Fort Knox  
Fort Lee  
Fort Leonard Wood  
Fort McClellan  
Fort Ord  
Fort Rucker  
Fort Sam Houston  
Fort Sill  
Fort Story  
PCM Annex  
Presidio of Monterey

## PROFESSIONAL EDUCATION

Carlisle Barracks  
Fort Leavenworth  
Fort Lesley J. McNair  
West Point/Stewart Military

## AMMO PRODUCTION

Holston Army Ammo Plant  
Iowa Army Ammo Plant  
Lake City Army Ammo Plant  
Lone Star Army Ammo Plant  
McAlester Army Ammo Plant  
Milan Army Ammo Plant  
Pine Bluff Arsenal  
Radford Army Ammo Plant

## MAJOR TRAINING AREAS

Camp Bullis  
Fort A.P. Hill  
Fort Chaffee  
Fort Dix  
Fort Greely  
Fort Hunter-Liggett  
Fort Indiantown Gap  
Fort Irwin  
Fort McCoy  
Fort Pickett  
Fort Polk  
Pohakuloa  
Yakima

## PORTS

Bayonne Military Ocean Terminal  
Oakland Army Base  
Sunny Point Mil. Ocean Terminal

## MANEUVER

Fort Bragg  
Fort Campbell  
Fort Carson  
Fort Drum  
Fort Hood  
Fort Lewis  
Fort Richardson  
Fort Riley  
Fort Stewart  
Fort Wainwright  
Hunter Army Airfield  
Schofield Barracks

AMMO STORAGE

Blue Grass Army Depot  
Camp Stanley Storage Facility  
Hawthorne Army Depot  
Pueblo Army Depot  
Savanna Army Depot  
Seneca Army Depot  
Sierra Army Depot  
Tooele Army Depot  
Umatilla Army Depot Activity

COMMODITY

Army Research Laboratory  
Cold Regions Research  
Detroit Arsenal  
Fort Detrick  
Fort Monmouth  
Natick Resch. Dev Engrg  
Picatinny Arsenal  
Redstone Arsenal  
Rock Island Arsenal

DEPOTS

Anniston Army Depot  
Letterkenny Army Depot  
Red River Army Depot  
Tobyhanna Army Depot

INDUSTRIAL FACILITIES

Lima Army Tank Plant  
Stratford Army Engine Plant  
Watervliet Arsenal

PROVING GROUNDS

Aberdeen Proving Ground  
Dugway Proving Ground  
White Sands Missile Range  
Yuma Proving Grounds

LEASES

Bailey's Crossroads Complex Bailey  
CR, VA  
HQ, AMC Alexandria, VA  
HQ, ATCOM St. Louis, MO  
HQ, PERSCOM Alexandria, Va  
HQ, Strategic Defense Command  
Huntsville, AL  
USA Personnel Center St. Louis, MO

# Document Separator



**CHARTER  
FOR  
COST OF BASE REALIGNMENT ACTIONS (COBRA)  
JOINT PROCESS ACTION TEAM (JPAT)**

**PURPOSE AND BACKGROUND:**

The purpose of this charter is to authorize and establish process management and control for the enhancement of the COBRA model. The COBRA model is the DoD standard model used to evaluate the cost of base closure and realignment proposals.

This charter sets forth the composition of the COBRA Joint Process Action Team (JPAT), defines its scope, outlines its functions, and describes its organization and responsibilities.

**AUTHORITY:**

The Army Basing Study Office (TABS) authorizes the establishment of the Joint Process Action Team (JPAT) in accordance with the references cited in paragraph 3 below.

**REFERENCES:**

1. MEMORANDUM (designating the Army as lead Department in the COBRA development), signed by HON Colin McMillan, Assistant Secretary of Defense, dated 4 February 1992.
2. Statement of Work, Cost of Base Realignment Actions (COBRA), TBP.
3. Military Departments Recommended Enhancements Task List, TBP.
4. General Accounting Office (GAO) Final Report GAO/NSIAD-93-173 Entitled "MILITARY BASES: Analysis of DOD's Recommendations and Selection Process for Closures and Realignments", Dated April 15, 1993 (GAO Code 398137).
5. COBRA Plan of Actions and Milestones, TBP.

**GENERAL:**

Process Action is a systems engineering management process which identifies functional and physical characteristics, and records and reports both change processing and implementation status. Process Action is therefore the means through which the

continuity of design, engineering, and cost decisions which affect technical performance, predictability, and operability are recorded, communicated, and controlled by program and functional managers.

#### **JPAT SCOPE AND FUNCTIONS:**

The COBRA Joint Process Action Team (JPAT) is the organizational body responsible for the formal processing of proposed changes to the established COBRA model. It shall provide coordinated review and evaluation of the COBRA Plan of Action and Milestones (POAM).

#### **ORGANIZATION:**

1. COBRA JPAT business will be conducted by the following personnel: voting members, non-voting members and invited non-members.

a. Voting membership will consist of representatives from the Office of the Secretary of Defense, Defense Agencies and the Military Departments as listed in Appendix A. Each organization/agency designated in Appendix A will provide one primary member and one alternate to be designated by name, position, title and office symbol. Either the primary or alternate Joint PAT member will be present at all formal COBRA PAT meetings.

b. The non-voting members will consist of positions designated by the JPAT Chairperson as required for program management, subject matter expertise and contract administration.

c. Invited non-members will consist of official audit and oversight agency representatives and guests that are not involved in the decision making process with regards to the COBRA model.

2. The Chairman of the COBRA JPAT will form a steering committee consisting of voting members of the JPAT to develop agenda items, conduct administrative business, and resolve any situation requiring immediate attention in the absence of a full JPAT meeting. The COBRA Steering Committee members will present the outcome of all deliberations to the full JPAT meeting at the scheduled meetings.

#### **COBRA PAT MEETINGS:**

The JPAT shall meet as needed during FY 94 (OCT 93-SEP 94) and FY 95 (OCT 94-SEP 95). A meeting schedule and agenda will be developed by the secretary and published by the chairperson prior to each JPAT meeting. The proposed agenda will be sent to all

- members at least one week prior to the meeting. Unscheduled meetings may be called by the Joint PAT chairperson.

Items requiring expeditious handling may be resolved at the order the chairperson, based on recommendations of the COBRA steering group. Each such action shall be completely documented by the secretary and submitted for ratification to the full JPAT at the next regular meeting. All agenda items for both scheduled and unscheduled meetings will be forwarded to JPAT members as early as possible before meetings convene.

#### RESPONSIBILITIES:

1. Overall, the JPAT is responsible for the COBRA model, its development and enhancement. Specific areas that the JPAT will concentrate are:

- The monitoring, approval/disapproval and control of changes to the COBRA model.
- Documentation of all changes to the COBRA model.
- Development of a COBRA JPAT Program of Action and Milestones (POAM).

2. Membership responsibilities are assigned as follows:

a. The Chairperson shall function as the principal executive officer of the COBRA JPAT with authority to:

- Convene the full COBRA JPAT and designate meeting time and location.
- Appoint the Vice Chairperson to act in the Chairperson's absence.
- Assign actions to ensure all necessary analyses pertaining to a change proposal are performed and presented prior to a decision of the COBRA JPAT.
- Assign actions monitor the progress on all approved changes in the model.
- Establish rules on administrative/procedural matters relating to COBRA JPAT operations.

b. COBRA JPAT Members are responsible for the following:

- Representing his/her respective organization.

- Ensuring appropriate functional, technical, operational, and management expertise is applied in analyzing requirements and change proposals.
  - Coordinating with the Chairperson, the Project Manager, and Secretary all change proposals requiring expedited action.
  - Responding to requests for definitive, written analyses of requirements and proposals.
  - Serving as the principal POC for coordination of COBRA JPAT activities within his/her respective organization.
  - Consolidating comments within his/her respective organization and providing a recommendation to the COBRA JPAT.
  - Notifying the COBRA JPAT chairperson of any change in COBRA JPAT representation from his/her organization.
- c. The Secretary shall be a non-voting member responsible to the Chair for the following:
- Performing administrative functions of the COBRA JPAT including preparing agenda and the minutes of the COBRA JPAT meetings.
  - Notifying COBRA JPAT members and invited participants of the time and place of meetings.
  - Providing proper dissemination of COBRA JPAT decisions; e.g., COBRA JPAT Directives.
- d. The Project Manager is responsible for the routine process management control for COBRA enhancement to include:
- Preparing the baseline documentation that supports and describes the POAM.
  - Recommending controls and changes to the components, equipment, programs, and services associated with the COBRA model.
  - Assisting the Chairperson in conducting COBRA JPAT meetings and implementing COBRA JPAT decisions.
  - Determining the impact of requested enhancements on the project cost and schedule.

**EXCEPTIONS/EXPIRATION:**

1. Nothing in this Charter shall be construed to:

a. Require a member to act contrary to the policies of his/her parent organization.

b. Require a member to cause expenditure of resources outside of the scope of the mission or authority of his/her organization.

c. Replace or circumvent normal command channels or staffing procedures.

2. This charter expires upon completion of the COBRA contract (SEP 1995) or upon withdrawal of the Army as executive agent.

**AMENDMENTS:**

Amendments to this charter will be reviewed and approved by the board, implemented by direction of the COBRA JPAT Chairperson, and duly recorded by the secretary.

Encl  
as

MICHAEL G. JONES  
COL, GS  
Director, The Army Basing Study

APPENDIX A

COBRA JOINT PROCESS ACTION TEAM (COBRA JPAT)  
MEMBERSHIP

- I. Chairperson - Army  
Vice-Chairperson & Alternate - Navy
- II. Membership:
  - a. Department of Defense, OSD
  - b. Defence Logistics Agency
  - b. The Military Departments:
    - (1) Army
    - (2) Air Force
    - (3) Navy
- III. Non-Voting Members:
  - a. Sponsor Project Manager (Richardson and Kirmse, Inc)
  - b. Secretary (Army)
  - c. Technical Advisor(s)
- IV. Invited Non-Members:
  - a. General Accounting Office (GAO)
  - b. Defense Base Closure and Realignment Commission
  - c. Military Department Audit Agencies:
    - 1) Army Audit Agency
    - 2) Naval Audit Service
    - 3) Air Force Audit Agency

# Joint Process Action Team

(JPAT)

## Suggested Improvements to COBRA

16 November 1993

*As a result of the incorporation of improvements/enhancements recommended by the COBRA JPAT, the COBRA model provided a reasonable estimate of costs and savings associated with BRAC-93 closure and realignment recommendations. The attached pages are a preliminary list of further suggested improvements and refinements to the model. This list is presented as a starting point for discussions by the COBRA JPAT and does not represent a complete or final list of suggested improvements. This list also does not reflect approval or concurrence by the COBRA JPAT to any of the identified suggestions.*

# JPAT - COBRA Improvements

## 1. Family Housing Shutdown

**Problem:** If an activity is "closed", then family housing operations algorithm ignores the percentage entered in *Family Housing Shutdown* and the entire *Family Housing Costs* value is counted as a savings. In some cases, this may not be the correct calculation, since some Family Housing assets may be transferred to other remaining activities in the area, and therefore not be shut down.

**Solution:** Family Housing Shutdown algorithm should use the value entered in *Family Housing Shutdown*. (Navy)

## 2. Mothball/Shutdown Costs 1

**Problem:** Calculation of these costs is not consistently displayed on the Realignment Summary (COBSUM), One Time Cost (1TIMCOST) and Appropriations Detail (APPDET) reports. On the 1TIMCOST report and the total *One Time Cost* figure on the COBSUM reports, full Mothball/Shutdown costs are calculated for a "closed" activity regardless of the number of square feet entered in *Facil Shutdown*. However, the APPDET report and the Net Costs section of the COBSUM report do calculate shutdown costs based on the number of square feet entered in *Facil Shutdown*.

**Solution:** Shutdown costs should be consistently calculated, and should use the value entered in *Facil Shutdown*. (Navy)

## 3. Mothball/Shutdown Costs 2

**Problem:** In realignment scenarios, the model does not calculate shutdown costs for facilities identified as being shutdown.

**Solution:** Shutdown costs should be calculated for all facility square feet identified as being shut down regardless of whether the activity is being closed or realigned. (Navy)

## 4. Mothball/Shutdown Costs 3

**Problem:** Mothball costs can be understated in some scenarios since the model apparently "caps" the total Mothball cost (see Overhead Cost Report).

**Solution:** Correct algorithm to calculate accurate and complete mothball costs, where appropriate. (AF)



# JPAT - COBRA Improvements

## 9. Calculation, Display and Aggregation of Costs and Savings 1

**Problem:** Currently, different output reports are based on separate, and sometimes inconsistent, sets of algorithms. Consequently, different output reports display inconsistent costs and savings data. For example, family housing construction cost avoidances and "Beyond Year" salary savings are not consistently shown on the APPDET and COBSUM reports).

**Solution:** COBRA should incorporate a single set of algorithms which produce a single set of costs and savings figures which are then drawn upon for all of the model's output reports. (*Army, Navy, AF, DLA*)

## 10. Calculation, Display and Aggregation of Costs and Savings 2

**Problem:** COBRA model does not provide summary cost/savings data on a collection of scenarios, e.g., all Military Department recommendations.

**Solution:** As noted above, COBRA should calculate a single set of costs, savings and manpower numbers (perhaps the cost elements in the APPDET report and the ROI and manpower numbers from the COBSUM report). These "output" data elements should then be stored along with the input data elements for a given COBRA file. If costs/savings data is stored in the COBRA data base, a series of output reports could be developed to aggregate cost and manpower data for a given set of COBRA files. The user would be given options for identifying some or all files in a directory for inclusion in summary output reports. (*Navy*)

## 11. Display of Cost/Savings Data

**Problem:** COBRA output reports do not correctly distinguish between costs and savings (e.g., see page 2 of COBSUM report where many savings are shown as negative costs). This problem is complicated by the fact that some data elements only accept one entry (i.e., the user must summarize costs/savings into one "net" entry).

**Solution:** As noted above, a single set of algorithms (rather than separate sets of algorithms for different output reports) would go a long way towards correcting this problem. Additionally, report programming should be revised to correctly show costs and savings. Finally, the following data elements, *One-Time Unique, One-Time Moving, Miscellaneous Recurring and Mission Costs/Savings*, should be expanded to allow separate entries for costs and savings, thus allowing output reports to correctly aggregate costs and savings. (*Navy*)

# JPAT - COBRA Improvements

## 16. Categorization of Eliminated Positions/Calculation of BOS Savings

**Problem:** The model does not allow for the identification of personnel eliminations which result because of the closure action (as opposed to force structure reductions) but for which no salary savings are expected.

**Example 1:** At a Shipyard (or other DBOF activity), workload associated with some of the civilian positions identified as eliminated at the closing shipyard, may still be required to be performed and consequently will be transferred to remaining shipyards. The personnel are not transferred, but since their workload is still being performed in the industrial system, it is inappropriate to count their salaries as savings resulting from the base closure action.

**Example 2:** If both an operational activity(s) and a regional Public Works Center are closed, then salary savings for the direct labor work force of the Public Works Center should not be counted as savings since these costs are already being counted as non-payroll base operating support savings at the operational activity(s) being served by the Public Works Center.

In addition to problems associated with calculating salary savings, the model does not provide the capability to remove personnel and yet still capture BOS savings. For example, the removal of non-appropriated fund personnel from an activity will neither incur moving costs nor result in salary savings, however, this removal would result in reductions in BOS costs.

**Solution:** Add an additional set of eliminated position fields (Officer, Enlisted & Civilian), by year, titled, "Eliminated Positions (No Salary Savings)". No salary savings would be calculated for these positions. Overhead savings associated with these positions would, however, be calculated. (*Army, Navy*)

## 17. Recurring "Maintain" Costs

**Problem:** In realignment scenarios, the model calculates a recurring maintenance cost for all facility square feet identified as being shutdown. This calculation is based on the assumption that shut down facilities will have to be maintained in a mothballed status. However, in many cases, shutdown facilities could be demolished or excessed, and thus not incur this recurring cost.

**Solution:** Recurring maintenance costs should not be calculated by the model in realignment scenarios. If appropriate, the user can enter these costs as a *Miscellaneous Recurring Cost*. (*Navy*)

# JPAT - COBRA Improvements

overhead should change as the result of the transfer of like or unlike functions. (*Navy, AF, DLA*)

## 21. Base Operating Support (BOS) Algorithms 2 (RPMA)

**Problem:** RPMA costs at receiving sites are only increased if new square footage is built. This assumption may not accurately reflect cost changes in situations where currently unoccupied space is rehabilitated and occupied (consequently increasing RPMA costs). In addition, the model does not take into consideration the type of space being maintained; the model assumes that a warehouse has the same RPMA cost per square foot as administrative space.

**Solution:** Recommend that JPAT evaluate this situation to see if current algorithms warrant revisions to better address changes in RPMA costs. (*DLA*)

## 22. Base Operating Support (BOS) Algorithms 3 (Communication Costs)

**Problem:** Communication costs at receiving sites are currently calculated using the BOS curve. The assumption that the model makes with regards to communications costs is that the same types of economies of scale savings can be realized as can be for BOS. Consequently, if an ADP intensive activity moves to an installation with a low ADP cost, savings appear to be large. In actuality, communication costs can not be expected to decrease appreciably unless positions are eliminated.

**Solution:** Recommend that JPAT evaluate this situation to see if current algorithms warrant revisions to better address changes in Communications costs. (*DLA*)

## 23. Variable Housing Allowance (VHA)

**Problem:** Rates are entered as a monthly figure, yet algorithm does not convert monthly savings into a yearly figure.

**Solution:** Correct algorithm. (*Navy, AF*)

## 24. Standard Factor Screen 4

**Problem:** Unit of Measure for *Bachelor Quarters* and *Family Housing* is "case sensitive," and, consequently, does not recognize lower case letters.

**Solution:** Fix programming to accept either upper or lower case letters. (*Navy*)

## JPAT - COBRA Improvements

**Solution:** Revise *Miscellaneous Recurring Costs/Savings* and *Mission Costs/Savings* fields to allow this kind of entry. (Navy)

### 30. Base Information (Static) Data Entry Screen

**Problem:** Model does not currently allow for discrete identification of lease costs or costs associated with tenant organizations.

**Solution:** Recommend that JPAT review the possibility of revising Screen 4 and associated algorithms for use with leased space or tenant organizations, thus avoiding problems associated with calculating savings, etc. - when dealing with tenants. (Army)

### 31. Base Operating Support (BOS) Personnel Increases at Gaining Bases

**Problem:** In some scenarios, additional BOS personnel (beyond the number relocating from a losing base) are required at a receiving site. Model does not currently allow for the identification of additional BOS personnel at receiving sites.

**Solution:** Model should be corrected to allow the identification, and associated costing, of additional BOS personnel at receiving sites. (Army, DLA)

### 32. Civilian Salary Rates

**Problem:** Model does not currently allow the identification of civilian salary rates specific to an installation.

**Solution:** Model should be corrected to allow the identification of civilian salary rates as a "site specific" data element as opposed to a standard factor. (Army)

### 33. Military Student Force Structure Changes

**Problem:** Model does not currently allow the identification of force structure changes for military students.

**Solution:** "Force Structure Changes" fields on Screen 6 should be revised to include a line for Military Students. (Army)

### 34. Joint Service Coordination 1

**Problem:** Increased emphasis on joint analysis during BRAC-95 will require more coordination on use of COBRA.,

# JPAT - COBRA Improvements

## 39. Unemployment Costs

**Problem:** In some states, retirees are eligible for unemployment benefits

**Solution:** Retiree unemployment should be added as a separate calculation, with an "on/off" switch, since it does not apply in all states (Screen 4). Standard Factors will require an additional field for unemployment compensation amount and weeks of receipt. (AF)

## 40. Inflation Rates for Finance Report

**Problem:** Current model only allows a single inflation rate per year for use in the Finance Report.

**Solution:** Revise model to allow entry of a complete inflation table (by appropriation, etc.). (AF)

## 41. "Start-Up" Inefficiencies

**Problem:** Current model does not automatically calculate additional costs or reduced savings associated with potential "start-up" inefficiencies resulting from the transfer of a mission/workload from one activity to another. While the model does calculate administrative planning and support costs, it does not automatically model a situation where a mission is moved and operations are expected to begin with a predominately new work force. If a receiving site had a lower cost structure than the closing site, the model projects immediate savings as if the move will increase the efficiency of operations. This may not be realistic, especially in the first years following a move.

**Solution:** JPAT review this situation to determine whether any changes to algorithms are warranted. (DLA)

## 42. Rehabilitation Projects - Mark Up Rate

**Problem:** Current model fully loads site prep, SIOH, contingency and design costs on rehabilitations. When facilities are renovated, there are management-related costs incurred, but nowhere near the extent of those expected of a new building. The model applies a reduced construction cost for rehabilitation, and should also allow for reduced management costs.

**Solution:** JPAT review this situation to determine how to revise use of mark up rates in the calculation of rehabilitation costs. (DLA)

## Attachment 2 Output Reports

Many of the COBRA output reports are in need of revisions, corrections, enhancements or a general review to determine if they are still useful (see item #13 et al.). The following pages display sample COBRA output reports along with suggested changes, enhancements, etc. A few general notes apply:

- When dealing with large scenarios, printing COBRA output reports can become quite a cumbersome process. Simply sorting through pages to find germane information can be a chore. Each output report should be reviewed to ensure that it still is useful, is properly organized and doesn't contain extraneous information, pages, etc.
- Along these lines, if output report programs could exclude pages, sections, etc., that did not apply, it would go a long way toward making reports more manageable. For example, why print pages of the ITIMCOST, MILCONAS or PERSMOVE reports for which no data applies. If no MILCON takes place at an activity, don't print a page for that activity.
- Identification of both a filename and a path should be included on each report.
- In addition to eliminating unnecessary existing reports, we should consider the addition, if necessary, of new reports, that more concisely address the types of data requests experienced during BRAC-93. A few preliminary suggestions include:
  - A one page "Manpower Summary" that outlines the disposition of personnel at an affected activity (see next page).
  - A "Migration Summary" report that outlines all personnel relocating into a receiving site (for all identified COBRA scenarios).
  - An improved "Migration Diagram" output report.
  - Summary versions (for all or some set of COBRA files) of such reports as COBSUM, APPDET, etc., as well as summary statistics, by year, on eliminated and relocating positions.

APPDET.RPT - Page 1

APPROPRIATIONS DETAIL (COBRA v4.04)  
 Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

Group :  
 Service : NAVY  
 Option Package : Base A

COSTS(\$K)	1994	1995	1996	1997	1998	1999	Total	Beyond
MilCon	2,080	0	0	0	0	0	2,080	0
FAM HOUSING								
Construct	0	0	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	4,327	4,326	4,326	4,326	4,326	4,326	25,957	4,326
UniqOperat	0	0	0	0	0	0	0	0
CIV SALARY								
Civ RIF	0	0	0	0	0	0	0	0
Civ Retir	126	0	0	0	0	0	126	0
CIV MOVING								
Per Diem	1,866	0	0	0	0	0	1,866	0
POV Miles	42	0	0	0	0	0	42	0
Home Purc	5,027	0	0	0	0	0	5,027	0
HHG	2,991	0	0	0	0	0	2,991	0
Misc	314	0	0	0	0	0	314	0
Hous Hunt	1,177	0	0	0	0	0	1,177	0
PPS	0	0	0	0	0	0	0	0
RITA	2,359	0	0	0	0	0	2,359	0
FREIGHT								
Packing	105	0	0	0	0	0	105	0
Freight	3,746	0	0	0	0	0	3,746	0
Vehicles	0	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0	0
Loss Rate	75	0	0	0	0	0	75	0
CHAMPUS	0	0	0	0	0	0	0	0
Unemploymt	0	0	0	0	0	0	0	0
OTHER								
Caretaker	0	0	0	0	0	0	0	0
AdminPlan	1,028	0	0	0	0	0	1,028	0
Shutdown	169	0	0	0	0	0	169	0
Maintain	0	0	0	0	0	0	0	0
New Hire	0	0	0	0	0	0	0	0
1TimeMove	764	0	0	0	0	0	764	0
Unique	0	0	0	0	0	0	0	0
MIL PERSONNEL								
MIL MOVING								
Elim PCS	6	0	0	0	0	0	6	0
Per Diem	0	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0	0
HHG	9	0	0	0	0	0	9	0
Misc	1	0	0	0	0	0	1	0

Revisions:

- Add a Total Column after Year 6 (before "Beyond"), that totals all costs and savings elements over the six year period.
- Cosmetic changes/improvements (see annotations).
- Report values must reflect consistent algorithms.

Can this report be improved to better reflect Appropriation-level breakouts?

If this report is retained, then it needs the same types of revisions identified in the APPDET report. also needs to be revised and relabeled to only identify "One-Time" costs/savings.



APPSUM.RPT

APPROPRIATIONS SUMMARY (COBRA v4.04)  
 Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

Group :  
 Service : NAVY  
 Option Package : Base A

	1994	1995	1996	1997	1998	1999	Beyond
	----	----	----	----	----	----	-----
<b>COSTS (\$K)</b>							
MilCon	2,080	0	0	0	0	0	0
<b>FAM HOUSING</b>							
Construct	0	0	0	0	0	0	0
Operation	0	0	0	0	0	0	0
O&M	24,118	4,326	4,326	4,326	4,326	4,326	4,326
Mil Pers	26	8	8	8	8	8	8
Envir Mit	0	0	0	0	0	0	0
HAP / RSE	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
Procuremts	0	0	0	0	0	0	0
Other	5,228	5,666	0	0	0	0	0
Misc Recur	0	1,064	1,966	1,966	1,966	1,966	1,966
<b>TOTAL</b>	<b>31,452</b>	<b>11,064</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>
<b>SAVINGS (\$K)</b>							
MilCon	0	0	0	0	0	0	0
<b>FAM HOUSING</b>							
Construct	0	0	0	0	0	0	0
Operation	0	0	0	0	0	0	0
O&M	3,037	9,821	9,821	9,821	9,821	9,821	9,821
Mil Pers	66	128	128	128	128	128	128
Envir Mit	0	0	0	0	0	0	0
HAP / RSE	0	0	0	0	0	0	0
Land Reven	0	0	0	0	0	0	0
Procuremts	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>3,103</b>	<b>9,949</b>	<b>9,949</b>	<b>9,949</b>	<b>9,949</b>	<b>9,949</b>	<b>9,949</b>
<b>NET COSTS (\$K)</b>							
MilCon	2,080	0	0	0	0	0	0
<b>FAM HOUSING</b>							
Construct	0	0	0	0	0	0	0
Operation	0	0	0	0	0	0	0
O&M	21,080	-5,494	-5,494	-5,494	-5,494	-5,494	-5,494
Mil Pers	-40	-120	-120	-120	-120	-120	-120
Envir Mit	0	0	0	0	0	0	0
HAP / RSE	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0
Procuremts	0	0	0	0	0	0	0
Other	5,228	5,666	0	0	0	0	0
Misc Recur	0	1,064	1,966	1,966	1,966	1,966	1,966
<b>TOTAL</b>	<b>28,348</b>	<b>1,115</b>	<b>-3,649</b>	<b>-3,649</b>	<b>-3,649</b>	<b>-3,649</b>	<b>-3,649</b>

**Recommend deletion of this report - it adds no value to information displayed on the APPDET Report.**

OBSUM.RPT - Page 2

COBRA REALIGNMENT SUMMARY (COBRA v4.04) - Page 2  
 Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

Costs (\$K)	Constant Dollars						
	1994	1995	1996	1997	1998	1999	Beyond
Misn	0	0	0	0	0	0	0
Pers	8	8	8	8	8	8	8
Ovhd	4,831	259	1,161	1,161	1,161	1,161	1,161
Cons	2,080	0	0	0	0	0	0
Movg	18,479	0	0	0	0	0	0
Othr	5,354	5,666	0	0	0	0	0
TOT	30,753	5,933	1,169	1,169	1,169	1,169	1,169

Savings (\$K)	Constant Dollars						
	1994	1995	1996	1997	1998	1999	Beyond
Misn	0	0	0	0	0	0	0
Pers	2,403	4,818	4,818	4,818	4,818	4,818	4,818
Ovhd	0	0	0	0	0	0	0
Cons	0	0	0	0	0	0	0
Movg	1	0	0	0	0	0	0
Othr	0	0	0	0	0	0	0
TOT	2,404	4,818	4,818	4,818	4,818	4,818	4,818

DEPARTMENT OF THE NAVY  
 BASE REALIGNMENT, CLOSURE, OR CONSOLIDATION  
 FINANCIAL SUMMARY (COBRA v4.04)  
 Data As Of 09:03 10/13/1993  
 Report Created 09:29 10/13/1993  
 (In Thousands of Dollars)

## Closure/Realignment Summary: Base A

	FY 1994	FY 1995	FY 1996
ONE-TIME IMPLEMENTATION COSTS:	-----	-----	-----
Military Construction	2,080	0	0
Family Housing: Construction	0	0	0
Operations	0	0	0
Operation and Maintenance	19,027	0	0
Military Personnel (PCS)	26	8	9
Homeowner Assistance Program	0	0	0
Revenues from Land Sales	0	0	0
Environmental: Planning & Cleanup/Compliance	0	0	0
TOTAL COSTS (BASE CLOSURE 1993 ACCOUNT)	21,133	8	9
RECURRING COSTS:			
-----			
Family Housing: Operations	0	0	0
Operation and Maintenance	4,327	4,469	4,612
Other: APN	5,228	6,952	2,096
TOTAL COSTS	9,555	11,421	6,708
SAVINGS:			
-----			
Military Construction	0	0	0
Family Housing: Construction	0	0	0
Operations	0	0	0
Operation and Maintenance	3,037	10,145	10,469
Military Personnel (PCS)	66	133	137
Other: APN	0	0	0
Civilian ES	(95)	0	0
Military ES	(2)	0	0
TOTAL SAVINGS	3,103	10,277	10,606
GRAND TOTAL (BASE CLOSURE NET)	28,348	1,152	-3,890

This report would seem to be useful as a tool in the assessment review during development of implementation budgets. However, it currently still needs format revisions, correction to inconsistent calculations of salary savings, construction cost avoidances, etc. In addition, One-Time Implementation costs appear to include both one-time and recurring elements.

## INPUTDAT.RPT - Page 1

INPUT SCREEN ONE - GENERAL SCENARIO (COBRA v4.04)  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Group :  
Service : NAVY  
Option Package : Base A

Model Year One : FY 1994

Model does Time-Phasing of Construction/Shutdown: Yes

Base Name	Strategy:
-----	-----
Base A, VA	Closes in 1994
Receiving Base, VA	Realignment

Summary:  
basea.cbr

Current report format is too cumbersome. Sections/Screens with no data entered should not be printed (e.g., if people and equipment only move from Base A to Base B, then don't print that portion of screen 3 which shows movement from Base B to Base A; if no construction requirements are identified for Base C, then don't print Screen 7 for Base C; etc.). In addition, format should be condensed so that you don't end up only using less than half of each page.

## INPUTDAT.RPT - Page 2

INPUT SCREEN TWO - DISTANCE TABLE (COBRA v4.04) - Page 2  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

From Base:	To Base:	Distance:
-----	-----	-----
Base A, VA	Receiving Base, VA	520.0 mi

## INPUTDAT.RPT - Page 3

INPUT SCREEN THREE - MOVEMENT TABLE (COBRA v4.04) - Page 3  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Transfers from Base A, VA to Receiving Base, VA

	1994	1995	1996	1997	1998	1999
	----	----	----	----	----	----
Officers:	2	0	0	0	0	0
Enlisted:	0	0	0	0	0	0
Civilians:	504	0	0	0	0	0
Students:	0	0	0	0	0	0
Missn Eqpt (tons):	4,000	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	0	0	0
Mil Light Vehic:	0	0	0	0	0	0
Heavy/Spec Vehic:	0	0	0	0	0	0

Transfers from Receiving Base, VA to Base A, VA

	1994	1995	1996	1997	1998	1999
	----	----	----	----	----	----
Officers:	0	0	0	0	0	0
Enlisted:	0	0	0	0	0	0
Civilians:	0	0	0	0	0	0
Students:	0	0	0	0	0	0
Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	0	0	0
Mil Light Vehic:	0	0	0	0	0	0
Heavy/Spec Vehic:	0	0	0	0	0	0

PUTDAT.RPT - Page 5

INPUT SCREEN FOUR - STATIC BASE INFO (COBRA v4.04) - Page 5  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Name: Receiving Base, VA

Homeowner Assistance Program: No  
Unique Activity Information: No

Total Officer Employees:	32
Total Enlisted Employees:	56
Total Student Employees:	0
Percent of Military Families Living On Base:	56.0%
Total Civilian Employees:	3,608
Percent of Civilians Not Willing To Move:	6.5%
Officer Housing Units Available:	0
Enlisted Housing Units Available:	0
Total Base Facilities (Square Feet):	2,059,047
Total Acreage on Base (Acres):	0
Officer Variable Housing Allowance (\$/Month):	343
Enlisted Variable Housing Allowance (\$/Month):	274
Per Diem Rate (\$/Day):	132
Freight Cost (\$/Ton/Mile):	0.16
Area Cost Factor:	1.12
RPMA Non-Payroll Costs (\$K/Year):	5,814
RPMA Payroll Costs (\$K/Year):	2,825
Communications Costs (\$K/Year):	0
Base Ops Non-Payroll Costs (\$K/Year):	39,504
Base Ops Payroll Costs (\$K/Year):	22,560
Family Housing Costs (\$K/Year):	101
CHAMPUS On-Base In-Patient Cost/Visit (\$):	0
CHAMPUS On-Base Out-Patient Cost/Visit (\$):	0
CHAMPUS Shift To Medicare	0.0%

PUTDAT.RPT - Page 7

INPUT SCREEN SIX - BASE PERSONNEL INFO (COBRA v4.04) - Page 7  
 Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Name: Base A, VA	1994	1995	1996	1997	1998	1999
Officer FS Chg:	0	0	0	0	0	0
Enlisted FS Chg:	0	0	0	0	0	0
Civilian FS Chg:	-23	0	0	0	0	0
Officers Elim:	2	0	0	0	0	0
Enlisted Elim:	0	0	0	0	0	0
Civilians Elim:	95	0	0	0	0	0
Caretakers - Mil:	0	0	0	0	0	0
Caretakers - Civ:	0	0	0	0	0	0
CHAMPUS InPat/Yr:	0	0	0	0	0	0
CHAMPUS OutPat/Yr:	0	0	0	0	0	0

Name: Receiving Base, VA	1994	1995	1996	1997	1998	1999
Officer FS Chg:	0	0	0	0	0	0
Enlisted FS Chg:	0	0	0	0	0	0
Civilian FS Chg:	0	-21	0	0	0	0
Officers Elim:	0	0	0	0	0	0
Enlisted Elim:	0	0	0	0	0	0
Civilians Elim:	0	0	0	0	0	0
Caretakers - Mil:	0	0	0	0	0	0
Caretakers - Civ:	0	0	0	0	0	0
CHAMPUS InPat/Yr:	0	0	0	0	0	0
CHAMPUS OutPat/Yr:	0	0	0	0	0	0

INPUTDAT.RPT - Page 8

INPUT SCREEN SEVEN - MILCON BASE INFO (COBRA v4.04) - Page 8  
 Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Name: Base A, VA			
Description	Category	New Con	Rehab Cost (\$K)
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0
(Other)		0	0

INPUTDAT.RPT - Page 11

STANDARD FACILITY FACTORS (COBRA v4.04) - Page 11  
 Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

RPMA Building SF Cost Index	0.70
BOS Index (RPMA vs population)	0.81
(Indices are used as exponents)	
Support for Move Factor	10.00%
Caretaker Costs:	
-----	
Administrative Space Needs (SF/Caretaker)	195.00
Percentage of Original RPMA Cost	10.00%
Mothball Cost (\$/SqFt)	1.24
Discount Rate for NPV.RPT/ROI:	7.0%
Inflation Rate for NPV.RPT/ROI:	0.0%
Inflation Rate	1994 1995 1996 1997 1998 1999
for FINANCE.RPT:	0.0% 3.3% 3.2% 3.2% 3.2% 3.2%
Average Bachelor Quarters Size (SF):	220.00
Average Family Quarters Size (SF):	1.00
Rehabilitation Cost vs. New Construction Cost	75.00%
Information Management Account	0.00%
Design Rate	9.00%
Supervision, Inspection, OverHead Rate	6.00%
Contingency Planning Rate	5.00%
Site Preparation Rate	39.00%

INPUTDAT.RPT - Page 12

STANDARD TRANSPORTATION FACTORS (COBRA v4.04) - Page 12  
 Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Material per Assigned Person (Lbs)	710
HHG Weight Per Officer Family (Lb)	15,146.00
HHG Weight Per Enlisted Family (Lb)	8,197.00
HHG Weight Per Military Single (Lb)	6,921.00
HHG Weight Per Civilian (Lb)	18,000.00
Household Goods Cost (\$/100Lb)	32.85
(Includes Packing, Unpacking, Storage, and Misc. Costs)	
Shipping Loss Rate	2.0%
Equipment Packing & Crating Cost (\$/Ton)	850.00
Military Light Vehicle Cost (\$/Mile)	0.30
Heavy or Special Vehicle Cost (\$/Mile)	3.68
Pers Owned Vehic Reimburse (\$/Mile)	0.18
Air Transport Per Passenger Mile (\$)	0.15
Misc Expenses Per Direct Employee (\$)	700.00
Avg Military Service Tour Length (Years)	4.17
Routine PCS Costs/Person/Tour (\$)	3,263.00
One-Time Officer PCS Cost (\$)	3,173.00
One-Time Enlisted PCS Cost (\$)	1,022.00

MILCONAS.RPT - Page 1

MILITARY CONSTRUCTION ASSETS (COBRA v4.04)  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Group :  
Service : NAVY  
Option Package : Base A

MilCon for Base: Base A, VA

All Costs in \$K

Description:	MilCon Categ	Using Rehab Rehab Cost*	New MilCon Cost*	New Cost*	Total Cost*
-----					
		Total Construction Cost:			0
		+ Cost for Land Purchases:			0
		- Construction Cost Avoid:			0
-----					
		TOTAL:			0

\* MilCon Costs include Site Preparation Costs, Design Costs, Contingency Planning Costs and SIOH Costs where applicable

If no MILCON is identified for an activity, why print a page for that activity? In addition, the format could be improved so that columns don't "run into" one another.



**MISSION.RPT - Page 1**

MISSION COSTS (COBRA v4.04)  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Group :  
Service : NAVY  
Option Package : Base A

Yearly Cost Breakout (\$K)

	1994	1995	1996	1997	1998	1999*
	----	----	----	----	----	----
Mission Costs	0	0	0	0	0	0
Mission Savings	0	0	0	0	0	0
Net Mission Costs	0	0	0	0	0	0

\* These values also apply to Beyond Year calculations.

**This report does not appear to be of any added value - it simply repeats information available in other reports.**

NET PRESENT VALUES REPORT (COBRA v4.04)  
 Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

Year	Cost (\$)	Inflated Cost (\$)	NPV (\$)
1994	28,348,453	28,348,453	27,405,484
1995	1,115,378	1,115,378	28,413,220
1996	-3,648,621	-3,648,621	25,332,378
1997	-3,648,621	-3,648,621	22,453,087
1998	-3,648,621	-3,648,621	19,762,161
1999	-3,648,621	-3,648,621	17,247,276
2000	-3,648,621	-3,648,621	14,896,917
2001	-3,648,621	-3,648,621	12,700,319
2002	-3,648,621	-3,648,621	10,647,425
2003	-3,648,621	-3,648,621	8,728,831
2004	-3,648,621	-3,648,621	6,935,753
2005	-3,648,621	-3,648,621	5,259,980
2006	-3,648,621	-3,648,621	3,693,836
2007	-3,648,621	-3,648,621	2,230,150
2008	-3,648,621	-3,648,621	862,220
2009	-3,648,621	-3,648,621	-416,220
2010	-3,648,621	-3,648,621	-1,611,023
2011	-3,648,621	-3,648,621	-2,727,662
2012	-3,648,621	-3,648,621	-3,771,249
2013	-3,648,621	-3,648,621	-4,746,565

**This report is really only useful for illustrative purposes when discussing 20 Year Net Present values, Return on Investment, etc. The report would be more easily understood if it had a column that actually showed the discounted value of the cashflow in each year, rather than having to calculate this figure by subtracting the yearly entries in the "NPV (\$)" column.**

OVERHEAD.RPT - Page 1

OVERHEAD COSTS REPORT (COBRA v4.04)  
Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

(All values in Dollars)

1994	Admin/Supp Cost	1,028,100
	+ Uniq Operating Cost	0
	+ RPMABOS Change	3,633,983
	+ Mothball Cost	169,260
	+ Caretaker Cost	0
	+ Maintain Space	0
	+ Misc Recur Cost	0
	+ Uniq Other Cost	0
	- Uniq Operating Savings	0
	- Uniq Other Savings	0
	-----	
	Total Overhead Cost	4,831,343
1995	Admin/Supp Cost	0
	+ Uniq Operating Cost	0
	+ RPMABOS Change	-804,940
	+ Mothball Cost	0
	+ Caretaker Cost	0
	+ Maintain Space	0
	+ Misc Recur Cost	1,064,000
	+ Uniq Other Cost	0
	- Uniq Operating Savings	0
	- Uniq Other Savings	0
	-----	
	Total Overhead Cost	259,059
1996	Admin/Supp Cost	0
	+ Uniq Operating Cost	0
	+ RPMABOS Change	-804,940
	+ Mothball Cost	0
	+ Caretaker Cost	0
	+ Maintain Space	0
	+ Misc Recur Cost	1,966,000
	+ Uniq Other Cost	0
	- Uniq Operating Savings	0
	- Uniq Other Savings	0
	-----	
	Total Overhead Cost	1,161,059

Does anyone use this report?

PERSONNEL MOVEMENT REPORT (COBRA v4.04)  
 Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

Base A, VA		Gains	Losses	Net Gains
		-----	-----	-----
1994:	Civilians	0	504	-504
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	2	-2
	Total	0	506	-506
1995:	Civilians	0	0	0
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	0	0
	Total	0	0	0
1996:	Civilians	0	0	0
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	0	0
	Total	0	0	0
1997:	Civilians	0	0	0
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	0	0
	Total	0	0	0
1998:	Civilians	0	0	0
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	0	0
	Total	0	0	0
1999:	Civilians	0	0	0
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	0	0
	Total	0	0	0
TOTAL:	Civilians	0	504	-504
	+ Students	0	0	0
	+ Enlisted	0	0	0
	+ Officers	0	2	-2
	Total	0	506	-506

This report is cumbersome. It does not distinguish between Force Structure Reductions and BRAC-related actions. It prints a page for each activity, even if no one relocates or is eliminated. The summary "Box" page would be much more useful if it actually were presented as a one page "Migration Table" diagram with arrows, numbers, etc., showing where personnel are relocated, etc.

TOTAL MIL	88	90	+2
Civilians	3,608	4,091	+483
TOTAL	3,696	4,181	+485

ERSONNE.RPT - Page 1

PERSONNEL COSTS REPORT (PERSONNE.RPT) (COBRA v4.04)  
Data As Of 09:03 10/13/1993, Report Created 09:28 10/13/1993

(All values in Dollars)

1994	Housing Allowance	8,232
	- Officer Salary Saved	64,214
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	2,344,742
	- Eliminated Military	-6,346
	-----	
	Total Personnel Cost	-2,394,378
1995	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	- Eliminated Military	0
	-----	
	Total Personnel Cost	-4,809,681
1996	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	- Eliminated Military	0
	-----	
	Total Personnel Cost	-4,809,681
1997	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	- Eliminated Military	0
	-----	
	Total Personnel Cost	-4,809,681

ERSONEL.RPT - Page 2

PERSONNEL COSTS REPORT (PERSONNE.RPT) (COBRA v4.04) - Page 2  
Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

(All values in Dollars)

1998	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	- Eliminated Military	0
	-----	
	Total Personnel Cost	-4,809,681
1999	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	- Eliminated Military	0
	-----	
	Total Personnel Cost	-4,809,681
Beyond	Housing Allowance	8,232
	- Officer Salary Saved	128,428
	- Enlisted Salary Saved	0
	- Civilian Salary Saved	4,689,485
	-----	
	Total Personnel Cost	-4,809,681

Does anyone use this report?

RPMABOS.RPT - Page 1

RPMA/BOS CHANGE REPORT (COBRA v4.04)  
 Data As Of 09:03 10/13/1993, Report Created 09:29 10/13/1993

(All values in Dollars)

1994	RPMA Changes	-19,990
	+ BOS Changes	3,653,974
	+ Housing Changes	0
	-----	
	Total Changes	3,633,983
1995	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940
1996	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940
1997	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940
1998	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940
1999	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940
Beyond	RPMA Changes	-52,000
	+ BOS Changes	-752,940
	+ Housing Changes	0
	-----	
	Total Changes	-804,940

Does anyone use this report?

# Document Separator



## **DoD SELECTION CRITERIA**

*IN SELECTING MILITARY INSTALLATIONS FOR CLOSURE OR REALIGNMENT, DOD, GIVING PRIORITY CONSIDERATION TO MILITARY VALUE (THE FIRST FOUR CRITERIA BELOW), WILL CONSIDER:*

### **MILITARY VALUE:**

1. THE CURRENT AND FUTURE MISSION REQUIREMENTS AND THE IMPACT ON OPERATIONAL READINESS OF DOD'S TOTAL FORCE.
2. THE AVAILABILITY AND CONDITION OF LAND AND FACILITIES AT BOTH THE EXISTING AND POTENTIAL RECEIVING LOCATIONS.
3. THE ABILITY TO ACCOMMODATE CONTINGENCY, MOBILIZATION, AND FUTURE TOTAL FORCE REQUIREMENTS AT BOTH THE EXISTING AND POTENTIAL RECEIVING LOCATIONS.
4. THE COST AND MANPOWER IMPLICATIONS.

### **RETURN ON INVESTMENT:**

5. THE EXTENT AND TIMING OF POTENTIAL COST SAVINGS, INCLUDING THE NUMBER OF YEARS, BEGINNING WITH THE DATE OF COMPLETION OF THE CLOSURE OR REALIGNMENT, FOR THE SAVINGS TO EXCEED THE COSTS.

### **COMMUNITY IMPACTS:**

6. THE ECONOMIC IMPACT ON COMMUNITIES.
7. THE ABILITY OF BOTH THE EXISTING AND POTENTIAL RECEIVING COMMUNITIES' INFRASTRUCTURE TO SUPPORT FORCES, MISSIONS, AND PERSONNEL.
8. THE ENVIRONMENTAL IMPACT.

# Document Separator

# Document Separator

DM



ACQUISITION AND TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010



MAY 31 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMPTROLLER  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL  
INSPECTOR GENERAL  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: 1995 Base Realignments and Closures (BRAC 95) -- Policy Memorandum One

Background

Deputy Secretary of Defense memorandum of January 7, 1994, (attached) established policy, procedures, authorities, and responsibilities for selecting bases for realignment or closure under Public Law (P.L.) 101-510, as amended, for the 1995 base closure process (BRAC 95). This memorandum is the first in a series of Under Secretary of Defense for Acquisition and Technology (USD(A&T)) policy memoranda implementing the Deputy Secretary's BRAC 95 guidance.

Application of P.L. 101-510 Thresholds

This guideline amplifies the DepSecDef January 7, 1994, policy guidance on P.L. 101-510 numerical thresholds.

In determining whether the Act's numerical closure or realignment thresholds are met, independent actions that result in closures or realignments shall be considered separately. In other words, independent actions affecting an individual installation need not be aggregated to apply the numerical thresholds of the Act. However, closure or realignment actions shall not be broken into smaller increments for the purpose of avoiding application of the Act. Subject to the foregoing, independent closure or realignment actions that do not exceed the numerical thresholds set forth in the Act may proceed outside the established BRAC 95 process. Questions regarding whether or not proposed actions are independent should be referred to DoD Components' General Counsel.



Conversely, as the DoD Components review their base structure or conduct functional studies with base closure or realignment impacts, a determination must be made as to whether a comprehensive review or study impacting more than one installation should be considered a single action under P.L. 101-510. To be considered a single action, the review or study must:

- (1) Result in the closure or realignment of at least one installation which would trigger the numerical thresholds of P.L. 101-510; and
- (2) Involve inextricably linked elements, in that failure to proceed with any one element of the action would require reevaluation of the entire action.

#### Capacity/Military Value Analyses

An early step in BRAC 95 evaluations is determining whether a category/subcategory has potential excess capacity for the end state force levels contained in the Force Structure Plan. Should no excess capacity be found in a category/subcategory, there is no need to continue analyzing that portion of the base structure, unless there is a military value or other reason to continue the analysis (such as a cross-category opportunity to look at installations with similar capabilities, but in different categories). Bases in such categories/subcategories shall remain subject to joint cross-service review and remain available as potential receivers of missions or functions.

Conversely, if a DoD Component recommends a base for closure or realignment, the supporting analysis must have considered all bases within that category/subcategory, as well as cross-category opportunities. If, in applying the military value criteria, you find bases that are militarily/geographically unique or mission-essential (such that no other base could substitute for them) you may justify that fact and exclude these bases from further analysis. Bases so excluded shall remain subject to joint cross-service review and remain available as potential receivers of missions or functions.

#### Return on Investment (ROI)

Return on investment must be calculated, considered and reported with DoD Components' justifications for each recommended installation closure or realignment package. All costs and savings attributable over time to a closure or realignment package, subject to the below guidance, should be calculated, including costs or savings at receiving locations. Costs or savings elements that are identified, but determined to be insignificant, need not be calculated. However, DoD Component records should indicate that determination.

The Cost of Base Realignment Actions (COBRA) model calculates return on investment. DepSecDef's January 7, 1994, policy memorandum requires the DoD Components to use the most current COBRA version, in order to ensure consistency in methodology. Although the model does not produce budget quality data, it uses standard cost factors and algorithms to estimate costs and savings over time which permit a consistent comparison of bases in a functional or installation category.

We recognize that DoD Component planning and accounting mechanisms are sufficiently different to warrant some Department/Agency specific standard cost factors in the COBRA model. DoD Component documentation must justify the use of such cost factors, particularly when performing cross-service analysis.

Specific instructions follow for the calculation of discount and inflation rates, health care costs, Homeowners Assistance Program, and savings for input to the COBRA model.

- o Discount and Inflation Rates OMB Circular A-94 specifies the discount and inflation rates to be used in ROI calculations.

- o Health Care Costs

- oo CHAMPUS Costs Base closures and realignments can have an impact on CHAMPUS costs DoD-wide. These net cost impacts must be included in analysis of closures or realignments involving Military Treatment Facilities.

- o Homeowners Assistance Program (HAP) The Secretary of the Army will provide each DoD Component with a list of installations that have a reasonable probability of having a HAP program approved, should the installations be selected for closure or realignment. HAP costs will be included for each of the installations so identified by the Secretary of the Army.

- o Land Value Given existing law and practice regarding the disposal of real property, especially public benefit and economic development transfers, proceeds from the sale of land and facilities generally may not be realized. In cases where some proceeds can be expected, DoD Components must estimate the amount to be received for such real property. Estimated land and facility proceeds will generally be based on the anticipated reuse of the land and facilities, assuming appropriate zoning. Also, where an installation has unique contamination problems, a portion of the installation may have to be segregated from disposal so that community reuse may proceed on the balance. Estimated proceeds should be adjusted: for any such parceling, including discounting proceeds when sale of contaminated property is possible only after the cleanup remedy has been installed and

approved; for reduced prices where property is likely to be sold for restricted uses; or, when significant public benefit or economic development transfers are anticipated.

- o Force Structure Savings The savings associated with force structure drawdowns shall not be included in the return on investment calculations. While declining force structure, as depicted in the required Force Structure Plan, will often be the underlying reason for recommending base closures or realignments, the savings associated with closing bases should generally be founded on the elimination of base operating support (BOS), infrastructure and related costs.

- o Military Construction DoD Components will describe anticipated construction requirements (barracks square feet, etc.) to implement a BRAC recommendation and not actual projects. These requirements only become projects during the implementation phase after the 1995 Commission reports to the President and after installation site surveys are conducted and formal project documents (DD 1391s) are prepared.

- o Construction Cost Avoidances Closing and realigning bases can result in construction cost avoidances. Cost avoidances should include FY96-01 programmed military and family housing construction that can be avoided at the closing or realigning bases, other than new-mission construction.

#### COBRA Model Assumptions

The following statements clarify certain cost assumptions written into the COBRA model:

- o Local Moves Moves of less than 50 miles will not incur PCS moving costs.

- o Priority Placement System Costs. Sixty percent of all employees will be placed in other jobs through the DoD Priority Placement Program. Fifty percent of all employees placed in other jobs through the Program will be relocated at government expense. These percentages are based on historical data.

- o Employee Attrition and Turnover. Fifteen Percent of all employees will not need to be placed or severed due to normal attrition and turnover.

- o Retirement Factors. Fifteen percent of all employees are eligible for retirement. Five percent of those are eligible for normal retirement and ten percent are eligible for early retirement.

Each JCSG is currently supported in its evaluations by a Joint Cross-Service Working Group (JCSWG), variously referred to as "sub-groups", "study teams" or "technical and support groups." JCSWGs will adapt the linear programming (optimization) model to assist each JCSG in its analysis and aid in developing alternatives. All JCSGs will be supported by a single Tri-Department BRAC Group consisting of representatives from each Military Department, which will execute runs of the linear programming (optimization) model, using certified data, according to the objective functions and policy imperatives provided by the JCSGs and the management controls required by the internal control plan. JCSG alternatives can be derived from any number of combinations of objective functions and policy imperatives as long as they have been previously approved by the Chairman of the BRAC 95 Steering Group.

The Military Departments will conduct their individual BRAC processes in parallel with the JCSG analyses, to determine the relative military value of their installations. JCSG products such as functional value may be used to assist in determining installation military value. If it is useful to a JCSG in developing its alternatives for analysis, a JCSG may solicit the guidance of the Military Departments concerning the military value of installations. It must be recognized that any such guidance must necessarily be preliminary and will not constitute a final determination of military value or of suitability for closure or realignment.

The JCSGs and the Military Departments will then review the sets of optimization model outputs. Working together, the JCSGs and the Military Departments will apply their collective judgment to develop feasible functional alternatives to facilitate cross-service actions that will strive to maximize infrastructure (overhead) reductions at minimal cost. This cooperative work by the JCSGs and the Military Departments should be completed in time for the BRAC 95 Review Group to consider any issues that may be appropriate and to leave sufficient time for the Military Departments to formulate their recommendations. The JCSGs and Military Departments will continue to interact during November and December as the Military Departments consider cross-service alternatives in their respective BRAC analytical processes.

The Military Departments will present their recommendations for closure and realignment to the Secretary of Defense no later than mid-February, 1995. The Military Departments will provide the Secretary of Defense a status report, to include all preliminary closure and realignment candidates, by January 3, 1995. The Office of the Assistant Secretary of Defense for Economic Security will staff the Military Department recommendations within the Office of the Secretary of Defense. The BRAC 95 Review Group or OSD principals may solicit the opinion of or task the JCSG's during this period, if and as appropriate.

The process described above involves appropriate interaction between JCSG and Military Department analyses and permits consideration of joint functional alternatives to be incorporated within the existing BRAC process of the Military Departments. If you have questions concerning the process, please contact Mr. Robert Bayer, Deputy Assistant Secretary of Defense for Installations, 703-697-1771.

  
Joshua Gotbaum

Attachment





ECONOMIC  
SECURITY

3300 DEFENSE PENTAGON  
WASHINGTON DC 20301-3300



November 23, 1994

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES**

**SUBJECT: 1995 Base Realignments and Closures (BRAC 95) -- Policy Memorandum Two --  
Joint Cross-Service Group Functional Analysis Process**

This memorandum summarizes the process, involving both Joint Cross-Service Groups (JCSGs) and the individual Military Departments, for developing BRAC alternatives in situations involving such common support functions as labs, depots, test & evaluation, undergraduate pilot training and medical facilities.

JCSGs will determine a functional value for each of the common support functions at each activity within their jurisdiction. These functional values will be independent of the military value of any installation, which is separately determined by the Military Departments. The assessments of functional value and assessments of functional capacity and requirements, using certified data, will then be incorporated into JCSG analyses of possible functional closure or realignment alternatives. The JCSG's (which include representatives from the Military Departments) will use their expertise and judgment to develop these functional closure or realignment alternatives.

To assist them as an analytic tool in this process, the JCSGs will use a linear programming optimization model (documentation attached) to the maximum extent possible. The model provides a basis for further analysis and the application of judgment in developing functional alternatives. While the model has value in assessing alternatives for relocations and consolidations of common support functions, it cannot by itself make recommendations regarding closures or realignments of installations. Those can be made only by the Military Departments or the BRAC 95 Review Group, reflecting judgment concerning the military value of installations, based on the final criteria and the six-year force structure plan.

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o Homeowner's Assistance Program (HAP). The HAP home value rate is 22.9 percent. The HAP receiving rate is 5 percent.

o Students For the purposes of return on investment calculations, relocation of students will only impact the COBRA model's calculation of overhead costs, and as appropriate, estimates of military construction requirements.

#### Receiving Bases

DoD Components must identify receiving bases for large units or activities, including tenants, which are to be relocated from closing or realigning bases. Such relocations must be included in DoD Component's recommendations to the Secretary of Defense. The COBRA model will calculate the costs for relocating such units or activities. DoD Components do not need to identify specific receiving bases for units or tenants with less than 100 civilian/military employees. Finding homes for these activities can be left to execution. However, DoD Components should establish a generic "base x" within the COBRA model to act as the surrogate receiving base for the aggregation of these smaller units or activities, in order to ensure completeness of cost and savings calculations.

#### Reserve Enclaves

This expands on the DepSecDef January 7, 1994, policy guidance on Reserve Component impacts.

On each base designated for closure or realignment, the future of guard and reserve units of all Military Departments residing on or receiving support from that base must be considered. Once a decision has been made to include an enclave or to relocate guard and reserve units, the affected unit identifications must be included in the DoD Components' recommendations to the Secretary of Defense. Military construction and repair costs of fitting out an enclave for reserve component or guard use will be estimated and included as part of the return on investment calculations.



R. Noel Longuemare  
Principal Deputy Under Secretary of  
Defense (Acquisition & Technology)

# **Joint Cross-Service Analysis Tool User's Guide**

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## **Executive Summary**

### **Background**

The Deputy Secretary of Defense established policy for the Department of Defense 1995 base realignment and closure (BRAC 95) process with strong emphasis on cross-service opportunities. This document describes operations and capabilities of the common analytical tool to assist Joint Cross-Service Groups (users) in the development of cross-service alternatives as part of the BRAC process.

### **Analytical Tool**

A standard tool often used to develop optimal solutions to complex allocation problems is the mixed-integer, linear program (MILP). The cross-service analysis of allocations of common support functional requirements to Military Department sites and activities is a complex allocation problem.

The MILP formulation described in this document can be used to develop cross-service functional alternatives. The data elements required for this tool are derived from the certified data available to the user. Policy imperatives and other constraints and considerations can be incorporated into the model to allow the tailoring of formulations to accommodate functional attributes and perspectives.

The tool provides the capability to vary the objective function for a formulation in order to obtain families of solutions. A solution defines a set of functional allocations and identification of sites or activities where cross-service functional workload could be assigned. An objective function that combines military value of sites and activities with functional values is discussed in this document. This particular objective function will tend to consolidate common support functions into high military value sites or activities. At the same time, this objective function will assign common support functions to sites having high functional values. The weighting between these two goals can be parameterized to obtain families of solutions for further consideration.

Second and third best alternatives for a given formulation can be obtained using methods described in this document. These alternatives may be considered as additions to the set for further review.

Other objective functions that the user may wish to consider in addition to the one mentioned above, include minimizing excess functional capacity, minimizing the total number of sites performing cross-service functions, and maximizing the sum of functional values. This tool will also allow the user to explore the sensitivity of the optimal solution for a given formulation to particular model inputs.

The MILP formulation described provides the basic analytical tool to generate cross-service functional alternatives.

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## User's Guide Organization

This user's guide provides an overview of the analytical methodology in the next section. That section describes the products of the methodology and discusses terminology relating to what a *site or activity* is relative to a *function*.

Section 2 describes the basic data elements that are used in the methodology. Section 2 also discusses data elements in terms of what these elements are meant to represent.

The different optimization problem formulations that the user may choose to use to explore alternatives are discussed in section 3. These include finding a small set of high military value sites or activities that can perform the functional requirement, minimizing excess capacity, and minimizing the number of sites. All of these formulations are parameterized in such a way that the user can explore trade-offs between different factors, such as military value or excess capacity, and assignments of functional requirement based upon functional value. This section also discusses the incorporation of policy imperatives in the optimization problem formulations.

Section 4 demonstrates the application of each of these formulations to a notional set of data. Section 5 describes the methodology for obtaining the second and third best solutions to a given formulation. Finally, section 6 identifies the commercial software product that was used to solve the optimization example problems. Input files for this solver are included in the appendices.

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## 1. Analytical Methodology Overview

The optimization formulations described in this document require a set of data elements as inputs. All of the formulations require a functional value and functional capacity for each site capable of performing that specific cross-service function. The DoD requirement for each cross-service function is needed. Some of the formulations will also require the military values for each site.

A preliminary formulation that allocates cross-service functional requirements based upon functional capacities and functional value will be conducted. The objective function of this formulation will assign the DoD requirement for each cross-service function to sites or activities having the highest functional value for each function. These assignments will only be constrained by the functional capacities at each site. This analysis will not require the military values for the sites.

The primary formulations optimize the assignment of cross-service functions based upon military values of sites, functional values, and capacities. These formulations are very flexible in that multiple objective functions and policy imperatives modeled as constraints may be used to explore different solutions.

A standard resource allocation tool comprises the core of this analytical approach. A standard tool used to find optimal solutions to complex allocation problems is the mixed-integer, linear program (MILP). Allocation of common support functional requirements to military department sites and activities subject to constraints is a complex allocation problem.

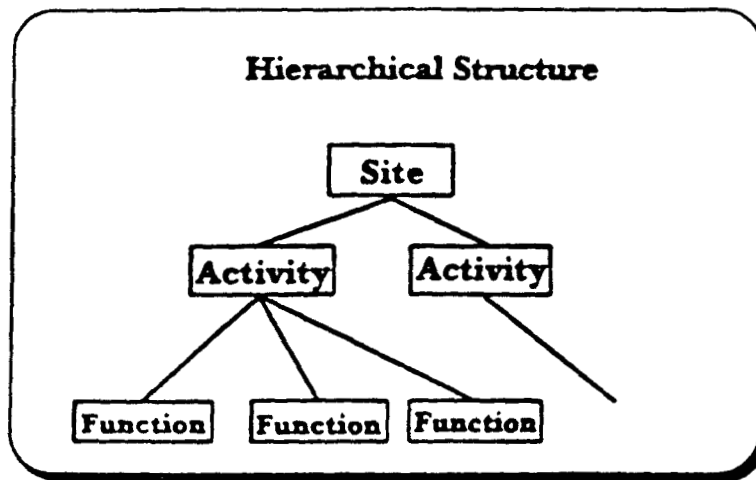
## Process Products

The following table lists the various products of the analytical approach defined in this document.

Process products	Description
Capacity analyses	Develop methodology to measure the capacity of a site or activity to perform a function. Use data call responses to calculate capacities.
Requirements analyses	For each function, develop methodology to estimate the out-year DoD requirement to perform the function. Calculate the required capacity and identify excess capacity reduction goals.
Functional value (FV) assessments	Develop measures and weights for assessing the value of performing a function at a site or an activity based upon data call responses. Provide FV for all appropriate functions and site/activity combinations.
Optimize functional requirement allocations (preliminary formulation)	Find the best allocation of functional requirements to sites or activities based solely upon functional capacities and functional values.
Optimize allocations of functional requirements to high military value sites or activities (primary formulations)	Develop solutions based upon the first three products, above, and policy imperatives. Solutions will be developed using the optimization formulations described later in this document as a tool to explore alternatives.

## Hierarchical Structure

The Office of the Secretary of Defense (OSD), the departments, and other groups all use different terms to describe the various components of infrastructure that are to be considered by the users. In this document a *site* refers to an installation, base, or station. An *activity* refers to a component of the site such as depot or test facility residing on the site. A site may have one or more activities. A *function* is the capability to perform a particular support action or produce a particular commodity. A common support function is a function. An activity includes a collection of functions. For example, a depot (an activity) may repair engines and airframes. These would be two functions performed at this activity. A function may be further broken down into subfunctions or facilities required to perform functions, but the approach described here does not consider the subfunctions or facilities. Subfunctions or facilities can be incorporated into the process described here if the appropriate data is available. The following diagram illustrates this hierarchical structure.



## 2. Data Elements

The analytical approach assumes that the following data will be available for all of the sites and functions:

Data Elements	Description
$mv_s$	Military value of site $s$ expressed as 3 (high), 2 (medium), or 1 (low).
$fv_{s,f}$	Functional value for performing function $f$ at site/activity $s$ expressed as a number from 0 (low) to 100 (high).
$cap_{s,f}$	Capacity of site/activity $s$ to perform function $f$ .
$req_f$	The total DoD requirement or goal to perform function $f$ .

The military value of a site,  $mv_s$ , should measure the overall value of the site.

The  $fv_{s,f}$  functional value for performing function  $f$  at site (or activity)  $s$  measures the capability and quality of performing work of type  $f$  at site (or activity)  $s$ . Capacity to perform a specialized subfunction that is not one of the functions called out in the formulation can be considered in calculating functional value.

## 3. Optimization Formulations

The mixed integer linear programming (MILP) model formulations, that are described below, serve as the basic analytical tools to assist users in the development of cross-service alternatives, allow for modification of formulations, and incorporation of policy imperatives.<sup>1</sup>

<sup>1</sup>A *policy imperative* is a statement that restricts the solutions that are acceptable and that can be modeled as a constraint in the formulation. An example of a policy imperative is included in one of the examples.

## Preliminary Formulation.

The preliminary formulation of the optimization problem will be solved once the initial data ( $fv_{sf}$ ,  $cap_{sf}$ ,  $req_f$ ) are available. This formulation, called **MAXFV** will maximize the functional values weighted by the assigned workload and normalized by the functional requirement. No constraints other than the functional capacities at each site and the requirement to meet the DoD requirement for each cross-service function are included in this formulation. This solution will serve as a baseline of what is possible if no other factors, such as military values of sites or costs, are considered.

For each function, this formulation will load as much of the functional DoD requirement as it can into the site or activity having the highest functional value for that function. If that site or activity does not have the capacity to accommodate the full requirement, the site or activity having the next highest functional value will be allocated any remaining requirement up to its capacity, and so on.

The mathematical description of this formulation follows:

$$\text{Maximize } \sum_{s \in S} \sum_{f \in F} l_{sf} \times fv_{sf} / req_f$$

subject to :

$$\sum_{s \in S} l_{sf} = req_f : \text{ for all functions } f \in F,$$

$$l_{sf} \leq k_{sf} \times cap_{sf} : \text{ for all sites } s \in S \text{ and } f \in F,$$

$$o_s \leq \sum_{f \in F} k_{sf} : \text{ for all sites } s \in S,$$

$$k_{sf} \leq o_s : \text{ for all sites } s \in S \text{ and } f \in F,$$

$$k_{sf} \leq \frac{l_{sf}}{\alpha \times cap_{sf}} : \text{ for all functions } f \in F \text{ and sites } s \in S,$$

$$0 \leq o_s \leq 1, \text{ integer} : \text{ for all sites } s \in S,$$

$$0 \leq k_{sf} \leq 1, \text{ integer} : \text{ for all sites } s \in S \text{ and functions } f \in F;$$

where

$S =$  The set of all sites under consideration by joint cross-service groups;

$F =$  The set of all functions under consideration by joint cross-service groups;

$o_s =$  1 if any functional requirement is assigned to the site, and 0 otherwise;

$\alpha =$  0.01. No assignment of less than one percent of capacity will be allowed.

### Decision variable

$l_{sf} =$  amount of the DoD requirement for function  $f$  to be assigned to site  $s$ .

$k_{sf} =$  1 if any amount of function  $f$  is assigned to site  $s$ , 0 otherwise.



The  $o_s$  variables are included in this formulation only to keep count of the number of sites that actually have some functional requirement assigned to them. Their inclusion in the model does not affect the assignment of the functional requirement to sites or activities. The two constraints involving the  $o_s$  variables are used to ensure that these variables are set to the correct values.

The  $k_{sf}$  variables that are structural variables that indicate whether or not any functional workload of type  $f$  has been assigned to site  $s$ . The  $\alpha$  parameter can be used to prevent small functional workload assignments. If  $\alpha$  is set to 0.01, then the minimum workload assignment of a function to a site, given that any functional workload for this function is made to this site, would be one percent of that site's capacity to perform that function. The  $\alpha$  parameter may be adjusted as required to meet the requirements of the particular user.

### Primary Formulations

These formulations explore potential cross-service functional alternatives. The basic formulation is shown below. Specification of the objective function,  $f(o_s, l_{sf}, k_{sf})$ , will create a different optimization problem.

Minimize  $f(o_s, l_{sf}, k_{sf})$

$o_s, l_{sf}, k_{sf}$

subject to

$$\sum_{s \in S} l_{sf} = req_f : \text{for all functions } f \in F,$$

$$o_s \leq \sum_{f \in F} k_{sf} : \text{for all sites } s \in S,$$

$$0 \leq l_{sf} \leq k_{sf} \times cap_{sf} : \text{for all functions } f \in F \text{ and sites } s \in S,$$

$$k_{sf} \leq o_s : \text{for all sites } s \in S \text{ and } f \in F,$$

$$k_{sf} \leq \frac{l_{sf}}{\alpha cap_{sf}} : \text{for all functions } f \in F \text{ and sites } s \in S,$$

$$0 \leq o_s \leq 1, \text{ integer} : \text{for all sites } s \in S,$$

$$0 \leq k_{sf} \leq 1, \text{ integer} : \text{for all sites } s \in S \text{ and functions } f \in F,$$

where

$S =$  The set of all sites under consideration by joint cross-service groups;

$F =$  The set of all functions under consideration by joint cross-service groups;

$\alpha =$  0.01. No assignment of less than one percent of capacity will be allowed.

### Decision variables

$o_s =$  1 if any cross-service functional requirements are assigned to the site or activity, 0 otherwise;

$l_{sf} =$  amount of the DoD requirement for function  $f$  to be assigned to site or activity  $s$ .

$k_{sf} =$  1 if any DoD requirement for function  $f$  is to be assigned to site  $s$ , 0 otherwise.

Three different optimization formulations that vary only in the specification of the objective function are discussed next.

**The MINNMV Formulation.** This formulation will find a small number of sites having the highest military value that can accommodate the DoD required workload. In addition, it will assign the DoD requirement for each cross-service function to the retained sites (or activities) having the highest functional value for that function. The purpose of this formulation is to assign, to the extent possible, the cross-service functional requirements to sites or activities having high military value and high functional values. The rationale for this approach is that sites having high military value are the ones most likely to be retained by the military departments. The objective function for this formulation is as follows:

$$\text{Minimize } f(o_s, l_{fg}, k_{sf}) = \left(\frac{w}{u_1}\right) \times \sum_{s \in S} o_s \times nmv_s - \left(\frac{100-w}{u_2}\right) \times \sum_{s \in S} \sum_{f \in F} l_{fg} \times fv_{fg}/req_f$$

$o_s, l_{fg}$

where

$0 \leq w \leq 100$       Weight parameter used to vary the emphasis between military value and functional value,

$u_1 \geq 0, u_2 \geq 0$        $u_1 = \sum_{s \in S} (4 - mv_s), u_2 = \sum_{f \in F} \max_{s \in S} fv_{sf}$

$nmv_s =$                $4 - mv_s.$

This formulation will be referred to as the MINNMV model since it minimizes the sum of  $4 - mv_s$  for retained sites or activities. Site or activities having a high military value (3) will have 1 as their value. Site or activities with low military value (1) will have 3 as their value.

The parameters  $u_1$  and  $u_2$  are used to scale the two components of the objective function. Scaling the components of the objective function enhances the ability of the solver to find a solution. Apart from the weight parameters, these scaling parameters will scale the components of the objective function to values near 1.0.

The weight parameter,  $w$ , can be varied to change the emphasis the formulation gives to military value versus functional value. If  $w = 0$ , this formulation matches the preliminary formulation (MAXFV) as site military value would have zero weight. Conversely, if  $w$  is set to a large value ( $w = 99$ ), functional value would have little weight. The MAXFV and MINNMV formulations are the same formulation, only differing in the parameter  $w$ . Varying  $w$  in the formulation allows the model to be used to create a family of solutions. These points are illustrated by an example in the next section.

The component of the objective function that addresses military value of sites,  $\sum_{s \in S} o_s \times nmv_s = \sum_{s \in S} o_s \times (4 - mv_s)$ , affects the optimal solution as follows. (For this discussion we will ignore the functional value component of the objective function,  $-\sum_{s \in S} \sum_{f \in F} l_{fg} \times fv_{fg}/req_f$ .) If there were no constraints in the formulation, i.e., satisfy the DoD requirement, the minimum value of the objective function would be achieved by setting

$o_i = 0$  for all sites since  $4 - mv_i \geq 1$  for all sites. Given that some sites have to be open, all else being equal, it is better to open a site with  $mv_i = 3$  because it increases the objective function by the least amount.

**The MINXCAP Formulation.** If the parameter  $w$  is set to a large value ( $w = 99$ ), this problem formulation will find the set of retained sites having the smallest total functional capacity but still able to perform the DoD functional requirement. Depending on  $w$ , functional assignments are also optimized. The objective function for this formulation is:

$$\text{Minimize } f(o_s, l_{ij}, k_{uh}) = \left(\frac{w}{u_1}\right) \times \sum_{i \in S} o_i \times (\sum_{j \in F} cap_{ij} / req_j) - \left(\frac{100-w}{u_2}\right) \times \sum_{i \in S} \sum_{j \in F} l_{ij} \times f v_{ij} / req_i$$

$o_s, l_{ij}, k_{uh}$

If  $w = 0$ , this formulation, like the MINNMV formulation, is also equivalent to the MAXFV formulation. If  $w$  is set to a large value, excess capacity is reduced as much as possible without regard to functional values. As in the MINNMV formulation,  $u_1$  and  $u_2$  are used to scale the components of the objective function. For this formulation  $u_1 = \sum_{i \in S} \sum_{j \in F} cap_{ij} / req_j$ . The other scale parameter  $u_2$  is set to the same value for all formulations.

**The MINSITES Formulation.** This formulation, depending on the value of  $w$ , will find the minimum-sized set of site or activities that can perform the DoD functional requirement. As in the previous formulations, if  $w = 0$ , this formulation is also equivalent to MAXFV. The objective function for this formulation is given by:

$$\text{Minimize } f(o_s, l_{ij}, k_{uh}) = \left(\frac{w}{u_1}\right) \times \sum_{i \in S} o_i - \left(\frac{100-w}{u_2}\right) \times \sum_{i \in S} \sum_{j \in F} l_{ij} \times f v_{ij} / req_i$$

$o_s, l_{ij}, k_{uh}$

If  $w$  is set to a large value, the cross-service functional workload is assigned to the smallest possible number of sites regardless of functional values. For this formulation  $u_1 = |S|$ , the number of sites in the set  $S$ .

**The MAXSFV formulation.** This formulation maximizes the sum of the functional values for all of the retained sites. The objective function for this formulation is given by:

$$\text{Maximize } f(o_s, l_{ij}, k_{uh}) = \left(\frac{w}{u_1}\right) \times \sum_{i \in S} (o_i \times \sum_{j \in F} f v_{ij}) + \left(\frac{100-w}{u_2}\right) \times \sum_{i \in S} \sum_{j \in F} l_{ij} \times f v_{ij} / req_i$$

$o_s, l_{ij}, k_{uh}$

For this formulation  $u_1 = \sum_{j \in F} \sum_{i \in S} f v_{ij}$ . If the number of sites to be retained is not constrained, all of the sites will be retained in the solution since the objective function is maximized when  $o_i = 1$  for all sites. Obtaining meaningful results with this formulation, therefore, requires a constraint on the number of sites retained.

## Policy Imperatives

A policy imperative is any statement that can be formulated as a constraint in the model. The model described here is very flexible in its capacity to handle imperatives. Examples of imperatives that can be modeled include:

- assigning functions in groups,
- increasing the average DoD military value of the sites assigned any cross-service functional workload,
- requiring the weighted functional value for a given common support function to be at least as great as some value,
- limiting the number of sites that have any cross-service functional workload assigned to them,
- requiring that each department's average military value is not allowed to go below some level,
- requiring a certain number of sites in a geographic area to remain open, and
- requiring the distribution of functional workload to follow a certain pattern, e.g., in one department, in one location, or on both coasts.

This is not an exhaustive list of the possibilities for policy imperatives. An example of a policy imperative added to the MINNMV formulation is given in the following section.

### Consistent Alternatives

The functional data and constraints from all of the users may be combined into a single formulation. In the event that two users obtain solutions that are inconsistent (e.g., the solutions have a site or activity receiving cross-service functional workload in one, and losing all of its cross-service functional workload in the other) this capability can be used to resolve the inconsistency.

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## 4. Optimization Examples

The following examples use representative, notional data to demonstrate the formulations. Three different departments, X, Y, and Z, each have 5 sites (A, B, C, D, and E). Six functions are considered: air vehicles, munitions, electronic combat, fixed-wing avionics, conventional missiles and rockets, and satellites. Table 1 shows the basic data for these sites. Table 1 also shows the DoD requirement by function and the percent of excess capacity. Percent excess capacity is calculated as

$$100 \times \left( \frac{\sum_{j \in S} cap_{ij}}{req_j} - 1 \right).$$

### Preliminary Formulation (MAXFV).

Results for the MAXFV formulation are shown in table 2. If there is no functional requirement assigned to a site, the capacity for that function is shown as zero at that site even if the site has requirements for other functions assigned. Notice that, for this solution, *all sites have some cross-service functional workload assigned.*

The column in table 2 labeled *Wgt FV* shows the weighted functional value for each function. *Wgt FV* for function  $f \in F = \frac{\sum_{i \in S} S_{ij}^{req, f}}{\sum_{i \in S} S_{ij}^{req, f}}$ . *Wgt FV* is an indicator of the quality of the cross-service allocation of the functional requirement across all sites and activities. The average *FV*, the weighted average *FV*, and the weighted percent excess capacity are also shown in the table. These three numbers are gross measures of the quality of the solution.

### Primary Formulation (MINNMV).

Table 3 shows the data for the optimal solution to the **MINNMV** formulation with  $w = 99$ . The number of sites having cross-service functional workload assigned has been reduced from 15 to six. Excess capacity is greatly reduced. The weighted percent excess capacity is only 31 percent compared to 60 for the **MAXFV** formulation. The DoD military value average is increased by 28.8 percent. The military value averages for the two departments with any sites retained have both been increased. The weighted functional value scores are not as good as the scores obtained from the **MAXFV** formulation. The average *FV* score is almost 14 points lower than for the **MAXFV** formulation.

### Primary Formulation (MINNMV) with Policy Imperative

As an example of a policy imperative, consider the following. Suppose the user responsible for the missile function determines that only two sites should perform the conventional missiles and rockets function. The optimal solution to the original **MINNMV** formulation assigned the missile function to four different sites. Modifying the **MINNMV** formulation such that only two sites are allowed to perform the missile function results in the solution shown in table 4. The optimal solution still requires only six sites to perform the cross-service functions, but the sites are different. Only four of the sites are common to both solutions. Since the model has an additional constraint, the average military value has decreased compared to the original **MINNMV** formulation.

### Parameterization of the MINNMV Formulation

Table 5 summarizes the results of varying the parameter  $w$  in the **MINNMV** formulation over the values 0, 2, 3, 5, 10, 20, 30, 40, 60, and 99. As is to be expected, the number of sites and activities with cross-service functional workload assigned and weighted functional value decrease as  $w$  increases. The average military value generally increases as  $w$  increases. Though these results pertain only to this particular example, they clearly illustrate qualitative differences between the **MAXFV** and **MINNMV** formulations. The optimal solutions to the formulation do not change as  $w$  varies over the range of 60 to 99.

This example illustrates how the parameter  $w$  can be used to generate a family of cross-service functional solutions. For instance, a user with table 5 before him could decide that from this family of solutions, the solution obtained by setting  $w = 20$  is worth exploring further since the weighted functional values are very close to the best values obtained in the **MAXFV** formulation and the weighted average percent excess capacity has been reduced from 60 to 17 percent. Table 6 displays the full output from this formulation.

Figure 1 displays this information in graphical form. The figure shows the sharp decrease in the average functional value for conventional missiles and rockets when  $w$  is changed from 20 to 30. The figure also displays the increase in average military value that is achieved by using the MINNMV formulation.

#### Primary Formulation (MINXCAP)

Table 7 shows the output of the MINXCAP formulation with  $w = 99$ . As would be expected, this formulation produces a solution that greatly reduces excess capacity, but the weighted functional values have suffered. The weighted average percent excess capacity has been reduced to almost 6 percent.

#### Primary Formulation (MINSITES)

The results of using the MINSITES formulation with  $w = 99$  are given in table 8. The optimal solution retains only six sites. The sites are different than the sites retained in the MINNMV solution.

#### Primary Formulation (MAXSFV)

The results of using the MAXSFV formulation with the number of retained sites constrained to be no more than six are displayed in table 9.

#### Summary of Formulation Results

The following table summarizes the basic statistics for the five formulations.

Statistics	MAXFV	MINNMV	MINXCAP	MINSITES	MAXSFV
Sites retained	15	6	7	6	6
Weighted avg. percent excess capacity	60.37	31.39	6.11	12.14	24.1
Weighted average FV	84.7	73.9	74.2	76.5	62.9
Average military value	2.2	2.83	2	2.67	2.67

### 5. Generating Alternatives

Alternative solutions, in terms of the retained sites or activities, may be obtained by excluding a set of retained or open sites from a formulation. For example, the optimal solution obtained from the MINNMV formulation (see table 3) retains sites  $XA, XC, XD, ZA, ZB,$  and  $ZD$ . To find another optimal solution with the same objective function value or the next best solution, we define the set  $\Delta_1 = \{XA, XC, XD, ZA, ZB, ZD\}$  and add the following constraints to the MINNMV formulation:

$$\sum_{i \in \Delta_1} o_i \leq |\Delta_1| - \alpha \text{ (condition 1)}$$

$$\sum_{i \in S-\Delta_1} o_i \geq \beta \text{ (condition 2)}$$

$$\alpha + \beta \geq 1$$

$$\alpha = 0, 1 \text{ and } \beta = 0, 1.$$

A solution that satisfies either condition 1 ( $\alpha = 1$ ) or condition 2 ( $\beta = 1$ ) will be different from the original optimal solution. The formulation given above guarantees that at least one of these two conditions will hold at the optimal solution. The second best solution to the MINNMV formulation is given in table 10. The second-best solution retains sites XC, XD, YC, ZA, ZB, ZD. This solution actually has weighted functional values that are superior to those of the original optimal solution for some of the functions. Comparing values in tables 3 and 10, it would be difficult to argue that the optimal solution is clearly superior to the solution given in table 10.

If we define the set  $\Delta_2 = \{XC, XD, YC, ZA, ZB, ZD\}$ , then the following formulation can be used to find the third best solution:

$$\sum_{i \in \Delta_1 \cap \Delta_2} o_i \leq |\Delta_1 \cap \Delta_2| - \alpha \text{ (condition 1)}$$

$$\sum_{i \in \Delta_1 \cap \Delta_2} o_i \geq \beta \text{ (condition 2)}$$

$$\left. \begin{array}{l} \sum_{i \in \Delta_1 - \Delta_2} o_i \geq \gamma \\ \sum_{i \in \Delta_2 - \Delta_1} o_i \geq \gamma \end{array} \right\} \text{ (condition 3)}$$

$$\alpha + \beta + \gamma \geq 1$$

$$\alpha = 0, 1, \beta = 0, 1, \text{ and } \gamma = 0, 1.$$

Any solution that satisfies any one of the three conditions will be different from the first two solutions. Table 11 shows the third best solution. Comparing table 11 to tables 3 and 10 results in a less compelling case for the strength of the third best alternative. Based upon this type of comparison, the first two solutions would be subjected to further analysis before selecting one as a recommendation.

## 6. Optimization Software

The solutions to these optimization problems were obtained using the commercially-available, IBM Optimization Subroutine Library (OSL)<sup>2</sup> interfaced with AMPL<sup>3</sup>. The text file describing these formulations in the AMPL format is contained in appendix A. Note that all of the different objective functions are defined in this single text file. This file contains the code required to generate the second and third best alternatives. The AMPL-format data file for the

<sup>2</sup>Optimization with OSL by Ming S. Hung, Walter O. Rom, and Allan D. Waren, published by The Scientific Press.

<sup>3</sup>AMPL: A Modeling Language for Mathematical Programming by Robert Fourer, David M. Gay, and Brian Kernighan, published by The Scientific Press, 1993.

example is given in appendix B. These files are processed by the AMPL/OSL package to produce the outputs discussed in the examples section of this document.



**Table 1. Joint Cross-Service Analysis Example  
Basic Data**

Function	Department															Totals	
	X					Y					Z						
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E		
<b>Capacities</b>																	
Air vehicles	450	7000	2500	0	0	5000	500	0	0	0	3000	1200	0	2857	0	22,507	
Munitions	850	200	4500	0	0	300	0	2000	0	0	1000	0	1000	0	0	9,850	
Electronic combat	3000	0	0	0	0	1000	0	0	0	0	2000	0	0	1543	20	7,583	
Fixed-wing avionics	0	0	250	3500	0	0	0	400	3500	0	1000	4000	0	2000	500	15,150	
Conv. missiles/rockets	0	0	200	0	3000	0	0	200	100	2000	3000	700	200	300	200	9,900	
Satellites	0	0	300	4000	0	0	0	500	0	0	250	50	0	300	2200	7,600	
<b>Function FV Scores</b>																	
Air vehicles	50	70	68	0	0	57	72	0	0	0	81	92	0	88	0		
Munitions	88	71	58	0	0	54	0	88	0	0	72	0	75	0	0		
Electronic combat	67	0	0	0	0	91	0	0	0	0	52	0	0	78	77		
Fixed-wing avionics	0	0	92	94	0	0	0	78	69	0	72	93	0	68	71		
Conv. missiles/rockets	0	0	62	0	89	0	0	59	93	92	56	59	50	65	91		
Satellites	0	0	71	58	0	0	0	64	0	0	85	61	0	73	93		
<b>Department Military Value</b>	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1		

Function	DoD req.	Pct. excess
Air vehicles	9,463	137.8
Munitions	5,503	79.0
Electronic combat	3,234	133.9
Fixed-wing avionics	3,775	301.3
Conv. missiles/rockets	3,743	164.5
Satellites	2,480	206.5

Table 2. MAXFV Model Output

Function	Department															Retained totals	
	X					Y					Z						
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E		
Retain=1, Close=0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1		
<b>Capacities</b>																<b>Percent excess</b>	
Air vehicles	0	7000	0	0	0	0	500	0	0	0	3000	1200	0	2857	0	14557	53.8
Munitions	850	200	4500	0	0	0	0	2000	0	0	1000	0	1000	0	0	9550	73.5
Electronic combat	3000	0	0	0	0	1000	0	0	0	0	0	0	0	1543	20	5563	72.0
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500	98.7
Conv. missiles/rockets	0	0	0	0	3000	0	0	0	100	2000	0	0	0	0	200	5300	41.6
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	300	2200	2750	10.9
																<b>Wgt. avg.</b>	<b>60.37</b>
<b>Workload assigned</b>																<b>Totals</b>	
Air vehicles	0	1908	0	0	0	0	500	0	0	0	3000	1200	0	2857	0	9483	
Munitions	850	200	453	0	0	0	0	2000	0	0	1000	0	1000	0	0	5503	
Electronic combat	671	0	0	0	0	1000	0	0	0	0	0	0	0	1543	20	3234	
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775	
Conv. missiles/rockets	0	0	0	0	1443	0	0	0	100	2000	0	0	0	0	200	3743	
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	30	2200	2480	
Department avg. MV																	
Percent change	2.4					1.8					2.4						
	-0.0					0.0					-0.0						

DoD average MV 2.20  
 Percent change 0.0

DoD weighted FVs	
Function	Wgt FV
Air vehicles	81.2
Munitions	79.8
Electronic combat	79.7
Fixed-wing avionics	93.9
Conv. missiles/rockets	90.8
Satellites	92.0
Average FV	86.2
Weighted avg. FV	84.7

Table 3. MINNMV Model Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	0	1	1	0	0	0	0	0	0	1	1	0	1	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	9557
Munitions	850	0	4500	0	0	0	0	0	0	0	1000	0	0	0	0	6350
Electronic combat	3000	0	0	0	0	0	0	0	0	0	0	0	0	1543	0	4543
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	3000	700	0	300	0	4200
Satellites	0	0	300	4000	0	0	0	0	0	0	250	50	0	300	0	4900
																Wgt. avg.
																31.39
Workload assigned																Totals
Air vehicles	0	0	2408	0	0	0	0	0	0	0	3000	1200	0	2857	0	9483
Munitions	850	0	3653	0	0	0	0	0	0	0	1000	0	0	0	0	5503
Electronic combat	1891	0	0	0	0	0	0	0	0	0	0	0	0	1543	0	3234
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	2543	700	0	300	0	3743
Satellites	0	0	300	1580	0	0	0	0	0	0	250	50	0	300	0	2480
Department avg. MV			2.7					0.0					3.0			
Percent change			11.1					-100.0					25.0			

Percent excess

DoD average MV  
Percent change2.83  
28.8

DoD weighted FVs	
Function	Wgt FV
Air vehicles	80.6
Munitions	65.2
Electronic combat	72.2
Fixed-wing avionics	93.9
Conv. missiles/rockets	57.6
Satellites	64.2
Average FV	72.3
Weighted avg. FV	73.9

Table 4. MINNMV Model with Policy Iterative Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	0	1	1	1	1	0	0	0	0	0	1	0	0	1	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities	0	7000	0	0	0	0	0	0	0	0	3000	0	0	2857	0	12857
Air vehicles	0	200	4500	0	0	0	0	0	0	0	1000	0	0	0	0	5700
Munitions	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543
Electronic combat	0	0	250	3500	0	0	0	0	0	0	1000	0	0	0	0	4750
Fixed-wing avionics	0	0	0	0	3000	0	0	0	0	0	3000	0	0	0	0	6000
Conv. missiles/rockets	0	0	300	4000	0	0	0	0	0	0	250	0	0	300	0	4850
Satellites																
Workload assigned	0	3608	0	0	0	0	0	0	0	0	3000	0	0	2857	0	9463
Air vehicles	0	200	4303	0	0	0	0	0	0	0	1000	0	0	0	0	5503
Munitions	0	0	0	0	0	0	0	0	0	0	1691	0	0	1543	0	3234
Electronic combat	0	0	250	3500	0	0	0	0	0	0	25	0	0	0	0	3775
Fixed-wing avionics	0	0	0	0	3000	0	0	0	0	0	743	0	0	0	0	3743
Conv. missiles/rockets	0	0	300	1630	0	0	0	0	0	0	250	0	0	300	0	2480
Satellites																
Department avg. MV			2.3					0.0					3.0			
Percent change			-6.3					-100.0					25.0			
Totals																
Air vehicles																
Munitions																
Electronic combat																
Fixed-wing avionics																
Conv. missiles/rockets																
Satellites																
Wgt. avg.																33.70

Percent excess

2.50  
13.6

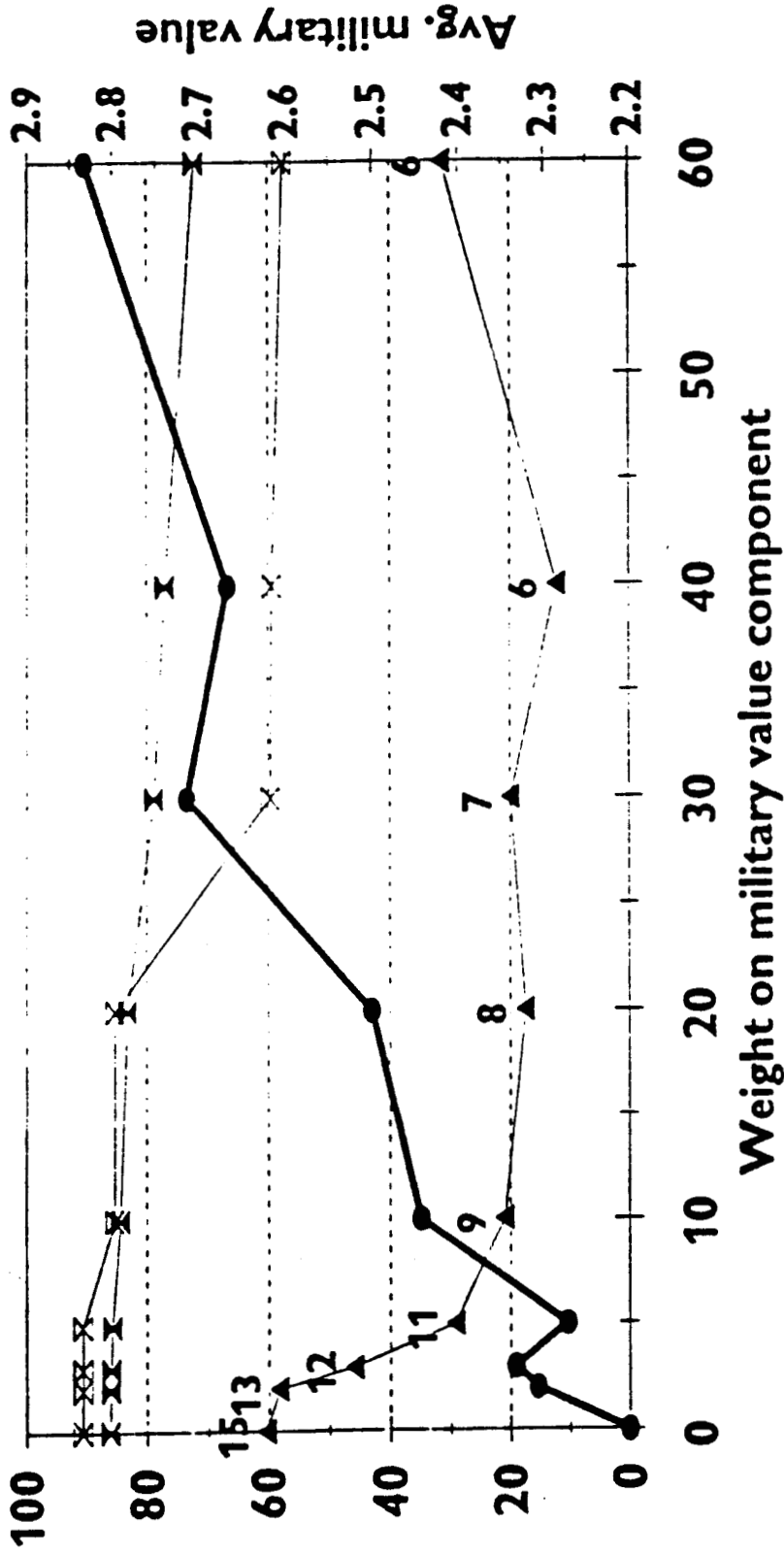
DoD average MV  
Percent change

Function	Wgt FV
Air vehicles	78.3
Munitions	61.0
Electronic combat	64.4
Fixed-wing avionics	93.7
Conv. missiles/rockets	82.4
Satellites	84.1
Average FV	74.0
Weighted avg. FV	74.7

Table 5. Parameterization of the MINNMV Model

	Percent of weight on FV										MINNMV
	0	2	3	5	10	20	30	40	60	99	
MAXFV	15	13	12	11	9	8	7	6	6	6	
<b>Sites/activities open</b>											
<b>Percent excess</b>											
Air vehicles	53.8	48.5	48.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Munitions	73.5	73.5	73.5	69.9	51.7	51.7	51.7	15.4	15.4	15.4	
Electronic combat	72.0	72.0	72.0	72.0	72.0	41.1	41.1	40.5	40.5	40.5	
Fixed-wing avionics	98.7	98.7	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	
Conv. missiles/rockets	41.6	38.9	38.9	38.9	4.2	4.2	22.9	17.6	12.2	12.2	
Satellites	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	97.6	97.6	
Wgt. avg. % excess	60.37	58.24	45.83	29.16	21.00	17.46	19.94	12.14	31.39	31.39	
<b>Weighted FV</b>											
Air vehicles	81.2	81.1	81.1	80.6	80.6	80.6	80.6	80.6	80.6	80.6	
Munitions	79.6	79.6	79.6	79.2	76.1	76.1	76.1	65.2	65.2	65.2	
Electronic combat	79.7	79.7	79.7	79.7	79.7	72.3	72.3	72.2	72.2	72.2	
Fixed-wing avionics	93.9	93.9	93.0	93.0	93.0	93.0	93.0	93.0	93.9	93.9	
Conv. missiles/rockets	90.8	90.7	90.7	90.7	85.4	85.4	59.6	59.5	57.6	57.6	
Satellites	92.0	92.0	92.0	92.0	92.0	92.0	92.0	92.0	64.2	64.2	
Average FV	86.2	86.2	86.0	85.9	84.5	83.2	78.9	77.1	72.3	72.3	
Weighted avg. FV	84.7	84.6	84.5	84.2	82.9	82.1	78.6	76.5	73.9	73.9	
<b>DoD average MV</b>	2.20	2.31	2.33	2.27	2.44	2.50	2.71	2.67	2.83	2.83	

Figure 1. Parameterization of MINNMV



Number of sites open are shown as labels on the excess capacity plot.

- ▲ Avg. percent excess capacity
- Average military value
- x- Average FV
- × Missile/rocket FV

Table 6. MINNMV Model Output with Weight = 20

Function	Department															Retained totals	Percent excess	
	X					Y					Z							
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E			
Retain=1, Close=0	1	0	1	0	1	0	0	1	0	0	1	1	0	1	1	8		
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1			
<b>Capacities</b>																		
Air vehicles	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	9557	1.0	
Munitions	850	0	4500	0	0	0	0	2000	0	0	1000	0	0	0	0	8350	51.7	
Electronic combat	3000	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	4583	41.1	
Fixed-wing avionics	0	0	0	0	0	0	0	0	0	0	0	4000	0	0	0	4000	6.0	
Conv. missiles/rockets	0	0	200	0	3000	0	0	200	0	0	0	0	0	300	200	3900	4.2	
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	300	2200	2750	10.9	
																<b>Wgt. avg.</b>	<b>17.46</b>	
<b>Workload assigned</b>																<b>Totals</b>		
Air vehicles	0	0	2406	0	0	0	0	0	0	0	3000	1200	0	2857	0	9463		
Munitions	850	0	1653	0	0	0	0	2000	0	0	1000	0	0	0	0	5503		
Electronic combat	1671	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	3234		
Fixed-wing avionics	0	0	0	0	0	0	0	0	0	0	0	3775	0	0	0	3775		
Conv. missiles/rockets	0	0	200	0	3000	0	0	43	0	0	0	0	0	300	200	3743		
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	30	2200	2480		
Department avg. MV			2.3					3.0					2.5					
Percent change			-2.8					66.7					4.2					
DoD average MV								2.50										
Percent change								13.6										

DoD weighted FVs	
Function	Wgt FV
Air vehicles	80.8
Munitions	76.1
Electronic combat	72.3
Fixed-wing avionics	93.0
Conv. missiles/rockets	85.4
Satellites	92.0
Average FV	83.2
Weighted avg. FV	82.1





Table 8. MINSITES Model Output

Function	Department																		Retained totals
	X						Y						Z						
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E				
Retain=1, Close=0	1	0	1	0	0	0	0	0	0	0	1	1	0	1	1	6			
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1				
Capacities	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	8557			
Air vehicles	850	0	4500	0	0	0	0	0	0	0	1000	0	0	0	0	6350			
Munitions	3000	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	4563			
Electronic combat	0	0	0	0	0	0	0	0	0	0	0	4000	0	0	0	4000			
Fixed-wing avionics	0	0	200	0	0	0	0	0	0	0	3000	700	0	300	200	4400			
Conv. missiles/rockets	0	0	0	0	0	0	0	0	0	0	250	0	0	300	2200	2750			
Satellites	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Workload assigned	0	0	2406	0	0	0	0	0	0	0	3000	1200	0	2857	0	9463			
Air vehicles	850	0	3653	0	0	0	0	0	0	0	1000	0	0	0	0	5503			
Munitions	1671	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	3234			
Electronic combat	0	0	0	0	0	0	0	0	0	0	0	3775	0	0	0	3775			
Fixed-wing avionics	0	0	200	0	0	0	0	0	0	0	2343	700	0	300	200	3743			
Conv. missiles/rockets	0	0	0	0	0	0	0	0	0	0	250	0	0	30	2200	2460			
Satellites	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Department avg. MV			3.0					0.0					2.5						
Percent change			25.0					-100.0					4.2						
DoD average MV																			
Percent change																			

Percent excess	1.0
	15.4
	41.1
	6.0
	17.6
	10.9
	12.14

Function	Wgt FV
Air vehicles	80.6
Munitions	65.2
Electronic combat	72.3
Fixed-wing avionics	93.0
Conv. missiles/rockets	59.5
Satellites	92.0
Average FV	77.1
Weighted avg. FV	76.5

2.67  
21.2

Table 9. MAXSFV Model Output

Function	Department															Retained totals	
	X					Y					Z						
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E		
Retain=1, Close=0	0	0	1	1	0	1	0	0	0	0	1	1	0	1	0	6	
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1		
Capacities																Percent excess	
Air vehicles	0	0	2500	0	0	5000	0	0	0	0	3000	0	0	0	0	10500	11.0
Munitions	0	0	4500	0	0	300	0	0	0	0	1000	0	0	0	0	5800	5.4
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543	9.6
Fixed-wing avionics	0	0	250	0	0	0	0	0	0	0	1000	4000	0	2000	0	7250	92.1
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	3000	700	0	0	0	3900	4.2
Satellites	0	0	0	4000	0	0	0	0	0	0	0	0	0	0	0	4000	61.3
																Wgt. avg.	24.10
Workload assigned																Totals	
Air vehicles	0	0	2500	0	0	5000	0	0	0	0	1963	0	0	0	0	9463	
Munitions	0	0	4500	0	0	300	0	0	0	0	703	0	0	0	0	5503	
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1234	0	3234	
Fixed-wing avionics	0	0	250	0	0	0	0	0	0	0	1000	525	0	2000	0	3775	
Conv. missiles/rockets	0	0	43	0	0	0	0	0	0	0	3000	700	0	0	0	3743	
Satellites	0	0	0	2480	0	0	0	0	0	0	0	0	0	0	0	2480	
Department avg. MV	2.5					2.0					3.0						
Percent change	4.2					11.1					25.0						

DoD average MV  
Percent change

2.67  
21.2

DoD weighted FVs	
Function	Wgt FV
Air vehicles	64.9
Munitions	59.6
Electronic combat	61.9
Fixed-wing avionics	73.1
Conv. missiles/rockets	58.6
Satellites	58.0
Average FV	62.3
Weighted avg. FV	62.9

Table 10. MINNMV Model Output: Alternative 1

Function	Department															Retained totals	
	X					Y					Z						
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E		
Retain=1, Close=0	0	0	1	1	0	0	0	1	0	0	1	1	0	1	0	6	
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1		
Capacities																	
Air vehicles	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	9557	Percent excess 1.0
Munitions	0	0	4500	0	0	0	0	2000	0	0	1000	0	0	0	0	7500	36.3
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543	9.6
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500	98.7
Conv. missiles/rockets	0	0	200	0	0	0	0	200	0	0	3000	700	0	300	0	4400	17.6
Satellites	0	0	300	4000	0	0	0	500	0	0	250	50	0	300	0	5400	117.7
																Wgt. avg.	34.41
Workload assigned																Totals	
Air vehicles	0	0	2406	0	0	0	0	0	0	0	3000	1200	0	2857	0	9463	
Munitions	0	0	2503	0	0	0	0	2000	0	0	1000	0	0	0	0	5503	
Electronic combat	0	0	0	0	0	0	0	0	0	0	1691	0	0	1543	0	3234	
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775	
Conv. missiles/rockets	0	0	200	0	0	0	0	200	0	0	2343	700	0	300	0	3743	
Satellites	0	0	300	1080	0	0	0	500	0	0	250	50	0	300	0	2480	
Department avg. MV			2.5					3.0					3.0				
Percent change			42					66.7					25.0				

DoD average MV  
Percent change

2.83  
28.8

DoD weighted FVs	
Function	Wgt FV
Air vehicles	80.8
Munitions	71.4
Electronic combat	64.4
Fixed-wing avionics	93.9
Conv. missiles/rockets	57.8
Satellites	65.4
Average FV	72.3
Weighted avg. FV	74.4

Table 11. MINIMV Model Output: Alternative 2

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	1	1	1	0	0	0	0	0	0	1	1	0	0	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities	0	7000	0	0	0	0	0	0	0	0	3000	1200	0	0	0	11200
Air vehicles	850	200	4500	0	0	0	0	0	0	0	1000	0	0	0	0	6550
Munitions	3000	0	0	0	0	0	0	0	0	0	2000	0	0	0	0	5000
Electronic combat	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500
Fixed-wing avionics	0	0	200	0	0	0	0	0	0	0	3000	700	0	0	0	3900
Conv. missiles/rockets	0	0	300	4000	0	0	0	0	0	0	250	50	0	0	0	4600
Satellites																
Workload assigned	0	5263	0	0	0	0	0	0	0	0	3000	1200	0	0	0	Totals 9463
Air vehicles	850	200	3453	0	0	0	0	0	0	0	1000	0	0	0	0	5503
Munitions	3000	0	0	0	0	0	0	0	0	0	234	0	0	0	0	3234
Electronic combat	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775
Fixed-wing avionics	0	0	200	0	0	0	0	0	0	0	2843	700	0	0	0	3743
Conv. missiles/rockets	0	0	300	1880	0	0	0	0	0	0	250	50	0	0	0	2480
Satellites																
Department avg. MV			2.8					0.0					3.0			
Percent change			14.6					-100.0					25.0			

Percent excess	18.4
	19.0
	54.6
	98.7
	4.2
	85.5
	37.42

DoD average MV  
Percent change

2.83  
26.8

Function	Wgt FV
Air vehicles	76.3
Munitions	65.7
Electronic combat	65.9
Fixed-wing avionics	93.9
Conv. missiles/rockets	66.9
Satellites	62.4
Average FV	70.2
Weighted avg. FV	71.6

**Appendix A**  
**AMPL Model Input File**

```
# Ronald H. Nickel, Ph.D.
# LTC Roy Rice, USAF

# 8-3-94

set X_sites;          # The set of Department X sites.
set Y_sites;          # The set of Department Y sites.
set Z_sites;          # The set of Department Z sites.

set SITE := X_sites union {Y_sites union Z_sites};
                # The set of all labs and T&E sites.

set EXCLD1 within SITE default {}; # A solution to be excluded.

set EXCLD2 within SITE default {}; # A solution to be excluded.

set EXCLD_INTER := if card(EXCLD2) > 0 then (EXCLD1 inter EXCLD2)
                else EXCLD1;

set EXCLD_1DIFF2 := EXCLD1 diff EXCLD2; # Sites in EXCLD1 but not
                # in EXCLD2.

set EXCLD_2DIFF1 := EXCLD2 diff EXCLD1; # Sites in EXCLD2 but not
                # in EXCLD1.

set EXCLD_COMPLEMENT := SITE diff (EXCLD1 union EXCLD2);
                # The set of sites not in EXCLD1 or EXCLD2.

param excld_num := max(0, card(EXCLD_INTER)-1);

set FUNC;            # The set of functions.

set SITE_CAP within {SITE, FUNC}; # The set of site/function
                # combinations that are
                # meaningful.

param CAPAC {SITE_CAP}; # The functional capacity at each site for each
                # meaningful site/function combination.

param no_func := card(FUNC); # The number of function types.

# Define the set performing missile functions.

set MISSLE_FUNC within {FUNC};

param missile_sites >= 0, default 15;
                # Number of sites allowed to perform the
                # missile function. Used in the policy
                # imperative example (missile_sites = 3).

param max_sites >= 0, default card(SITE);
                # Number of open sites allowed in the
                # solution.

param REQ {FUNC}; # The DoD requirement for each function.
```

```

param MV {SITE};      # Military value for each site.

param NMV {s in SITE} := 4 - MV[s]; # Negative MV scoring.

param FV {SITE_CAP} >= 0.0; # Functional value by site and function.

param min_assign default 0.001; # Cannot assign less than
                                # min_assign * CAPAC[s,f] of
                                # function f to site s.

#
# Calculate upper bounds for the objective function components.
#

param MINNMV_UB := sum {s in SITE} NMV[s];

param MINSITES_UB := card(SITE);

param MINXCAP_UB := sum {(s,f) in SITE_CAP} CAPAC[s,f]/REQ[f];

param MAXSFV_UB := sum {(s,f) in SITE_CAP} FV[s,f];

param MAXFV_UB := sum {f in FUNC} max {(s,f) in SITE_CAP} FV[s,f];

#
# Use WGT_PCT to weight the functional value and non-functional value
# components of the objective functions.
#

param WGT_PCT >= 0, <= 100, default 99; # Percent of weight to put on
    # non-functional-value portion of the objective function.

param WGT1 := WGT_PCT; # Weight for non-FV portion of the objective
    # functions.

param WGT2 := 100-WGT1; # Weight for FV portion of the objective functions.

#
# Decision variables
#

var OPEN {SITE} binary >= 0;      # Open or closed decision variable for
    # each site.

var SITE_LOAD {(s,f) in SITE_CAP} >= 0.0, <= CAPAC[s,f];
    # Amount of the requirement for function f to
    # be assigned to site s . Amount assigned
    # is limited by capacity of site s to perform
    # function f.

var SITE_FUNC {(s,f) in SITE_CAP} binary;
    # 1 if any assignment of workload for function
    # f is made to site s; 0 otherwise.

# The following variables, ALPHA, BETA, and GAMMA, are used to find
# alternative solutions.

```

```

var ALPHA binary; # At least one site from the intersection is excluded
                  # from the solution.

var BETA binary; # At least one site from the complement of the union
                # is included is included in the solution.

var GAMMA binary; # At least one site from
                  # EXCLD1 - (EXCLD1 intersect EXCLD2)
                  # and at least one site from
                  # EXCLD2 - (EXCLD1 intersect EXCLD2)
                  # are included in the solution.

#
# Objective Functions.
#

# Minimize total open site negative military value and
# maximize the normalized FV-weighted assignment of functional workload
# to sites.

minimize MINNMV:
    (WGT1/MINNMV_UB) * sum {s in SITE} OPEN[s]*NMV[s]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Minimize the number of open sites and maximize the normalized
# FV-weighted assignment of functional workload to sites.

minimize MINSITES:
    (WGT1/MINSITES_UB) * sum {s in SITE} OPEN[s]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Minimize total capacity and maximize the normalized FV-weighted
# assignment of functional workload to sites.

minimize MINXCAP:
    (WGT1/MINXCAP_UB) * sum {s in SITE} OPEN[s] *
    (sum {(s,f) in SITE_CAP} CAPAC[s,f]/REQ[f])
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Maximize functional value without workload assignment weightings
# and maximize the normalized FV-weighted assignment of functional
# workload to sites.

maximize MAXSFV:
    (WGT1/MAXSFV_UB) * sum {(s,f) in SITE_CAP} FV[s,f]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

#
# Constraints
#

# The requirement for each function has to be met.

```



```

subject to func_assign {f in FUNC}:
    sum {(s,f) in SITE_CAP} SITE_LOAD[s,f] = REQ[f];

# Cannot assign functional workload to a site unless
# the site is open for assignment of that function.

subject to func_open {(s,f) in SITE_CAP}:
    SITE_LOAD[s,f] <= SITE_FUNC[s,f]*CAPAC[s,f];

# Sites with no functional requirement assigned
# are closed.

subject to site_closed {s in SITE}:
    OPEN[s] <= sum {(s,f) in SITE_CAP} SITE_FUNC[s,f];

# Allocation of functional requirements cannot be made
# to sites that are not open.

subject to site_open {s in SITE}:
    sum {(s,f) in SITE_CAP} SITE_FUNC[s,f] <= OPEN[s] * no_func;

# SITE_FUNC variables are set to 0 if little or no functional
# workload is assigned to a site.

subject to site_func_0 {(s,f) in SITE_CAP}:
    SITE_FUNC[s,f] <= SITE_LOAD[s,f]/(min_assign * CAPAC[s,f]);

# This constraint is an example of a policy imperative.
# Constrain the number of sites doing munitions work.
# This constraint only constrains the model if
#
# missile_sites < card(SITE).

subject to missile_2 {f in MISSLE_FUNC}:
    sum {(s,f) in SITE_CAP} SITE_FUNC[s,f] <= missile_sites;

# This constraint is used to constrain the number of
# open sites in a solution. max_sites has a default
# value equal to card(SITE), i.e., it does not constrain
# the solution unless max_sites is set to a lower value.

subject to no_sites:
    sum {s in SITE} OPEN[s] <= max_sites;

#
# Exclude solutions defined by the sets EXCLD1 and EXCLD2.
#

subject to alt_opt_cond_1:
    sum {s in EXCLD_INTER} OPEN[s] <= excld_num + 1 - ALPHA;

subject to alt_opt_cond_2:
    sum {s in EXCLD_COMPLEMENT} OPEN[s] >= BETA;

subject to alt_opt_cond_3a:
    sum {s in EXCLD_1DIFF2} OPEN[s] >= GAMMA;

```

subject to alt\_opt\_cond\_123:  
ALPHA + BETA + GAMMA >= 1;

**Appendix B**  
**AMPL Data Input File**

# Ron Nickel

# 7-6-94

set X\_sites :=

X\_A  
X\_B  
X\_C  
X\_D  
X\_E;

set Y\_sites :=

Y\_A  
Y\_B  
Y\_C  
Y\_D  
Y\_E;

set Z\_sites :=

Z\_A  
Z\_B  
Z\_C  
Z\_D  
Z\_E;

set EXCLD1 := X\_A X\_C X\_D Z\_A Z\_B Z\_D;

set EXCLD2 := X\_C X\_D Y\_C Z\_A Z\_B Z\_D;

set FUNC :=

Air\_Veh  
Mun  
E\_Cmbt  
Avion  
Mis  
Sat;

set SITE_CAP :	Air_Veh	Mun	E_Cmbt	Avion	Mis	Sat :=		
X_A		+		+	+		-	-
X_B		+		+	-		-	-
X_C		+		+	-		+	+
X_D		-		-	-		+	-
X_E		-		-	-		-	+
Y_A		+		+	+		-	-
Y_B		+		-	-		-	-
Y_C		-		+	-		+	+
Y_D		-		-	-		+	+
Y_E		-		-	-		-	+
Z_A		+		+	+		+	+
Z_B		+		-	-		+	+
Z_C		-		+	-		-	+
Z_D		+		-	+		+	+
Z_E		-		-	+		+	+

# Used to model the policy imperative.

param CAPAC:	Air_Veh	Mun	E_Cmbt	Avion	Mis	Sat :=		
1- X_A	450		850	3000		.	.	.
X_B	7000		200	.		.	.	.
X_C	2500		4500	.		250	200	300
X_D	.		.	.		3500	.	4000
X_E	.		.	.		.	3000	.
Y_A	5000		300	1000		.	.	.
Y_B	500		.	.		.	.	.
Y_C	.		2000	.		400	200	500
Y_D	.		.	.		3500	100	.
Y_E	.		.	.		.	2000	.
Z_A	3000		1000	2000		1000	3000	250
Z_B	1200		.	.		4000	700	50
Z_C	.		1000	.		.	200	.
Z_D	2857		.	1543		2000	300	300
Z_E	.		.	20		500	200	2200;

param FV:	Air_Veh	Mun	E_Cmbt	Avion	Mis	Sat :=		
X_A	50	88	67		.	.	.	.
X_B	70	71	.		.	.	.	.
X_C	68	58	.		92	62	71	
X_D	.	.	.		94	.	58	
X_E	.	.	.		.	89	.	.
Y_A	57	54	91		.	.	.	.
Y_B	72	.	.		.	.	.	.
Y_C	.	88	.		78	59	64	
Y_D	.	.	.		69	93	.	
Y_E	.	.	.		.	92	.	.
Z_A	81	72	52		72	56	85	
Z_B	92	.	.		93	59	61	
Z_C	.	75	.		.	50	.	
Z_D	86	.	78		66	65	73	
Z_E	.	.	77		71	91	93;	

```

param REQ :=
  Air_Veh 9463
  Mun      5503
  E_Cmbt  3234
  Avion    3775
  Mis      3743
  Sat      2480;

```

# Banded military values for each site.  
# 3 is good, 1 is bad.

```

param MV :=
  X_A  3
  X_B  3
  X_C  3
  X_D  2
  X_E  1
  Y_A  2
  Y_B  1
  Y_C  3
  Y_D  2

```

Y\_E 1  
Z\_A 3  
Z\_B 3  
Z\_C 2  
Z\_D 3  
Z\_E 1;



ECONOMIC  
SECURITY

## ASSISTANT SECRETARY OF DEFENSE

3300 DEFENSE PENTAGON  
WASHINGTON DC 20301-3300



29 DEC 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: 1995 Base Realignment and Closures (BRAC 95) -- Policy  
Memorandum Three

### Background

This memorandum is the third in a series of additional policy guidance implementing the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510), as amended, and the Deputy Secretary's 1995 Base Realignment and Closures (BRAC 95) guidance of January 7, 1994.

### Final Selection Criteria

The 1995 Base Closure and Realignment (BRAC 95) Selection Criteria at attachment one, required by Section 2903(b) of Public Law 101-510, form the basis, along with the force structure plan, of the base closure and realignment process. These criteria were provided by the Deputy Secretary's November 2, 1994, memorandum. DoD components shall use these criteria in the base structure analysis to nominate BRAC 95 closure or realignment candidates. The criteria will also be used by the 1995 Defense Base Closure and Realignment Commission in their review of the Department of Defense final recommendations.

### Activities in Leased Space

This expands on the policy guidance contained in the DepSecDef January 7, 1994, BRAC 95 memorandum.

DoD Component organizations located in leased space are subject to Public Law 101-510. Civilian personnel authorizations of organizations in leased space, which are part of an organization located on a nearby military installation or one within the same metropolitan statistical area (MSA), shall be considered part of the civilian personnel authorization of that



For example, if a BRAC-related action would result in early termination of a lease agreement with the General Services Administration, and the lease agreement contains a provision that requires DoD to pay a penalty for breaking the lease, then the amount of the penalty should be included in cost calculations. Similarly, DoD components should include unemployment insurance costs for which they are liable. Both of these are costs to DoD that result **directly** from BRAC actions. In contrast, DoD components need not consider cost impacts that BRAC actions could have on Federal programs such as Medicare because (1) such costs would not be borne by DoD and (2) they result only indirectly from BRAC actions, or (3) result from base reuse activities, which cannot be known during BRAC initial planning processes.

#### COBRA Analyses of Cross-Service/Agency Scenarios

The Military Departments and Defense Agencies will use the following procedure for developing COBRA runs for closure and realignment scenarios involving more than one Military Department or Defense Agency:

- o Military Departments or Defense Agencies having cognizance over a losing base in a cross-service scenario will identify the Departments or Agencies which have cognizance for the gaining bases in the scenario. The losing base Military Department will then task these Military Departments and Agencies to collect the necessary gaining base COBRA data.
- o Each losing base Department or Agency will then prepare a COBRA analysis. Savings associated with eliminated billets/positions, overhead and mission costs should be identified under the Losing Base in the scenario. In scenarios where more than one Department or Agency has a losing base, these separate COBRA runs can then be combined by using a new summarization function of the COBRA model, the Adder.

Interaction among the Departments and Agencies will be necessary to coordinate scenario-specific data elements such as equipment transfers, MILCON requirements, consolidation savings, etc.


#### DoD-wide Standard Factors for COBRA Analyses

As noted in Policy Memorandum One, some standard factors used in the Cost of Base Realignment Actions (COBRA) are sufficiently different to warrant DoD Component-specific cost factors. However, most of the standard factors used in COBRA algorithms reflect standard rates which should be applied consistently in all DoD closure/realignment scenarios. Attachment two contains the DoD-wide COBRA standard factors which should be used in all COBRA analyses.



Reporting Formats

Attachments six and seven describe general reporting formats for: (1) the anticipated DoD report to the 1995 Commission, and (2) Military Department and Defense Agency justification for their March 1, 1995, closure and realignment recommendations.



for

Joshua Gotbaum

Attachments

Environmental Impact Considerations

SUMMARY OF ENVIRONMENTAL CONSEQUENCES

RESULTING FROM CLOSURE/REALIGNMENT ACTION AT:

Installation Name

Location

(Provide a summary statement and status for the following environmental attributes at each installation affected by the closure/realignment action, including receiving installations. These key environmental attributes are not meant to be all inclusive. Others may be added as appropriate.)

- o Threatened/Endangered Species
- o Sensitive Habitats and Wetlands
- o Cultural/Historic Resources
- o Land and Air Space Use
- o Pollution Control (Air Emissions, Compliance Issues)
- o Hazardous Materials/Waste (Clean-up Implications/Asbestos, LBPs, PCBs, USTs, Radon)
- o Programmed Environmental Costs/Cost Avoidances

# **GUIDANCE FOR APPLYING THE ECONOMIC IMPACT CRITERION IN THE 1995 BASE REALIGNMENT AND CLOSURE (BRAC 95) PROCESS**

## **PURPOSE**

The purpose of this attachment is to provide guidance for applying the economic impact criterion in decision making processes for the Department of Defense's 1995 recommendations to the Defense Base Closure and Realignment Commission. The goal of this guidance is to apply the economic impact criterion in a reasonable, fair, consistent, and auditable manner that complies with statutory and regulatory requirements. This guidance supersedes the guidance issued on April 4, 1994, by the Chairman of the Joint Cross-Service Group on Economic Impact.

## **BACKGROUND**

The Defense Base Closure and Realignment Act (PL 101-510, as amended) states that the recommendations of the Secretary of Defense for closure or realignment of installations must be based on a force-structure plan and final selection criteria. "The economic impact on communities" is the sixth final selection criterion.

The Joint Cross-Service Group on Economic Impact, which was established by the Deputy Secretary of Defense (January 7, 1994, memorandum on 1995 Base Realignments and Closures (BRAC 95)), was tasked to provide guidance to DoD Components on how to calculate economic impact. The Deputy Secretary of Defense directed the Joint Cross-Service Group on Economic Impact:

"to establish the guidelines for measuring economic impact and, if practicable, cumulative economic impact; to analyze DoD Component recommendations under those guidelines; and to develop a process for analyzing alternative closures or realignments necessitated by cumulative economic impact considerations, if necessary."

## **APPLICATION OF THE ECONOMIC IMPACT CRITERION**

In developing recommendations for BRAC 95 closures and realignments, DoD Components shall consider the economic impact, to include the cumulative economic impact, on communities. The final selection criteria, however, state that priority consideration will be given to military value--the first four final selection criteria.

## MEASURES OF BRAC 95 ECONOMIC IMPACT

DoD Components shall measure the economic impact on communities of BRAC 95 alternatives and recommendations using (1) the total potential job change in the economic area and (2) total potential job change as a percent of total--military and civilian--jobs in the economic area. These measures highlight the potential economic impact on economic areas and also take into account the size of each economic area.

### Definition of Economic Area

The Joint Cross-Service Group on Economic Impact shall review and approve DoD Component assignments of each military installation to a particular economic area. For installations located in metropolitan statistical areas (MSAs), as defined by the Office of Management and Budget, the economic area is generally the MSA. For installations located in nonmetropolitan areas, the economic area is generally the county in which the installation is located. In some cases, the economic area is defined as a multi-county, non-MSA area. The criteria listed at Annex A to this attachment shall be used to guide the assignment of installations to economic areas. These definitions of economic area take into account the area where most of the installation's employees live and most of the labor-market impacts and economic adjustment will occur. (This guidance uses the term "economic area." In earlier BRAC rounds, this concept was also referred to as "region of influence.")

DoD Components will have the opportunity to identify, based on certified data, changes in the assignment of installations to economic areas. Such changes will be reviewed and approved by the Joint Cross-Service Group on Economic Impact.

### Calculation

For each economic area where a BRAC 95 closure or realignment is considered, DoD Components shall identify the total potential job change in the economic area and calculate the total potential job change percentage by dividing total potential job changes by total--military and civilian--jobs in the economic area.

Total potential job change shall be defined as the sum of direct and indirect potential job changes for each BRAC 95 closure or realignment alternative or recommendation.

Direct job changes shall be defined as the sum of the net addition or loss of jobs for each of the following categories of personnel:

- Military Personnel. Permanent authorizations for officer and enlisted personnel. Trainees shall be included on an annual average basis. For example, members of the Guard and Reserve who serve full time (i.e., AGRs, TARs, etc.) should be included. Members of the Guard and Reserve who serve part time (during weekends, during two-weeks a year for active duty training, etc.) should not be included.

- DoD civilian employees. Permanent authorizations for appropriated fund DoD civilian employees are to be included as direct jobs. Direct jobs do not include non-appropriated fund activities, which are treated under indirect jobs.
- On-Base Contractors. Contractors that work on the installation in direct support of the installation's key military missions. These estimates should reflect an annual estimate on a full-time equivalency basis.

As described in the section entitled "Responsibilities" below, the Military Departments and the Defense Agencies will be responsible for providing direct job changes. Only job changes directly associated with base closures and realignments are to be included as direct job changes. Direct job changes shall not reflect job changes that result from planned force structure changes.

Indirect job changes shall be defined as the net addition or loss of jobs in each affected economic area that could potentially occur as a result of direct job changes. As described in the section entitled "Responsibilities" below, the Office of the Deputy Assistant Secretary of Defense for Installations shall provide factors (multipliers) that, when multiplied by the direct job changes, will provide potential indirect job changes.

Authoritative sources shall be used to determine total--military and civilian--jobs in economic areas.

### **MEASURES OF CUMULATIVE ECONOMIC IMPACT**

During BRAC 95, DoD components shall consider the cumulative economic impact on communities for recommended installation closures and realignments as part of the economic impact on communities criterion. Cumulative economic impact shall be considered only as part of the economic impact criterion, which is one of the eight selection criteria.

Cumulative economic impact on a community shall be defined in two different ways:

- First, the cumulative economic impact on an economic area of a DoD Component's BRAC 95 recommendations, plus the future economic impacts (i.e., economic impacts that have not yet been realized) of decisions of all DoD Components from DoD-wide BRAC 88, BRAC 91, and BRAC 93 rounds (hereafter "prior BRAC rounds"); and
- Second, the cumulative economic impact on economic areas when more than one DoD component recommends a BRAC 95 closure or realignment in that economic area, plus the future economic impacts of decisions from prior BRAC rounds.

These calculations will account for circumstances in which basing decisions in one BRAC round have been changed in a subsequent BRAC round.

The cumulative economic impact of actions that have already taken place as a result of prior BRAC rounds (i.e., have already affected economic area employment) will be considered under "Historic Economic Data" discussed below.

#### Cumulative Economic Impact: Prior BRAC Rounds

DoD Components shall include in their consideration of recommendations the cumulative future economic impact of prior BRAC rounds.

When BRAC 95 alternatives occur in the same economic areas that have BRAC-related actions from the prior BRAC rounds, DoD Components shall review their recommendations by taking into account the cumulative future economic impact of prior BRAC rounds. The cumulative economic impact of actions that have already occurred from prior BRAC rounds (i.e., have already affected economic area employment) will be considered in the "Historic Economic Data" section below.

DoD Components shall consider the cumulative economic impacts of prior BRAC rounds that have not yet taken place by ensuring that the measures for economic impact (total potential job change in the economic area and total potential job change as a percent of total--military and civilian--jobs in the economic area) include total potential job changes that have not yet taken place from prior BRAC rounds DoD-wide.

Cumulative economic impact will be considered within the overall context of the approved selection criteria. Such a review shall be conducted so that the cumulative economic impact of prior BRAC rounds will be considered only as part of the economic impact criterion, which shall in turn be considered as part of the eight selection criteria.

The fact that prior BRAC rounds affect an economic area shall not, by itself, cause a recommendation to be changed.

#### Cumulative Economic Impact: Multiple BRAC 95 Recommendations

The Joint Cross-Service Group on Economic Impact will review the BRAC 95 recommendations submitted by the Secretaries of the Military Departments and the Directors of the Defense Agencies to the Secretary of Defense. During this review, the Joint Cross-Service Group shall identify economic areas with multiple proposed BRAC 95 actions.

The Joint Cross-Service Group on Economic Impact shall direct the appropriate DoD Components to review their recommendations submitted to the Secretary of Defense when there are multiple BRAC 95 recommendations in the same economic area that were not considered in the development of their recommendations.

The Office of the Deputy Assistant Secretary of Defense for Installations will provide historic data, from authoritative sources, to the Military Departments and Defense Agencies.

### USING MEASURES AND HISTORIC ECONOMIC DATA

This guidance does not establish threshold values for measures and historic economic data. Rather, DoD components will use the measures and historic economic data for relative comparisons of the economic impacts and cumulative economic impacts of recommendations.

### RESPONSIBILITIES

#### Joint Cross-Service Group on Economic Impact

The Joint Cross-Service Group on Economic Impact shall analyze DoD Component recommendations and preliminary candidates to ensure that they are developed in accordance with this guidance, and shall monitor implementation of this and any additional guidance on economic impact that may be issued. The Joint Cross-Service Group on Economic Impact shall also carry out other analyses requested by the BRAC 95 Review Group or Steering Group.

The Joint Cross-Service Group will work closely with DoD Components to resolve issues. Issues that the Joint Cross-Service Group and DoD components cannot resolve will be referred to the BRAC 95 Steering Group.

#### Office of the DASD (Installations)

The office of the DASD (Installations) shall provide to the Military Departments and Defense Agencies a BRAC 95 Economic Impact Database tool that will contain the following:

- A listing of DoD installations
- The economic area to which each installation has been assigned
- Factors (multipliers) to estimate potential indirect job changes
- Historic economic data to include:
  - Economic area civilian employment (1984 to 1993)
  - Annualized change in economic area civilian employment, absolute and percent (1984 to 1993)
  - Economic area per capita personal income (1984 to 1992)
  - Annualized change in economic area per capita personal income, absolute and percent (1984 to 1992), and
  - Economic area unemployment rates (1984 to 1993)

- **The capability to calculate the measures for economic impact and cumulative economic impact described in this guidance based on the information provided by the Military Departments and Defense Agencies**

#### Military Departments and the Defense Agencies

The Military Departments and the Defense Agencies shall provide and enter into the DoD BRAC 95 Economic Impact Database:

- **Current Base Personnel:** As discussed above on page 3, this data will reflect projected billets and positions as of the start of FY 1996 for Officers, Enlisted, Military Students, Civilians, and Contractors, net of planned force structure changes.
- **Job Changes (Out):** the number of authorizations for DoD civilian, military (in training status), military (not in training status), and on-base contractor jobs to be relocated and/or disestablished under each alternative and recommendation, by installation, as a result of BRAC actions, both for DoD Component proposed BRAC 95 actions and for actions yet to be realized (i.e., future) from prior BRAC rounds, by fiscal year, from 1994 through 2001;
- **Job Changes (In):** the number of authorizations for civilian, military (in training status), military (not in training status) and on-base contractor jobs being gained under each alternative and recommendation, by installation, as a result of BRAC actions, both for all proposed BRAC 95 actions and for actions yet to be realized (i.e., future) from prior BRAC rounds, by fiscal year, from 1994 through 2001.

Because of the difficulty of obtaining accurate estimates, contractor job outs and ins may be aggregated into a single year.

DoD Components will provide the projected job changes from prior BRAC rounds and current personnel data to the Office of the Deputy Assistant Secretary of Defense for Installations. In identifying projected job changes associated with prior BRAC actions, the DoD Components shall use plans that are consistent with the President's Fiscal Year 1995 Budget.

The Military Departments and the Defense Agencies shall collect information as necessary for the computer-based tool. Such data shall be collected and handled in accordance with the Internal Control Plan of the Joint Cross-Service Group on Economic Impact and the respective Internal Control Plans of each Military Department and the Defense Agencies.

Shortly after submitting recommendations and preliminary candidates to the Secretary of Defense, the Military Departments and Defense Agencies shall provide to the Joint Cross-Service Group on Economic Impact computer files from the Economic Impact Database for their BRAC 95 recommendations and preliminary candidates.



## DETERMINATION OF ECONOMIC AREAS

In response to changes by the Office of Management and Budget (OMB) in metropolitan area definitions related to the 1990 Census, and a review of earlier BRAC economic area definitions, the Joint Cross-Service Group on Economic Impact has established the following rules to guide the assignment of installations to economic areas for BRAC 95:

1. The economic area should include residences of the majority of the military and civilian employees at the activity.
2. An economic area is generally defined as a metropolitan statistical area (MSA) or a non-MSA county(s) unless there is evidence to support some other definition.
3. In those cases where OMB's 1993 redefinition of an MSA added counties which increased the MSA population by 10 percent or more, then continue to use the old MSA definition unless certified residency data shows that the new MSA definition is more appropriate.
4. An economic area should only be expanded to include an additional county if the resulting percentage increase in the number of employee residences included in the expanded economic area is greater than the resulting percentage increase in the total employment of the expanded economic area.
5. Installations in the same county should be in the same economic area.
6. If the economic area was previously defined (in prior BRAC rounds) as a non-MSA county(s), it should continue to be that county, even if that county has now been incorporated into an MSA.

## Base Realignment and Closure Definitions

### Close

All missions of the base will cease or be relocated. All personnel (military, civilian and contractor) will either be eliminated or relocated. The entire base will be excessed and the property disposed. Note: A caretaker workforce is possible to bridge between closure (missions ceasing or relocating) and property disposal which are separate actions under Public Law 101-510.

### Close, Except

The vast majority of the missions will cease or be relocated. Over 95 percent of the military, civilian and contractor personnel will either be eliminated or relocated. All but a small portion of the base will be excessed and the property disposed. The small portion retained will often be facilities in an enclave for use by the reserve component. Generally, active component management of the base will cease. Outlying, unmanned ranges or training areas retained for reserve component use do not count against the "small portion retained". Again, closure (missions ceasing or relocating) and property disposal are separate actions under Public Law 101-510.

### Realign

Some missions of the base will cease or be relocated, but others will remain. The active component will still be host of the remaining portion of the base. Only a portion of the base will be excessed and the property disposed, with realignment (missions ceasing or relocating) and property disposal being separate actions under Public Law 101-510. In cases where the base is both gaining and losing missions, the base is being realigned if it will experience a net reduction of DoD civilian personnel. In such situations, it is possible that no property will be excessed.

### Relocate

The term used to describe the movement of missions, units or activities from a closing or realigning base to another base. Units do not realign from a closing or a realigning base to another base, they relocate.

### Receiving Base

A base which receives missions, units or activities relocating from a closing or realigning base. In cases where the base is both gaining and losing missions, the base is a receiving base if it will experience a net increase of DoD civilian personnel.

### Mothball, Layaway

Terms used when retention of facilities and real estate at a closing or realigning base are necessary to meet the mobilization or contingency needs of Defense. Bases or portions of bases "mothballed" will not be excessed and disposed. It is possible they could be leased for interim economic uses.

### Inactivate, Disestablish

Terms used to describe planned actions which directly affect missions, units or activities. Fighter wings are inactivated, bases are closed.

**Department of Defense (DoD)  
Base Closure and Realignment  
Report to the Commission**

<b>DoD Base Closure and Realignment Report (DoD Vol. I)</b>	<b>OASD(ES)</b>
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Executive Summary	OASD(ES)
Chapter 1. Defense Base Closure and Realignment Process	OASD(ES)
Chapter 2. Force Structure Plan - Unclassified	Joint Staff
Chapter 3. Final Criteria	OASD(ES)
Chapter 4. DoD Base Closure and Realignment Selection Process	OASD(ES) & JCSC
Chapter 5. Recommendations	OASD(ES)
Chapter 6. Implementation	OASD(ES)
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**NAME OF RECOMMENDATION**

(e.g., Name of Activity/Facility/Installation, [State])

**Recommendation:** Describe what is to be closed and/or realigned; functions, activities, units, or organizations that will be eliminated or relocated; identify the receiving installations, if applicable; and describe functions, activities, units, or organizations that will remain on the installation, if applicable.

**Justification:** Explain the reasons for the recommendation: i.e., force structure reductions; mission transfer, consolidation, collocation, or elimination; excess capacity; cross-servicing; etc., as applicable.

**Return on Investment:** Include the total estimated one-time costs of implementing the recommendation, expected total one-time savings during the implementation period, expected annual recurring savings after implementation with return on investment years, and the net present value of costs and savings over a twenty year period. Express costs and savings in FY 1996 constant dollars.

**Impact:** Describe the impact the recommendation could have on the local community's economy in terms of total potential job change (direct and indirect) in absolute terms and as a percentage of employment in the economic area. Describe the impact the recommendation could have on the environment.

DoD Components will then reassess their BRAC 95 recommendations by taking into account the cumulative economic impact of these multiple BRAC 95 recommendations and by ensuring that the measures for economic impact for the economic area (the total potential job change in the economic area and the total potential job change as a percent of total--military and civilian--jobs in the economic area) include the cumulative economic impact of multiple BRAC 95 recommendations, as well as the cumulative future economic impact of prior BRAC rounds.

Such a review shall be conducted so that the cumulative economic impact of multiple BRAC 95 recommendations will be considered as part of the economic impact criterion, which shall in turn be considered as part of the eight selection criteria. DoD Components will complete such reviews expeditiously in order to facilitate compliance with statutory deadlines for BRAC actions.

DoD Components may consider alternative closures and realignments, or mitigating actions, during this review. After the review is complete, DoD Components will report back to the Joint Cross-Service Group on Economic Impact, with a recommendation as to whether or not to change their initial recommendations.

The existence of multiple BRAC 95 recommendations in an economic area shall not, by itself, cause a recommendation to be changed.

### **HISTORIC ECONOMIC DATA**

DoD Components shall consider the measures described above, viewed in the context of historic economic data, in applying the economic impact criterion. Historic data will, among other things, allow for consideration of the cumulative economic impacts that have already occurred (i.e., have already affected economic area employment) as a result of prior BRAC actions. Because communities' economies are so complex, it is difficult to separate the effects of prior BRAC actions from the effects of other economic factors. To address this analytical difficulty, DoD Components shall use historic data to consider the general conditions of communities' economies. Considering the general conditions of communities' economies will take into account the cumulative economic impacts that have already occurred due to prior BRAC actions, as well as the economic impact of other factors unrelated to BRAC actions.

Historic economic data shall be defined to include the following:

- Economic area civilian employment (1984 to 1993)
- Annualized change in economic area civilian employment, absolute and percent (1984 to 1993),
- Economic area per capita personal income (1984 to 1992)
- Annualized change in economic area per capita personal income, absolute and percent (1984 to 1992), and
- Economic area unemployment rates (1984 to 1993).

# Document Separator

14 MAR 1994

INTERNAL CONTROLS PLAN

The Army Basing Study  
Office of the Chief of Staff of the Army  
Base Closure and Realignment Process (BRAC-95)

1. Background:

The exclusive procedures by which the Secretary of Defense (SECDEF) may pursue closure or realignment of military installations, inside the United States, are contained in Part A, Title XXIX of Public Law 101-510, entitled as the Defense Base Closure and Realignment Act of 1990; as amended; hereafter referred to as Base Closure Act. The Base Closure Act also includes a provision for the President to appoint an independent Base Closure and Realignment Commission to review the SECDEF recommendations in calendar years 1991, 1993, and 1995.

The Deputy Secretary of Defense (DEPSECDEF), in a memorandum dated 7 January 1994, set forth guidance, policy, procedures, authorities, and responsibilities for the forthcoming base closure and realignment recommendation for 1995. DEPSECDEF guidance includes a requirement for the establishment of BRAC-95 Joint Cross-Service Groups (JCSG) in five functional areas to identify significant cross-service opportunities and one JCSG in the economic impact area.

A requirement of the DEPSECDEF memorandum is to establish internal controls for both the Joint Cross-Service Groups and the Military Departments. The three Military Departments jointly developed an Internal Control Plan for the joint groups that will be consistent across all groups and with each military department.

2. Purpose:

The purpose of this Internal Control Plan (ICP) is to provide a consistent set of management controls for the Army's BRAC-95 process. The objective of the controls, presented herein, is to ensure the accuracy, completeness, and integration of all information upon which Secretary of the Army recommendations for base closure and realignments are based and to limit the possibility of disclosure of BRAC-95 information prematurely. This ICP meets the requirements established by the DEPSECDEF memorandum regarding the Army's process and the Joint Cross-Service Groups.

3. Contents:

This ICP provides guidance on organizational controls/audit verification, close hold procedures, data certification, record keeping, and disclosure rules.

**4. Joint Cross-Service Groups:**

Data collected from Army sources in support of Joint Cross-Service Groups will be processed through TABS office IAW control measures described herein.

**5. Applicability:**

This ICP applies to all Army organizations that provide information used in development of BRAC 95 recommendations, conduct analysis/evaluation of such data, or have access to Army analysis or candidates prior to release by the Secretary of Defense.

**6. Responsibility:**

The TABS office will exercise oversight responsibilities for implementation and adherence to this ICP by ARSTAF, MACOM's, and Army Joint Cross-Service Group representatives in the development of recommendations for BRAC-95. The goal is to ensure consistent, fair and equal consideration of Army installations that is consistent with the provisions of the Base Closure Act.

**7. Internal Control Mechanisms:**

Two types of controls will be used - organizational and documentation controls.

**A. Organizational Controls:**

1) TABS: The TABS office is responsible for developing, implementing, and executing these internal control procedures for the Army throughout the BRAC process.

2) AAA: The Army Audit Agency (AAA), as technical advisor to the TABS office, will ensure that the data, processes, and models the Army uses comply with this ICP. Quality assurance audits will be conducted to ensure statistical consistency and accuracy. Areas of audit are described in detail in the AAA Audit Plan, and are summarized below:

a) Data: Evaluate the validity, integrity and supporting documentation for all data collected and submitted to the TABS office.

b) Models: Evaluate models used in the TABS process to ensure that algorithms and logic used are reasonable. This includes the COBRA, D-PADS, HQRPLANS, and TRAINLOAD models. A variety of techniques will be employed to do this evaluation.



c) Military Construction (MILCON): Evaluate the MILCON estimates used in any recommendations to the BRAC Commission to ensure that the estimates are accurate. If authorization amount for MILCON is greater than the estimate, then DoD IG can investigate.

d) Process: Evaluate the processes used within the TABS management plan, to include the ICP, IA, alternative scenario assessment, and recommendation conclusions.

4) DoD Inspector General (IG): The DoD Inspector General will be granted open access to all information associated with the BRAC process and may conduct audits to assure the SECDEF that Army recommendations were developed IAW the Base Closure Act and DoD policy. This access will be effective once the Secretary of the Army forwards Army recommendations to the SECDEF. Before that time, the DoD IG will be granted access to information that is non-candidate specific (e.g. ICP, management plans, general policy and guidance memorandums). Requests for audit will be coordinated with AAA.

5) GAO: The General Audit Organization (GAO) will be granted open access to all information associated with the BRAC process to ensure the US Congress that the Army has complied with the BRAC Act. This access will be effective once the SECDEF forwards the DoD recommendations to the Presidential BRAC Commission for 1995. Prior to that time, the GAO will be granted access to information that is non-candidate specific (e.g. ICP, management plans, general policy and guidance memorandums). Requests for audit will be coordinated with AAA.

#### B. Documentation Controls:

##### 1) Close hold requirements:

The following procedures will be used to reduce the possibility of compromising base closure or realignment analysis, candidates or recommendations before final SECDEF decision and public announcement. These procedures should prevent diminished military objectivity of the Army and DoD reviews; reduce media speculation that could prejudice any decision; or give unfair economic advantage to any one military community over another.

These procedures apply to all data collections, analysis, recommendation candidates (on or off list), issues, closure or realignment, or Joint Cross-Service Group recommendations.

a) E-Mail: The use of E-mail to transmit information dealing with scenarios, possible alternatives, or candidates is prohibited. General request for information status reports, etc. are acceptable uses for E-mail.

b) FAX: Faxing any information dealing with scenarios, possible alternatives, or candidates can be used, however, precautions will be taken to ensure that the FAX machine is monitored by a trusted agent to preclude any compromise of sensitive information.

c) Trusted agents: A trusted agent network will be established and documented. Trusted agents will be granted access to information based on their needs. Granting access to information outside or beyond their limit of access will require approval by the Director, TABS. All members of the organizations listed in paragraph 7A, Organizational Controls, will be granted full access to information.

d) Markings: All working papers, memorandums, magnetic media labels and lists will be marked "CLOSE HOLD."

e) Desktop restriction: All personnel will exercise common sense precaution concerning information left in common view.

## 2) Data certification requirements:

The BRAC Act of 1990, as amended, requires all data to be certified by "each person who is in a position the duties of which include personal and substantial involvement in the preparation and submission of information and recommendations concerning the closure or realignment of military installations." The Army is required to take necessary steps to ensure that the letter and intent of the Law are met. All data will be certified by the certification procedures listed below using the format enclosed.

a) Secretary of the Army: The Secretary is required to sign a certification memorandum that forwards the Army's BRAC-95 Recommendation to the SECDEF. This document will describe efforts undertaken to ensure that the information provided is accurate and complete.

b) Director of TABS: The Director will sign a certification memorandum to the Secretary of the Army that forwards the BRAC-95 Recommendations. The memorandum will include the procedures used to ensure that the information is accurate and complete. The Director will also sign certification memorandums for all information requested by Joint Cross-Service Groups in the conduct of their assigned mission.

c) MACOM/FOA/Separate Commands: All information received from installations under the authority of a command/agency will be certified by the Chief of Staff or Commander of that command/agency, respectively. The

command/agency will provide in that memorandum the procedures and process used to acquire the information.

d) Army Corporate Database Proponents: The database proponent, equivalent in position to the above certifying officials, will provide a statement to TABS certifying that information included in the Army's Standard databases (e.g. ASIP, HQRPLANS, and IFS) are accurate and the best available data. Proponents will describe the efforts taken to ensure that the "accurate and best" standard has been met.

e) Army Computer Models Proponents: The model proponent will provide a statement to TABS certifying the model and its products are accurate and the best available data. Proponents will describe the efforts taken to ensure that the "accurate and best" standard has been met.

f) Derivative Data From Certified Data: The proponent will provide a statement that certifies the mathematical technique(s) used and the source certified data used will be supplied with the derivative data elements. Derivative data elements are produced using commonly accepted mathematical techniques that are based entirely on certified data.

g) Open Source Data: A TABS official will certify all open source data used in the BRAC process. Open source data published in regulations, standards, orders, etc. that are produced to control the administration and efficient operation of the Army and is deemed reasonable for use in the BRAC process (e.g. distances between bases - AR 55-60, "Transportation and Travel Official Table of Distances", VHA rates, per diem rates, etc).

3) Record Keeping Requirements: DoD policy as prescribed in the DEPSECDEF memorandum dated 7 JAN 94, requires the Services and the Joint Cross-Service Groups develop and keep on file:

a) Descriptions of how BRAC policies, analysis, and recommendations were made.

b) Minutes of all deliberative meetings will be recorded. Minutes will record those present, date/time of meeting, location, and a general synopsis of the decisions made. A literal transcript of the meeting is not required.

c) All policy, data, information and analysis considered in making BRAC recommendations.

d) Descriptions of how the Army recommendations met the final DoD Criteria and force structure plan.

SECDEF to realign or close an installation under the Base Closure Act.

4) Disclosure rules: The TABS office will respond to all external inquiries concerning BRAC-95 ensuring that responses are accurate, consistent, and conform to Army positions. The Assistant Secretary of the Army for Installations, Logistics, and Environment (ASA (IL&E)) has oversight and policy responsibilities for BRAC-95 while the Director of Management (DM), Office of the Chief of Staff is the Army Staff proponent for BRAC-95 activities. Therefore, the following guidelines have been established:

a) All communications between HQDA agencies and the BRAC Commission will be routed through the DM and coordinated with the ASA (IL&E).

b) All requests for information concerning past BRAC actions will be referred to the Chief, Base Closure and Realignment Office, ACSIM.

c) All requests for information by the Joint Cross-Service Groups will be routed through the Director, TABS.

d) All information requests on BRAC-95 will be coordinated through Director, TABS for appropriate level of response.



MICHAEL G. JONES

COL, GS

Director, The Army Basing Study

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as

CERTIFICATION STATEMENT

1. DESCRIPTION:
2. VALIDATED VALUE:
3. DATA SOURCE:
  - A. DATE LAST UNDATED:
  - B. DATE OF NEXT UPDATE:
4. METHODOLOGY:
5. VALIDATION PROCEDURES:

I certify that the information provided is accurate and complete to the best of my knowledge.

signature block  
certifying official

# Document Separator

U.S. ARMY AUDIT AGENCY  
AUDIT PLAN TO SUPPORT  
BASE REALIGNMENT AND CLOSURE 1995

**1. Audit of BRAC 1995 Planning.**

**a. Objectives.**

- To evaluate management control plan for 1995 BRAC cycle.
- To review algorithms and programming used in Cost of Base Realignment Action (COBRA) software.
- To review space algorithms used in Real Property Planning and Analysis System.
- To perform other analyses that may be requested related to BRAC 1995.

**b. Discussion.** This audit supports the Army's planning phase for the 1995 base realignment and closure cycle. The audit addresses weaknesses previously reported by General Accounting Office (control plan and COBRA) and will help the Army make sure its plans for the 1995 cycle are sound. The audit also furnishes a vehicle for:

- Training lower-graded staff on the specific systems and techniques the Basing Study Group will use during the analytical phase of the Total Army Basing Study. When the study group gets to this phase, we won't have time to train-up the staff and still furnish effective, proactive audit service.
- Performing preliminary planning and analysis on BRAC-related requests that we will receive.

**c. Timeframes.** December 1993 to June/July 1994.

**2. Audit of Total Army Basing Study-Installation Assessments.**

**a. Objectives.**

- To evaluate the inventory of installations included in the assessment process.
- To evaluate installation categories and assignment of installations to those categories.

U.S. ARMY AUDIT AGENCY  
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BASE REALIGNMENT AND CLOSURE 1995  
(CONT'D)

- To evaluate attribute data definitions and data sources.
  - To evaluate the completeness and accuracy of data used in the installation qualitative assessments. (Prior terminology was military value assessments.)
  - To verify computations of relative installation qualitative value. (Decision Pad computations.)
  - To review narrative installation assessments for logic and consistency.
- b. Discussion. The audit will support the installation assessment portion of the Total Army Basing Study and be similar to coverage we furnished of the 1991 and 1993 cycles. Work will be centered at major commands and the Basing Study office. We will again employ a statistical sample to verify data at installation level. Preliminary assessment indicates that we will be visiting 10 installations, up from 6 installations in the 1993 cycle.
- c. Timeframes. January 1994 to August 1994.

**3. Audit of Total Army Basing Study-Realignment and Closure Analyses.**

- a. Objectives.
- To evaluate Army guidance for analyzing realignment and closure alternatives.
  - To evaluate operational and facilities analyses of potential realignment and closure candidates.
  - To evaluate rationale and documentation for excluding installations from closure analyses.
  - To evaluate cost-benefit computations. (COBRA)
  - To evaluate documentation for realignment and closure analyses.



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- b. Discussion. This audit supports the analytical portion of the Total Army Basing Study and will be similar to the work we did to support the 1991 and 1993 cycles. We plan to put more emphasis on overall approach, analyses of potential candidates and reasons for excluding installations.
  - c. Timeframes. June/July 1994 to March 1995.
- 4. Audit of Total Army Basing Study-Follow-on Support.** This audit furnishes audit support to the Total Army Basing Study while the Commission and Congress are deliberating. This support is furnished on an "as-needed" basis from March 1995 through September 1995.
- 5. Audit of BRAC 1995 Construction Requirements.**
- a. Objectives.
    - To evaluate policies and oversight for programming construction projects needed to implement Base Closure and Realignment Commission recommendations.
    - To determine whether construction projects were adequately supported.
  - b. Discussion. This audit will support Army's programming efforts to execute the BRAC 1995 recommendations. This audit will be similar to prior audits of BRAC I, 1991 and 1993 recommendations. Audit resources and locations will depend on the 1995 recommendations.
  - c. Timeframes. March 1995 to January 1996.

# Document Separator

# Document Separator



**THE ARMY BASING STUDY**

**ANALYTICAL PROCEDURES  
FOR  
DEVELOPING  
BRAC 95 RECOMMENDATIONS**

**SEPTEMBER 1994**

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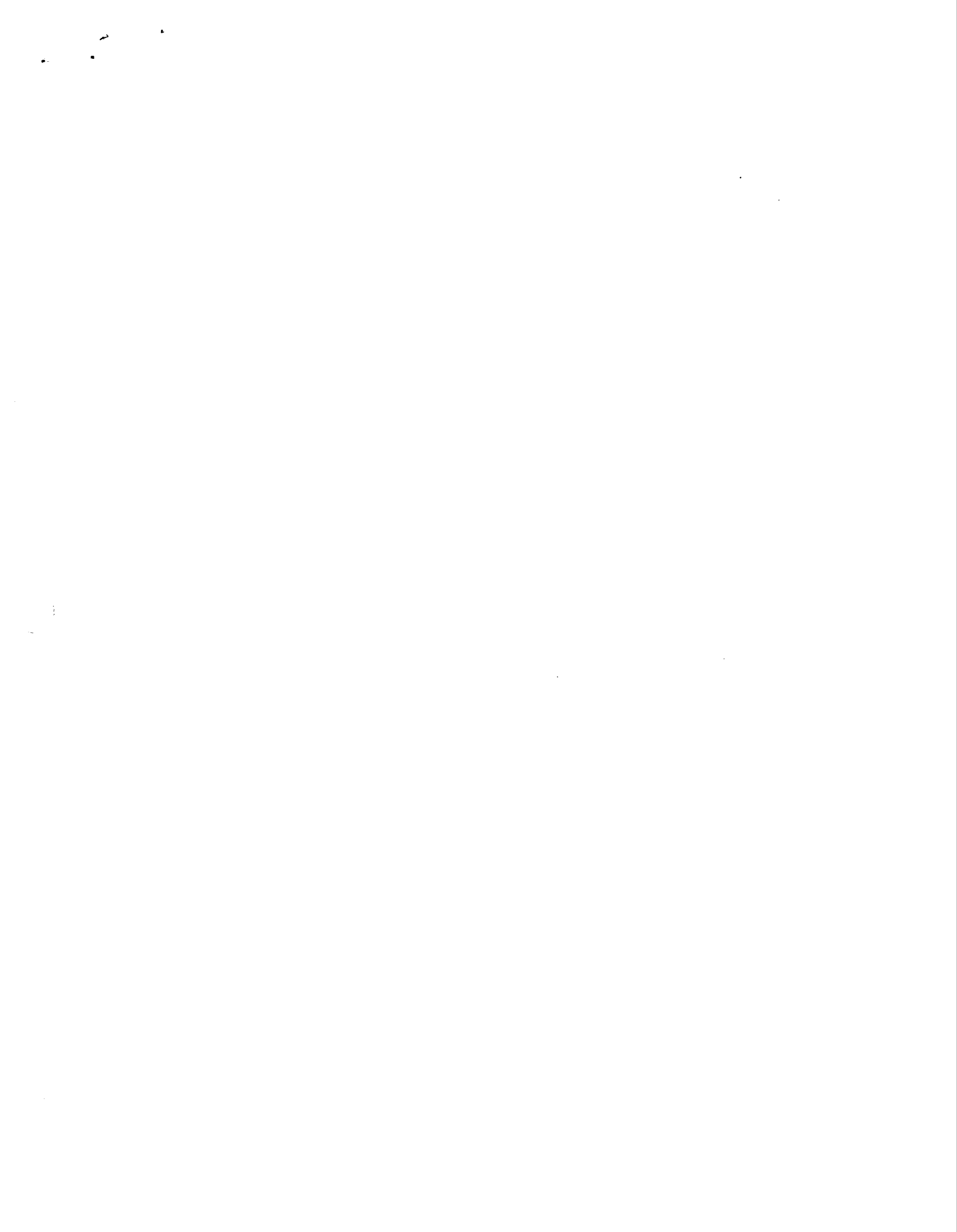
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**THE ARMY BASING STUDY  
ANALYTICAL PROCEDURES FOR DEVELOPING  
BRAC 95 RECOMMENDATIONS**

**1. DEVELOP STUDY CANDIDATES.** Study candidates for BRAC 95 are developed using the Military Value Assessments (MVA) encompassing the Army stationing strategy and installation assessments. The major contributors are: ODCSOPS, TABS, MACOMs, the Army Staff and Secretariat.

**A. OBTAIN APPROVAL OF BRAC STUDY CANDIDATES.** A list of study candidates is compiled by TABS and approved by the Army leadership.

**B. NUMBER THE BRAC STUDY CANDIDATES.** Number all candidates using alphanumeric designations. The alpha characters represent the installation category for each study candidate. The numeric character represents the installation number within the category. A list of standard installation names and numbers is at ANNEX A - BRAC 95 STUDY CANDIDATE NUMBERS.

(1) The following alpha characters will be used:

- **AP** - Ammo production installations
- **AS** - Ammo storage installations
- **CA** - Command and Control/ Admin installations
- **CO** - Commodity installations
- **DE** - Depots
- **IF** - Industrial facilities
- **LE** - Leases
- **MA** - Maneuver
- **MD** - Medical facilities
- **MT** - Major training areas
- **PG** - Proving grounds
- **PO** - Ports
- **PS** - Professional schools
- **TS** - Training schools

(2) Analysts will maintain a log with study candidate numbers and a brief description of each. A sample analyst log is contained is displayed at Figure 1.

ANALYST LOG FOR STUDY CANDIDATE: _____			
ALT NUMBER	DESCRIPTION	DATE	ACTION/RECOMMENDATION/RESULT/OUTCOME

**Figure 1. Sample Analyst Log**

## 2. ANALYZE APPROVED STUDY CANDIDATES AND DEVELOP ALTERNATIVES

Once the list of candidates has been approved, TABS begins analysis. The analyst's first step is to identify the elements of the study candidate that will drive the study alternatives; **who** (organizations/activities); **what** (functions) and **where** (installation(s)). Some study candidates permit many alternatives to be analyzed. Others may be very narrow and provide little flexibility. There may also be instances where there is only one alternative. What follows explains various ways (the how) to evaluate the study candidate (the what).

## 3. DEVELOP BRAC ALTERNATIVES

### A. IDENTIFY ORGANIZATIONS AND INSTALLATIONS

(1) Examine the source of the study candidate (i.e., force structure, stationing strategy, installation assessments) to extract all details possible (who, what, where). **TABS Form A-1 (Aug 94), BRAC 95 Study Candidate Alternative Worksheet (ANNEX B - BRAC 95 WORKSHEETS)**, will be used by analysts to record this information.

(2) After identifying where the organization(s)/ activity(ies)/function(s) are located, review the data on the appropriate installation's **ASIP Station Report** in the *Army Stationing and Installation Plan (ASIP), Volumes I, IV (Summer 94 Edition)* to determine more details regarding the units/activities located on the installation.

(3) Obtain an **ASIP Troop List Ordered By Major Unit** report for the installation(s) being considered from the TABS Engineer Analyst. This report aggregates the Unit Identification Codes (UICs) by major units in the **ASIP Station Report**. This report helps determine which units are associated with a major organization, activity or function. Request this report for FY 96 and FY 00. (FY 96 is the base year for personnel data used in the Cost of Base Realignment (COBRA) Model and FY 00 is the base year for determining construction requirements.)

(4) Compare the FY 96 and FY 00 **ASIP Troop List Ordered By Major Unit** reports and the **ASIP Station Report** to determine any major changes in unit data between FY 96 and FY 00. There are two objectives:

(a) to identify the units scheduled to leave the installation because of non-BRAC 95 actions and ensure their costs are not considered in the cost analyses for BRAC 95;

(b) to ensure that the allowances (based upon UICs and Standard Requirement Codes (SRCs)) used to determine facilities requirements accurately reflect the units that are moving due to BRAC.

## B. DEVELOP STATIONING SCENARIOS

(1) After reviewing the **ASIP Troop List Ordered By Major Unit** report and the **ASIP Station Report**, MACOM analysts shall structure stationing scenarios by indicating units to be moved (by Major Unit or UIC/SRC and description), their origin, and destination on **TABS Form A-1 (Aug 94)**. An example of the **TABS Form A-1** is at figure 2. MACOM analysts shall provide the TABS Engineer analyst a completed copy of **TABS Form A-1** for each scenario, indicating any special considerations to the Major Units or UICs.

(2) MACOM analysts shall also provide any special facility, equipment and planning considerations to the Engineer analyst for determining MILCON requirement of each alternative. Based upon MACOM analyst input, TABS Engineer analyst will assess construction requirements using the required Facility Category Groups (FCGs) in the HQRPLANS model. Standard FCGs and others to be considered are based upon the *Standard Facilities Analysis Assumptions* (ANNEX C - STANDARD FACILITIES ASSUMPTIONS).

(3) Construction Cost Avoidances shall be determined by the Engineer analyst from data provided by OACSIM. Cost avoidances associated with a BRAC alternative shall be provided to the MACOM analysts and entered into COBRA as a one time cost savings

## C. NUMBER THE BRAC ALTERNATIVE

(1) Number study alternatives sequentially using the study candidate number. For example, the first alternative for study candidate **AS1** will be **AS1-1**, the second **AS1-2**, and so forth. Study alternatives are distinguished by their installation set. An installation set represents the specific installations considered for a given alternative associated with a specific study candidate. Changing the installation set constitutes a new alternative, requiring a new alternative number.

(2) Scenario changes within the same installation set are distinguished by an alphabetic designation **a,b,c, ...**, so forth. For example, if you are analyzing alternative **AS1-1** and decide to change some aspect(s) of the scenario (i.e., construction requirements, timing of personnel migrations, destinations of units, etc.), without changing the installation set, the alternative containing the first iteration of such changes would be designated **AS1-1a**, the second iteration **AS1-1b**, and so forth. The alternative designation developed using this numbering system will also be used when saving the data file for the COBRA run that corresponds to a specific alternative. For example, name the COBRA data file for alternative **AS1-1a** as **AS1-1A.CBR**. (".CBR" is the default file extension used for all COBRA data files.)

(3) This numbering system provides a standard and simple means of identifying the scenarios and recording the information that distinguishes one scenario from the others. Identify all documents (input/output) for a scenario with the distinctive alternative number.

a. OPTION NUMBER: <i>See "Number the BRAC Alternative"</i>		b. CANDIDATE INSTALLATION: <i>See Annex A - Study Candidate Numbers</i>		c. DATE:	
d. INSTALLATION CATEGORY : <i>See Annex A - Study Candidate Numbers</i>					
e. SCENARIO DESCRIPTION/SUMMARY:  <p style="text-align: center;"><b>COBRA SCREEN ONE (General Scenario)</b></p>					
f. INSTALLATIONS IN SCENARIO: <b>COBRA SCREEN ONE (General Scenario)</b>					
INSTALLATION NAME:		STRATEGY (CLOSE/GAIN/LOSE/DEACTIVATE)		COMPLETION YEAR	
		<b>COBRA SCREEN ONE (General Scenario)</b>		<b>*CY</b>	
g. MAJOR ACTIVITIES AND/OR ORGANIZATIONS AFFECTED (OR POTENTIALLY AFFECTED):					
UIC/SRC	DESCRIPTION:	PERSONNEL STRENGTH: OFF/ENL/CIV/NAF/OTHER	STRATEGY: DESTINATION/YEAR		
<b>ASIP</b>	<b>ASIP</b>	<b>ASIP</b>	<b>COBRA SCREEN 3 (Movement Table)</b>		

Figure 2. BRAC 95 Study Candidate Alternative Worksheet

<b>h. MAJOR ACTIVITIES AND/OR ORGANIZATIONS AFFECTED (continued)</b>			
<b>UIC/SRC</b>	<b>DESCRIPTION:</b>	<b>PERSONNEL STRENGTH: OFF/ENL/CIV/NAF/OTHER</b>	<b>STRATEGY: DESTINATION/YEAR</b>

**i. REMARKS**

*See Table 1 - TABS documentation Requirements*

**Figure 2. BRAC 95 Study Candidate Alternative Worksheet (continued)**

**FACILITY CATEGORY GROUPS (FCGs) TO CONSIDER FOR THIS ALTERNATIVE:**  
**NOTE: MACOM ANALYSTS COORDINATE FCG REQUIREMENTS W/ ENGINEER ANALYST**

**A.  ALL STANDARD FCGs FOR MTOE UNITS, TRADOC FUNCTIONS & OTHER NON-INDUSTRIAL FUNCTIONS.**

**B. SELECTED STANDARD FCGs**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
<input type="checkbox"/> 45200	VEH HARDSTAND	SY	HORIZONTAL (HORIZ)
<input type="checkbox"/> 21110	MNT HANGAR AVUM	SF	AIR OPERATIONS (AIROP)
<input type="checkbox"/> 21111	MNT HANGAR AVIM	SF	AIR OPERATIONS (AIROP)
<input type="checkbox"/> 14182	BDE HQ BLDG	SF	OPERATIONAL (OPERA)
<input type="checkbox"/> 14183	BN HQ BLDG	SF	OPERATIONAL (OPERA)
<input type="checkbox"/> 14185	CO HQ BLDG	SF	OPERATIONAL (OPERA)
<input type="checkbox"/> 61050	GEN PURP ADMIN	SF	ADMINISTRATIVE (ADMIN)
<input type="checkbox"/> 17120	GEN INST BLDG	SF	SCHOOL BUILDINGS (SCHLB)
<input type="checkbox"/> 17130	APPL INST BLDG	SF	SCHOOL BUILDINGS (SCHLB)
<input type="checkbox"/> 21410	VEH MNT SH ORG	SF	MAINTENANCE SHPS (MAINT)
<input type="checkbox"/> 21420	VEH MNT SH DS	SF	MAINTENANCE SHPS (MAINT)
<input type="checkbox"/> 7210S	ENL UPH (PLNG)	PN	BACHELOR QTRS (BACHQ)
<input type="checkbox"/> 71100	FAMILY HOUSING	FA	FAMILY QUARTERS (FAMLQ)
<input type="checkbox"/> 44200	GEN P WH-INST	SF	COVERED STORAGE (STORA)
<input type="checkbox"/> 44230	CONT HUM WH	SF	COVERED STORAGE (STORA)
<input type="checkbox"/> 44100	GEN P WH-DEP	SF	COVERED STORAGE (STORA)
<input type="checkbox"/> 44260	VEH STOR SHED	SF	COVERED STORAGE (STORA)
<input type="checkbox"/> 74028	PHY FIT CTR	SF	RECREATION (RECFC)
<input type="checkbox"/> 72200	UPH DINE FAC	SF	DINING FACILITY (DINFC)

**C. ADDITIONAL FCGs TO CONSIDER ON A CASE BY CASE BASIS:**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
<input type="checkbox"/> 14112	AVN UNIT OPS BLDG	SF	AIR OPERATIONS (AIROP)
<input type="checkbox"/> 11320	AC PARKING RW	SY	HORIZONTAL (HORIZ)
<input type="checkbox"/> 7218P	TRAINEE BILLETS	PN	OTHER
<input type="checkbox"/> 7240P	OFFICER UPH	PN	OTHER
<input type="checkbox"/> 74014	CHILD DEV CTR	SF	OTHER
<input type="checkbox"/> 74021	COMMISSARY	SF	OTHER
<input type="checkbox"/> 74053	EXCH MAIN RETL	SF	OTHER
<input type="checkbox"/> 17903	RECORD FIRE RG	EA	OTHER
<input type="checkbox"/> 17912	APC FIRING RG	EA	OTHER
<input type="checkbox"/> 17933	TK CREW CBT FIRE	EA	OTHER

**D.  ALL STANDARD FCGs FOR INDUSTRIAL FUNCTIONS.**

**E. SELECTED STANDARD FCGs FOR INDUSTRIAL FUNCTIONS:**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
<input type="checkbox"/> 61050	GEN PURP ADMIN	SF	ADMINISTRATIVE (ADMIN)
<input type="checkbox"/> 7210S	ENL UPH (PLNG)	PN	BACHELOR QTRS (BACHQ)
<input type="checkbox"/> 71100	FAMILY HOUSING	FA	FAMILY QUARTERS (FAMLQ)
<input type="checkbox"/> 44200	GEN P WH-INST	SF	STORAGE FACILITIES (STORA)
<input type="checkbox"/> 44230	CONT HUM WH	SF	STORAGE FACILITIES (STORA)
<input type="checkbox"/> 44100	GEN P WH-DEP	SF	STORAGE FACILITIES (STORA)

Figure 2. BRAC 95 Study Candidate Alternative Worksheet (continued)

**F. FCGs FOR OTHER INDUSTRIAL MISSION FACILITIES:**

<b>NUMBER</b>	<b>DESCRIPTION</b>	<b>UM</b>
[ ] 21610	AMMO MAINT BLDG	SF
[ ] 22110	AC PROD BLDG	SF
[ ] 22210	GM PROD BLDG	SF
[ ] 22410	TANK/AUTO PROD	SF
[ ] 22510	WEAPON PROD BLDG	SF
[ ] 22610	EXPLOSIVE PROD	SF
[ ] 22710	COMMO PROD BLDG	SF
[ ] 22810	LTHR & TEX PLNT	SF
[ ] 22820	CONST EQP PLANT	SF
[ ] 22830	RR EQP PLANT	SF
[ ] 22840	PRINT PLANT	SF
[ ] 22890	MISC PROD BLDG	SF
[ ] 22910	CONST MAT BLDG	EA
[ ] 31010	RDT&E LABS	SF
[ ] 31110	AC RDT&E	SF
[ ] 31210	MSL SPACE RDT&E	SF
[ ] 31310	MAR RDT&E	SF
[ ] 31410	TANK/AUTO RDT&E	SF
[ ] 31510	WEAPON RDT&E	SF
[ ] 31610	EXPLOSIVE RDT&E	SF
[ ] 31710	ELEC RDT&E	SF
[ ] 31810	PROP RDT&E	SF
[ ] 31910	NON-METAL RDT&E	SF
[ ] 32010	UND-WAT EQU RDT	SF
[ ] 32110	TECH SERVICE	SF
[ ] 37110	RDT&E RANGE FAC	EA
[ ] 39010	OTHER RDT&E	EA
[ ] 42100	AMMO STOR-DEP	SF

**NOTES FOR FCGs ABOVE:**

1. INCLUDE STANDARD REQUIREMENTS CODE (SRC) ONLY FOR UNITS/ACTIVITIES THAT DO NOT HAVE A UNIT IDENTIFICATION CODE (UIC).
2. ENTER GAINING INSTALLATION NAME OR "GREEN GRASS" IF YOU WANT TO EXAMINE MOVING UNIT/ACTIVITY TO A NEW INSTALLATION. (THIS OPTION IS USEFUL FOR COMPARATIVE PURPOSES & FOR DETERMINING REQUIREMENTS.)
3. CONSIDER THIS FCG IF MOVING A BATTALION/BRIGADE SIZE AVIATION UNIT.
4. CONSIDER THIS FCG IF MOVING TRADOC "SCHOOLHOUSE" ACTIVITIES.
5. CONSIDER THIS FCG IF MOVING MTOE UNITS TO DETERMINE RANGE CAPACITY AT GAINING LOCATION.

REMARKS>

.....

.....

.....

Figure 2. BRAC 95 Study Candidate Alternative Worksheet (continued)



## D. CREATE AN ALTERNATIVE GRAPHIC DISPLAY

A graphic display is developed to provide a quick overview of the alternative. Each graphic display will identify:

- the installation(s) involved and their status (loser, gainer, closure, enclave, etc).
- major units involved and their movements.
- the operational rationale for the alternative.

An example of a typical graphic display is shown in Figure 3. This display is **not limited** to specific information listed above. It may contain dates, facilities issues, or other constraints deemed by the analyst as important to the alternative.

ALTERNATIVE: CLOSE FT LOSER  
OPTION # TE13-4X1  
30 AUG 94

OPERATIONAL RATIONALE;

CLOSE ALL LOSER INSTALLATIONS,  
CONSOLIDATE ALL COMPUTER SCHOOLS TO GAINER #2

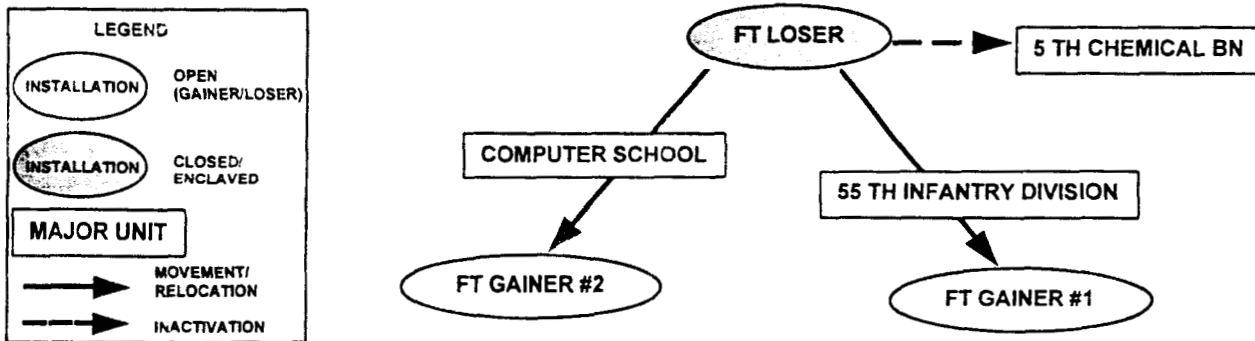


Figure 3. Sample Alternative Graphic Display for a Notional Alternative

## 5. ANALYZE BRAC ALTERNATIVES

Analysis of BRAC alternatives is a complex, multi-step process. To conduct and document a thorough analysis, follow the DoD selection criteria in a step by step approach.

### A. EVALUATE OPERATIONAL CONSIDERATIONS. (*DoD Criteria 1-4*)

(1) Carefully review the Army Stationing Strategy. Determine the operational rationale for each BRAC alternative. This will be relatively straightforward when the stationing strategy specifically requires the study. In some cases this will be more difficult.

(2) Review the military value of all installations in the scenario. Realignments and closures usually occur at installations of "low" military value. "High" military value installations normally will be the gaining installations in the scenario.

(3) Assess the impact on Reserve Component (RC) forces. An assessment of the RC impact will be provided for each alternative and recoded with the operational rationale.

(a) The available reference materials for the analyst are: Reserve/National Guard ASIP, BRAC 95 Installation Assessment (Data Call # 1) Attributes - Reserve Training and Mobilization, BRAC 95 Installation Assessment Narratives (Data Call #4), BRAC 95 Army National Guard Data Call and Assessment Narrative (Data Call #10) , BRAC 95 Army National Guard Data Call and Major Training Area Narrative (Data Call #11), BRAC 95 Army Reserve Data Call and Major Training Area Narrative (Data Call #12), and the TRAINLOAD model.

(b) As a minimum, address the following areas when assessing RC impact:

- RC units located on the installation.
- RC units receiving support from the installation.
- Requirement for an RC enclave.
- Costs associated with the RC enclave.

(c) The TABS Army reserve and Army National Guard analysts will assist in gathering and processing the available information and making an assessment of the potential impact to RC units. Record the RC impact for the alternative on **TABS Form A-1 (Aug 94)**, *BRAC 95 Study Candidate Alternative Worksheet*.

(4) Record the operational rationale and note any operational impacts for the alternative on **TABS Form A-1 (Aug 94)**, *BRAC 95 Study Candidate Alternative Worksheet*. Record the rank and banding of each installation in the scenario.

(5) Coordinate the completed study alternative with the TABS Deputy Director and Chief, Analysis and Review. Coordinate further with the Army Staff and Major Command points of contact as appropriate.

## **B. EVALUATE COST AND SAVINGS IMPLICATIONS USING THE COBRA MODEL (DoD Criteria 5)**

(1) Obtain stationing reports to estimate construction requirements. Based upon the stationing scenario entered into HQRPLANS for a given alternative, HQRPLANS produces the following stationing reports:

- **STATIONING POPULATION SUMMARY**. Provides population data (officer, enlisted, civilian, total) for each unit based and removed for each stationing year included in the stationing scenario. *These figures are not used to determine input into the COBRA model.*

- **STATIONING PROFILE -- PERMANENT AND TEMPORARY ASSETS REPORT**. Provides a detailed summary of the facility impacts of all stationing actions based on the use of available permanent and total assets for each installation and year included in the stationing scenario. This report compares permanent and total assets available prior to stationing and shows associated new construction costs, amount of temporary assets used, revitalization costs and total costs. *This is the most important stationing report. This report identifies the construction and revitalization (rehabilitation) requirements by category that are entered in the COBRA model by square foot for a stationing scenario supporting a given alternative.*

(2) ACSIM reviews construction requirements obtained from the **Stationing Profile -- Permanent and Temporary Assets Report** and annotates changes annotated (with justification) on TABS Form A-2 (Aug 94), **Stationing Profile -- Permanent and Temporary Assets Report -- Record of Facility Construction Requirements**. The analyst will receive the stationing profile and TABS Form A-2 attached for any changes made. Use these documents to enter new construction and/or rehabilitation requirements into Screen 7, *Base Information (Military Construction)*, of the COBRA Model.

(3) COBRA Model Procedures.

(a) The COBRA Model is the DoD standard cost model for BRAC 95 and produces the costs/savings and return on investment data used to analyze the merits of a BRAC alternative.

(b) Data is entered into COBRA via nine input screens and four standard factor tables. Enter the data first on the worksheets and then into the model. Detailed instructions on the source of data to enter on each input screen is at ANNEX D - COBRA INPUT PROCEDURES AND ASSUMPTIONS.

(c) Analysts have responsibility for entering data into COBRA. *(The exception is the Standard Factors Tables. These are centrally managed and will be provided to the analysts in electronic form by the models analyst. These tables will not be changed without prior approval from Chief, Review & Analysis.)* To assist in this process, worksheets available to replicate the input screens within COBRA are attached as ANNEX B - BRAC 95 WORKSHEETS.

(d) Annotate all worksheets with the appropriate alternative number. Retain worksheets for each alternative as part of the official documentation for each BRAC alternative evaluated. Consequently, it is important that worksheets are properly completed, legible and accurately represent the data entered into the model.

(e) The analyst obtains the data source, extracts the appropriate value(s) and enters the information into the correct data field(s) within the COBRA model. The sources identified meet the certification requirements and therefore, sources other than those indicated within this packet will not be used without prior approval from the Chief, Review & Analysis.

(f) Refer to the COBRA Users Manual for additional information on using the model.

(g) Even though sources are identified for most COBRA data, they only point at where the certified data can be obtained. Other data entries can only be determined by the analysts based upon investigation, assumptions and judgment. The analyst must determine how to best accomplish the objective of the BRAC alternative, using the data and analytical tools available.

(4) Execute COBRA and analyze output.

(a) Each time COBRA scenario is executed, the model automatically generates all the reports discussed below (with the possible exception of the ERROR.RPT). After executing the analyst must decide which reports to print.

(b) COBRA provides a variety of reports for each scenario evaluated. Although most reports provide outputs in terms of dollar costs and savings, several also provide non-dollar value information (such as numbers of personnel, square feet of construction, etc.). Both costs and savings can be reported as positive or negative numbers. A cost reported as a positive number represents an actual cost, and a negative cost represents an actual savings. Similarly, a savings reported as a positive number represents an actual savings, and a negative savings represents an actual cost. Information on viewing and printing individual and group reports can be found in the COBRA User's Manual.

(c) It is not necessary to print every report each time a scenario is executed. It is likely that several scenarios will be evaluated before determining which scenario is best.

Generally, analysts should print those reports that facilitate comparison of the costs, savings and personnel adjustments between scenarios.

(d) Below is a list and description of the COBRA reports. Additional information is in the COBRA User's Manual. Recommendations concerning when to print each report are annotated.

- REALIGNMENT SUMMARY REPORT (File name COBSUM.RPT). *This report is a key output of the COBRA model.* As the name implies, this report is a summary of costs, savings and personnel adjustments for the entire scenario. This two page report displays important data used to evaluate the modeled scenario and compare it with other scenarios. The following information is displayed:

- Break Even Year
- Option Net Present Value (NPV) in (Year 20)
- Total One-Time Cost
- Net Costs (Mission, Personnel, Overhead, Milcon, Moving, Other)
- Force Structure Reductions (Officer, Enlisted, Civilian)
- Positions Eliminated (Officer, Enlisted, Civilian)
- Personnel Realignments (Officer, Enlisted, Student, Total Military, Civilian,

Total)

- Summary/Description of Scenario
- Costs (Mission, Personnel, Overhead, Construction, Moving, Other)
- Savings (Mission, Personnel, Overhead, Construction, Moving, Other)

- NET PRESENT VALUES REPORT (NPV.RPT). *This is another key COBRA Report.* It displays the Cost and Inflated Cost for each year, and net present value (NPV) of the cost of the realignment for each of the years of the analysis period. The point where the NPV goes from a positive value (a cost) to a negative value (a savings) is the Break Even Year of the scenario. (This information is also shown on the COBRA Realignment Summary Report.)

- APPROPRIATIONS DETAIL REPORT (APPDET.RPT). Provides detailed yearly costs, savings, and net costs of the closure/ realignment. It is structured similarly to the Appropriations Summary Report, except that the break-out of costs/savings is in greater detail. Total costs, savings, and net costs are identical to those reported on the Appropriations Summary Report.

- ONE-TIME COST REPORT (1TIMCOST.RPT). Provides the total one-time costs, savings, and net costs for *each base in the scenario, and for the total scenario.*

- PERSONNEL SUMMARY REPORT (PERSUM.RPT). Consists of two sections. The first section provides a *by-year report* of personnel moving to and/or from *each base in the scenario*. The second section provides for *each base in the scenario*, a diagram

showing the starting population, ending population, and change in population (caused by realignments, force structure changes, and positions eliminated) for officers, enlisted, student, and civilian employees.

- BOS, LAND, SF, AND RPMA DELTAS REPORT (DELTAS.RPT). Shows, for each base in the scenario, the number and percent change in personnel, Base Operations Support costs, Real Property Maintenance Activity costs, combined RPMA and BOS costs, land acreage, and building square footage. Also shown are the ratio of changes in BOS, RPMA, RPMA plus BOS, acreage, and square footage to changes in personnel.

- MILITARY CONSTRUCTION ASSETS REPORT (MILCONAS.RPT). Provides military construction requirements and costs for each base, and a single-page summary of costs for all bases involved in the closure/realignment. The cost of each requirement includes not only the construction costs, but also the design; supervision, inspection and overhead (SIOH); site preparation; information management; and contingency costs. Also shown are land purchases and construction avoidances.

- PERSONNEL IMPACT REPORT (PERIMP.RPT). Shows a detailed break-out of yearly personnel actions for each installation and the entire scenario being modeled.

- PERSONNEL YEARLY PERCENTAGES REPORT (PERSPERC.RPT). Shows the yearly number and percentage of personnel changes at each base in the scenario (percentages are used for automatic scheduling of construction and facilities to be shut down). Also shown are the timing of military construction and facilities shutdown, as calculated from the yearly personnel changes.

- INPUT DATA REPORT (INPUTDAT.RPT). A print-out of all Data Entry Screens and Standard Factors Tables showing all the inputs to the model for the scenario being modeled. The other reports produced for a given scenario are based upon this data. *This report is used to compare the data on the COBRA Worksheets with the data that was actually entered into the model. As a minimum, this comparison will be made on the first and on the final runs.*

- SCENARIO ERROR REPORT (ERROR.RPT). Generated by the model only if inconsistencies in scenario data are found. If an error report is present, it must be checked immediately to determine if data corrections should be made because other reports generated at the same time may contain erroneous values. Once corrections are made to scenario data, the reports must be executed again before they are used for analysis purposes. The specific data inconsistencies that COBRA checks are identified in the COBRA User's Manual.

## C. EVALUATE THE ECONOMIC IMPACT ON COMMUNITIES (*DoD Criteria*

6)

(1) Reference OASD Memorandum dated 4 Apr 94, Guidance for Applying the Economic Impact Criterion in the BRAC 95 Process.

(2) All DoD Components must consider the *economic impact* (to include *cumulative economic impact*) on communities. To accomplish this, all DoD components will use the Cumulative Economic Impact (CEI) Model developed by OSD in collaboration with the BRAC 95 Joint Cross-Service Working Group on Economic Impacts.

(3) Measure of Economic Impact - During the alternative development phase, the TABS economic analyst uses the OSD CEI model to measure economic impacts: (1) the total potential job (direct and indirect job changes) change in the economic area and (2) total potential job change as a percent of the economic area employment. The model calculates the economic impact by taking personnel migration (job change) data for an alternative, or a group of alternatives and computing various statistical indicators. It then produces the standard report.

(4) Measure of Cumulative Economic Impact - The model measures cumulative impact in two different ways:

*First*, the cumulative economic impact of the alternative plus future economic impacts (those that have not yet been realized into the economy) of all prior BRAC rounds (BRAC I, 91 & 93).

*Second*, the cumulative economic impact when more than one DoD component recommends a BRAC 95 closure or realignment *within the same economic area* plus the impact of prior BRAC rounds.

(5) Reports - The first page of the CEI model's standard report will provide economic impacts in the form of job change (direct & indirect) on the top half, along with historic data for the economic area being affected (an economic vitality snapshot 1984-1993) below. The second page of the CEI report provides all cumulative impacts (if any). In addition to the standard two page CEI report, the model can provide over a dozen ancillary reports which can be used as an insert to form A-1 in support of the MACOM analyst's alternative package.

(6) Analytical Procedure:

(a) MACOM analysts obtain *Personnel Summary* report(s) from COBRA model for scenarios to be studied and provide to TABS economic analyst.

(b) Economic analyst uses CEI model to generate standard report for scenario(s).

(c) Economic analyst evaluates impact. No numeric value determines an economic impact threshold. However, the historic overview helps to make relative comparisons of the BRAC 95 recommendations.

(d) Economic analyst provides standard report and brief synopsis of impact to MACOM analysts to be included on form A-1, Analysts Remarks for each scenario.

(7) Assessment of Cumulative (Inter-Service) Economic Impact - After the Army submits its recommendations, the economic analyst supports the Joint Cross-Service Group on Economic Impact which analyzes all DoD recommendations to ensure they follow OSD guidance, and ensures any significant cumulative impacts.

**D. EVALUATE THE ABILITY OF BOTH THE EXISTING AND POTENTIAL RECEIVING COMMUNITIES' INFRASTRUCTURE TO SUPPORT FORCES, MISSIONS AND PERSONNEL (*DoD Criteria 7*)**

(1) There is no model available (or appropriate) to determine the ability of a community to support forces, missions and personnel. Instead, draw upon the information already available from the installation assessments in order to evaluate the community impacts:

(a) Narratives provided by the Major Commands as part of the Installation Assessment program describe the unique features of the installation.

(b) Quantative measures (attributes):

- Family Housing Attribute. Counts all adequate family quarters (on and off post) at the installation.

- Infrastructure Attribute. Measures the total capacity for water, electricity, sewer and landfill available to the installation.

- Environmental Carrying Capacity Attribute. Measures several factors contributing to the environmental condition of the installation and surrounding community, including:

- Land area of Incompatible use off post (AICUZ II, III).
- Air quality region attainment information.
- Endangered species.
- Contaminated sites.

- Encroachment Attribute. Measures the population density of the surrounding community.

- Available Workforce Attribute. Measures the total available workforce in the Economic Area (EA) surrounding the installation.



- Cost of Living Index. Measures the relative cost of consumer demand items in the Economic Area.

- Variable Housing Allowance factor. Measures the relative cost of lodging in the local community.

- Locality Pay Factor. Measures the relative level of civilian salaries at the installation.

(2) These quantitative and qualitative assessments show the existing community's ability to support forces, missions and personnel. They can also indicate any difficulty associated with an expansion at an installation. You may find it necessary to conduct further research depending on the scenario, to make an informed judgement.

(3) Generally your conclusion should include one of the following statements, supported by analysis:

- The growth specified by this alternative at \_\_\_\_\_ can be accommodated with little or no adverse impact to the existing infrastructure of the surrounding community(ies).

- The growth specified by this alternative at \_\_\_\_\_ can be accommodated but requires some investment to improve or expand the existing infrastructure of the surrounding community(ies).

- The growth specified by this alternative at \_\_\_\_\_ can not be accommodated due to limitations (e.g. environmental, encroachment) **OR** it requires substantial investment to improve or expand the existing infrastructure of the surrounding community(ies).

#### **E. EVALUATE THE ENVIRONMENTAL IMPACT (*DoD Criteria 8*)**

(1) BRAC 95 Policy Guidance: OSD guidance for Selection Criteria 8 has not been issued as of the date of this SOP. This SOP has been developed IAW verbal guidance received during meetings with DUSD Environmental Security and OSD Base Closure & Utilization, April - May 1994.

(2) Analytical Team: TABS Environmental Manager (TEM) convenes the BRAC 95 Environmental Review Committee (ERC), subject matter experts (on Air Quality, Hazardous Materials, TES, Land Use, Cultural Resources, Compliance ) from the Army's Environmental Programs Directorate. The TEM has oversight of ERC which serves as trusted agents to TABS, working in a closehold environment providing analytical support.

(3) Analytical Procedure: There are three phases of analysis and support to determine BRAC 95 environmental impacts:

**Phase I** - Initial impact assessment, evaluating all installations for significant, partial or potential environmental constraints, in other words, providing a "Red Flag Check".

**Phase II** - Scenario specific impact analysis for all Decision Brief Alternatives.

**Phase III** - Special analyses to support TABS during OSD & Commission reviews.

(4) **PHASE - I Environmental Data Call** - TEM and ERC develop the Installation Environmental Baseline Survey (IEBS) using a set of common environmental data elements (to be used by all DoD Components) in compliance with OSD guidance.

(a) TEM issues IEBS as Data Call # 3 to all MACOMs for staffing.

(b) IEBS data is received and scrubbed by ERC.

(c) TEM resolves any discrepancies made and passes data to MACOM analysts to compare with Installation Assessments or Military Value Assessments.

(d) ERC analyzes IEBS data and produces the initial impact assessment (Red Flag Check), evaluates all installations by assessing (a) significant, (b) partial, and (c) possible impacts for a potential realignment or closure.

(e) TEM provides initial assessments (determination of impacts) to MACOM analysts to include in Section VI of the alternative documentation package.

(5) **PHASE - II Final IEBS** - ERC finalizes all IEBSs and uses them to develop the final impact analysis.

(a) **Final Impact Analysis:** Scenario specific environmental consequences analysis is performed, and impact statements are prepared for all alternatives forwarded to senior leadership. The impact statements will be provided to the MACOM analysts for their use and incorporation into Section VI, the alternative documentation package.

(b) **Narratives:** Installation environmental narratives (static data) are developed using existing environmental databases, historical BRAC data and installation site visit reports, and provided MACOM analysts for their installation narratives.

(6) **PHASE - III Question & Answer Databank:** BRAC 93 Q&As have been collected and will be reviewed/enhanced as they relate to the BRAC recommendations. These

Q&As will be provided to senior leadership in support of PHASE III OSD & Commission critique.

(a) **Media Review:** A current media (news clips) review shall be performed by TEM & ERC using newsworthy articles (collected by PAO) related to all Army installations dealing with high visibility environmental issues including:

- Hazardous waste/ clean up programs
- Unexploded Ordnance (UXO)
- Recurring press dealing with community/politically sensitive environmental subject matter.

(b) TEM & ERC will assess the articles and update senior leadership on the most sensitive issues.

(c) **Special Analysis:** ERC will perform additional analysis as directed by TEM during Phase III.

#### **F. COMPLETE THE DOCUMENTATION PACKAGE**

(1) The final recommendations and their supporting analyses receive intense scrutiny inside and outside HQDA (i.e., AAA, OSD, GAO, Commission, Congress, public). Consequently, you must carefully document the process.

(2) Be diligent in following established procedures and "document as you go." This approach ensures accurate records and avoids the problem of trying to create or recreate documents after the fact. One of the last duties of the analyst is to ensure that all the actions taken have been properly documented in accordance with the procedures contained in this document, the TABS Management Control Plan and other guidance that may be issued.

(3) A complete documentation package consists of a cover sheet and seven sections. Specific information is required for certain sections of the documentation package. **TABLE 1. TABS DOCUMENTATION REQUIREMENTS** describes the format of the documentation package and the minimum required reports.

SECTION AND DESCRIPTION	DOCUMENTATION REQUIRED
SECTION I: SCENARIO DEVELOPMENT	<ul style="list-style-type: none"> <li>- TABS FORM A-1</li> <li>- ALTERNATIVE GRAPHIC DISPLAY</li> </ul>
SECTION II: PERSONNEL ORGANIZATION AND DATA	<ul style="list-style-type: none"> <li>- ASIP troop list ordered by major unit</li> <li>- ASIP station report</li> <li>- Other sources of personnel and organization data</li> <li>- Reserve Component Impacts</li> </ul>
SECTION III: FACILITIES DATA	<ul style="list-style-type: none"> <li>- Stationing profile -- permanent and temporary assets report (HQRPLANS)</li> <li>- TABS Form A-3 (<i>If provided</i>)</li> <li>- Other sources of personnel and organization data</li> </ul>
SECTION IV: COBRA MODEL INPUT DATA	<ul style="list-style-type: none"> <li>- TABS Forms C-1 to C-9</li> <li>- COBRA input data report(INPUTDAT.RPT)</li> </ul>
SECTION V: COBRA MODEL OUTPUT	<ul style="list-style-type: none"> <li>- All COBRA reports used for analysis, as a minimum the following: <ul style="list-style-type: none"> <li>-- COBSUM.RPT</li> <li>-- NPV.RPT</li> <li>-- 1TIMCOST.RPT</li> <li>-- DELTAS.RPT</li> <li>-- MILCONAS.RPT</li> <li>-- PERSONNEL.RPT</li> <li>-- APPDET.RPT</li> </ul> </li> </ul>
SECTION VI: ECONOMIC IMPACT ON COMMUNITIES COMMUNITY INFRASTRUCTURE ENVIRONMENTAL IMPACTS	<ul style="list-style-type: none"> <li>- BRAC 95 CEI Printout + Analyst Assessment</li> <li>- Community Impact Assessment</li> <li>- Environmental Impact Assessment</li> </ul>
SECTION VII: ANALYSTS NOTES	<ul style="list-style-type: none"> <li>- Analysts Notes</li> <li>- Other documentation not covered elsewhere</li> </ul>

**TABLE 1. TABS Documentation Requirements**

## 5. ADMINISTRATIVE CONTROLS

**A. COLOR CODING ALTERNATIVES.** Color coding is required to identify the completeness and accuracy of all alternatives for two important reasons: to prevent the release of preliminary analysis, and to ensure comparable analysis is used in decisionmaking.

The analysis process involves continuous refinement of information throughout the study period. A **complete** package is only available at the termination of all analysis by TABS when the alternative becomes an Army BRAC recommendation. Prior to becoming an approved recommendation, every alternative analysis is considered incomplete.

Comparability is essential to the process of investigating and refining alternatives. In order to compare all alternatives equally - a standard analysis package is prepared on each alternative. At each point of the analysis where a decision to terminate or continue analysis is made all alternatives must be equally detailed (or general) in their analysis.

(1) **RED** coding. TABS preliminary analysis is coded "RED". The analyst indicates the coding on the alternative documentation set cover by checking the box marked "RED" (See Figure 4. Alternative Documentation Cover Sheet). In this stage of the analysis, the information lacks any detailed or consistent refinement. Preliminary analysis packages are prepared for every alternative studied by TABS and will be used to form a basis for discussion, refinement and development of alternatives approved for further study. Preliminary analysis is not releasable outside the TABS-Trusted Agent team. Some characteristics of preliminary analysis:

- Approved for analysis by Director, TABS.
- Considered for some (not all) DoD selection criteria.
- Assessment of operational rationale provided.
- Corporate databases used with or without refinement.
- No coordination required with Trusted Agents.
- Cost estimates used and/or certified data.

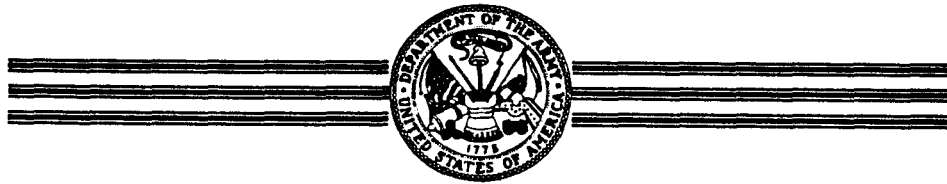
(2) **AMBER** coding. TABS interim analysis is coded "AMBER". The analyst indicates the coding on the alternative documentation set cover by checking the box marked "AMBER" (See Figure 4. Alternative Documentation Cover Sheet). In this stage of the analysis, the information is complete and partially refined but **is not final**. Interim analysis packages will be prepared for any briefings where alternatives are compared and reviewed **for the record** outside of the TABS study team. Requirements for interim analysis:

- Considered for ALL eight DoD criteria
  - Detailed assessment of military value.
  - Refined Population information (ASIP scrub)
  - Refined facilities information (HQRPLANS scrub)

Certified cost information (COBRA) - Standard Factors  
Economic Impact Assessed - and recorded  
Community Impact Assessed - and recorded  
Environmental Impact Assessed - and recorded  
Coordinated with Trusted Agents - MACOMs and ARSTAFF.  
Provided for review to the AAA representative.  
Approved for further analysis by Director, TABS

(3) GREEN coding. TABS final analysis is coded "GREEN". The analyst indicates the coding on the alternative documentation set cover by checking the box marked "GREEN" (See Figure 4. Alternative Documentation Cover Sheet). In this stage of the analysis, the information is complete, refined, and approved as the Army's official position. Final analysis packages will be prepared for all alternatives that are reviewed by the SEC ARMY for approval as BRAC recommendations. Requirements for final analysis:

Complete documentation specified by TABLE 1 - TABS Documentation Requirements.  
AAA review complete.  
Army Senior Leadership scrub complete.  
Joint/DoD cross-service considerations included (if applicable).



## THE ARMY BASING STUDY

### BRAC 95 ALTERNATIVE DOCUMENTATION SET

ALTERNATIVE NO.

STATUS OF ANALYSIS:		DATE
RED	[ ]	_____
AMBER	[ ]	_____
GREEN	[ ]	_____

DESCRIPTION

ANALYST:

Figure 4. Alternative Documentation Cover Sheet

## B. QUALITY CONTROL

(1) The analysis process requires dealing with thousands of data elements for each alternative. The work is often time sensitive. Numbers and information are constantly being updated and changed. Potentially, this is a formula for disaster. Each individual dealing with BRAC alternatives must constantly be on guard for mistakes, errors and inaccuracy. Several guideline are listed below to help control the flow of information and identify errors early in the process:

- Double check your own work, use a checklist.
- Use the two person rule to ensure accuracy with data. Do not assume you have been provided a correct number or factor. Investigate, check it with other sources, use common sense and intuition. **ASK QUESTIONS!**
- Use "DRAFT" markings on all preliminary analysis.
- Date your work, record information about the source (e.g. computer file name).
- Use the TABS official files for any final product, correspondence, or memorandum.

(2) Each alternative documentation package must be reviewed in detail before it is considered "final". Proponents for each section of the documentation will review and provide guidance to the analysts upon request. Proponents are:

- Scenario development, Operational requirements, Military Value , Stationing Strategy, RC Impacts - Dir, Dep Dir, Chief R&A.
- COBRA model - Models analyst
- Economic Impact - Engineer Analyst
- Community Impact - Dep Dir, Chief R&A
- Environmental Impact - Engineer Analyst
- National Guard, Reserve Impacts - ANGB Analyst, Reserve Analyst.

(3) After thorough review by the TABS staff, the documentation will be provided to the Army Audit Agency. AAA will provide feedback as to the accuracy, adequacy and appropriateness of the data and analysis. AAA comments must be disseminated to all TABS in order to refine the process as we go. Only after AAA review will the documentation be "final".



(4) Release of ANY analysis of alternatives to personnel or agencies outside of TABS must be approved by the Director, Deputy Director or the Chief of Review and Analysis.

(5) A flow chart depicting the development and analysis of BRAC alternatives has been provided by Army Audit Agency and is at ANNEX E - SCENARIO DEVELOPMENT FLOW CHART.

## **6. TERMINATE ANALYSIS OR MAKE BRAC RECOMMENDATION.**

Once we have examined the DoD selection criteria, a decision must be made whether an alternative has sufficient merit to continue study. It generally is necessary to run several alternatives to establish a basis for comparison. Although there are no specific rules to determine whether an alternative should become a recommendation, the ultimate purpose of BRAC is to save money through sound base realignment and closure actions. In some cases, the return on investment is so compelling that continuing or terminating is clear. In other cases, the decision will not be as clear.

**A. ANALYSIS TERMINATION.** If an alternative is terminated, the analyst records this fact along with any rationale on **TABS Form A-1 (Aug 94)**.

**B. ANALYSIS RECOMMENDATION.** If the alternative is selected to be a BRAC recommendation, examine the alternative one last time in terms of the Force Structure, DoD Selection Criteria, affordability, feasibility, reserve component support, as well environmental, economic, and community impact.

1. Coordination with functional proponents at HQDA and selected POCs at the MACOMs will add greatly to the refinement of the major provisions of the recommendation. The results may cause us to make adjustments and go back through the analytical process again, or it may result in an alternative being discarded.

2. Following final examination, the analyst will record the narrative description of the recommendation on **TABS Form A-1**.

## 7. SUPPORT TO THE ANALYSTS

The analyst is at the heart of the TABS process. The requirements and procedures set forth here only provide a framework in which the analyst operates. Ultimately, the analyst is responsible for his/her work and documentation. The following support is available to the analysts.

- Matters pertaining to installation assessments and all aspects of the COBRA Model:  
Models Analyst

- Matters pertaining to HQRPLANS, the ASIP, environmental impacts, economic impacts or any facilities issues: Engineer Analyst

- Matters pertaining to process, documentation, policy or anything not addressed elsewhere: Chief, R&A



## **THE ARMY BASING STUDY**

### **ANNEX A**

### **BRAC 95**

## **STUDY CANDIDATE NUMBERS**

## ANNEX A: BRAC 95 STUDY CANDIDATE NUMBERS

### MANEUVER INSTALLATIONS:

NO.	INSTALLATION NAME	MACOM	STATE	INSNO
MA1	FORT BRAGG	FORSCOM	NC	37225
MA2	FORT CAMPBELL	FORSCOM	KY	21145
MA3	FORT CARSON	FORSCOM	CO	8005
MA4	FORT DRUM	FORSCOM	NY	36205
MA5	FORT HOOD	FORSCOM	TX	48255
MA6	FORT LEWIS	FORSCOM	WA	53465
MA7	FORT RICHARDSON	USARPAC	AK	2781
MA8	FORT RILEY	FORSCOM	KS	20605
MA9	FORT STEWART	FORSCOM	GA	13305
MA10	FORT WAINWRIGHT	USARPAC	AK	2871
MA11	SCHOFIELD BARRACKS	USARPAC	HI	15815

### MAJOR TRAINING AREAS:

NO.	INSTALLATION NAME	MACOM	STATE	INSNO
MT1	FORT A.P. HILL	MDW	VA	51290
MT2	FORT CHAFFEE	TRADOC	AR	5025
MT3	FORT DIX	FORSCOM	NJ	34245
MT4	FORT GREELY	USARPAC	AK	2341
MT5	FORT HUNTER-LIGGETT	FORSCOM	CA	6205
MT6	FORT INDIANTOWN GAP	FORSCOM	PA	42305
MT7	FORT IRWIN	FORSCOM	CA	6225
MT8	FORT McCOY	FORSCOM	WI	55425
MT9	FORT PICKETT	FORSCOM	VA	51535
MT10	FORT POLK	FORSCOM	LA	22725

### ADMIN SUPPORT INSTALLATIONS:

NO.	INSTALLATION NAME	MACOM	STATE	INSNO
CA1	KELLY SUPPORT CNTR	FORSCOM	PA	42562
CA2	PRICE SUPPORT CNTR	ATCOM	IL	17255
CA3	FORT BELVOIR	MDW	VA	51105
CA4	FORT BUCHANAN	FORSCOM	PR	RQ327
CA5	FORT GILLEM	FORSCOM	GA	13015
CA6	FORT HAMILTON	FORSCOM	NY	36325
CA7	FORT McPHERSON	FORSCOM	GA	13115
CA8	FORT MEADE	MDW	MD	24355
CA9	FORT MONROE	TRADOC	VA	51360
CA10	FORT MYER	MDW	VA	51375
CA11	FORT RITCHIE	MDW	MD	24625
CA12	FORT SHAFTER	USARPAC	HI	15835
CA13	FORT TOTTEN	FORSCOM	NY	36790
CA14	PRESIDIO OF S.F.	FORSCOM	CA	6781
CA15	SELFRIDGE ACT	AMC	MI	26740

## ANNEX A: BRAC 95 STUDY CANDIDATE NUMBERS

### TRAINING SCHOOLS:

NO.	INSTALLATION	MACOM	STATE	INSNO
TS1	FORT BENNING	TRADOC	GA	13025
TS2	FORT BLISS	TRADOC	TX	48125
TS3	FORT EUSTIS/STORY	TRADOC	VA	51215
TS4	FORT GORDON	TRADOC	GA	13055
TS5	FORT HUACHUCA	TRADOC	AZ	4005
TS6	FORT JACKSON	TRADOC	SC	45455
TS7	FORT KNOX	TRADOC	KY	21405
TS8	FORT LEE	TRADOC	VA	51315
TS9	FORT LEONARD WOOD	TRADOC	MO	29995
TS10	FORT McCLELLAN	TRADOC	AL	55425
TS11	FORT RUCKER	TRADOC	AL	1252
TS12	FORT SAM HOUSTON	FORSCOM	TX	48265
TS13	FORT SILL	TRADOC	OK	40755
TS14	PRESIDIO OF MONTEREY	TRADOC	CA	6305

### PROFESSIONAL SCHOOLS:

NO.	INSTALLATION	MACOM	STATE	INSNO
PS1	CARLISLE BARRACKS	TRADOC	PA	42155
PS2	FORT LEAVENWORTH	TRADOC	KS	20395
PS3	FORT McNAIR	MDW	DC	11605
PS4	WEST POINT	USMA	NY	36953

### AMMO PRODUCTION INSTALLATIONS:

NO.	INSTALLATION	MACOM	STATE	INSNO
AP1	HOLSTON AAP	AMCCOM	TN	47305
AP2	IOWA AAP	AMCCOM	IA	19105
AP3	LAKE CITY AAP	AMCCOM	MO	29405
AP4	LONE STAR AAP	AMCCOM	TX	48305
AP5	McALESTER AAP	AMCCOM	OK	40520
AP6	MILAN AAP	AMCCOM	TN	47475
AP7	PINE BLUFF ARS	AMCCOM	AR	5087
AP8	RADFORD AAP	AMCCOM	VA	51565

### AMMUNITION STORAGE:

NO.	INSTALLATION	MACOM	STATE	INSNO
AS1	BLUE GRASS DEPOT	DESCOM	KY	21479
AS2	HAWTHORNE AAP	AMCCOM	NV	32225
AS3	PUEBLO DEPOT	DESCOM	CO	8505
AS4	SAVANNA DEPOT	DESCOM	IL	17795
AS5	SENECA DEPOT	DESCOM	NY	36760
AS6	SIERRA DEPOT	DESCOM	CA	6815
AS7	TOOELE DEPOT	DESCOM	UT	49575
AS8	UMATILLA DEPOT	DESCOM	OR	41725

## ANNEX A: BRAC 95 STUDY CANDIDATE NUMBERS

### COMMODITY ORIENTED INSTALLATIONS:

NO.	INSTALLATION	MACOM	STATE	INSNO
CO1	ADELPHI LABORATORY	ARL	MD	24234
CO2	COLD REGION LAB	USACE	NH	33450
CO3	DETROIT ARSENAL	TACOM	MI	26155
CO4	FORT DETRICK	HSC	MD	24225
CO5	FORT MONMOUTH	CECOM	NJ	34555
CO6	NATICK ENGRG CTR	ATCOM	MA	25345
CO7	PICATINNY ARSENAL	AMCCOM	NJ	34855
CO8	REDSTONE ARSENAL	MICOM	AL	1202
CO9	ROCK ISLAND ARSENAL	AMCCOM	IL	17775

### PORTS / MILITARY OCEAN TERMINALS:

NO.	INSTALLATION	MACOM	STATE	INSNO
PO1	BAYONNE TERMINAL	MTMC	NJ	34515
PO2	OAKLAND ARMY BASE	MTMC	CA	6605
PO3	SUNNY POINT TERMINAL	MTMC	NC	37745

### PROVING GROUNDS:

NO.	INSTALLATION	MACOM	STATE	INSNO
PG1	ABERDEEN PG	TECOM	MD	24015
PG2	DUGWAY PG	TECOM	UT	49295
PG3	WHITE SANDS	TECOM	NM	35955
PG4	YUMA PG	TECOM	AZ	4985

### MEDICAL CENTERS:

NO.	INSTALLATION	MACOM	STATE	INSNO
MD1	FITZSIMONS AMC	MEDCOM	CO	8055
MD2	TRIPLER AMC	USARPAC	HI	15875
MD3	WALTER REED AMC	MEDCOM	DC	11865

### INDUSTRIAL FACILITIES:

NO.	INSTALLATION	MACOM	STATE	INSNO
IF1	LIMA TANK PLANT	TACOM	OH	39462
IF2	STRATFORD ENG PLNT	DEF AGY	CT	9540
IF3	WATERVLIET ARSENAL	AMCCOM	NY	36990

## ANNEX A: BRAC 95 STUDY CANDIDATE NUMBERS

### DEPOTS:

NO.	INSTALLATION	MACOM	STATE	INSNO
DE1	ANNISTON DEPOT	DESCOM	AL	1012
DE2	LETTERKENNY DEPOT	DESCOM	PA	42345
DE3	RED RIVER DEPOT	DESCOM	TX	48515
DE4	TOBYHANNA DEPOT	DESCOM	PA	42780
	CORPUS CHRISTI	AMC	TX	

### ARMY LEASES 300- MORE US CIV AUTHORIZED:

NO.	TENENT	STATE
LE1	HQ ARMY MATERIEL COMMAND	NCR
LE2	HQ AVIATION AND TROOP COMMAND	MO
LE3	HQ PERSONNEL COMMAND	NCR
LE4	USA PERSONNEL CENTER	MO
LE5	HQ SPACE DEFENSE COMMAND	AL
LE6	BAILEY'S X-ROAD	NCR
LE7	USA SPACE COMMAND	NCR
LE8	CONCEPT ANALYSIS AGENCY	NCR
LE9	ARMY RESEARCH OFFICE	NCR
LE10	PARK CENTER	NCR
LE11	BALLSTON - WEBB	NCR
LE12	CRYSTAL CITY	NCR
LE13	FOREIGN TECH	VA
LE14	JAG SCHOOL	VA
LE15	MELPAR BLDG	NCR
LE16	MDW ADMIN	NCR



# THE ARMY BASING STUDY

## ANNEX B

### BRAC 95

# WORKSHEETS AND FORMS







**h. MAJOR ACTIVITIES AND/OR ORGANIZATIONS AFFECTED (continued)**

<b>UIC/SRC</b>	<b>DESCRIPTION:</b>	<b>PERSONNEL STRENGTH:</b> OFF/ENL/CIV/NAF/OTHER	<b>STRATEGY:</b> DESTINATION/YEAR

**i. REMARKS**

Blank area for remarks.

**FACILITY CATEGORY GROUPS (FCGs) TO CONSIDER FOR THIS ALTERNATIVE:***NOTE: MACOM ANALYSTS COORDINATE FCG REQUIREMENTS W/ ENGINEER ANALYST***A. [ ] ALL STANDARD FCGs FOR MTOE UNITS, TRADOC FUNCTIONS & OTHER NON-INDUSTRIAL FUNCTIONS.****B. SELECTED STANDARD FCGs**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
[ ] 45200	VEH HARDSTAND	SY	HORIZONTAL (HORIZ)
[ ] 21110	MNT HANGAR AVUM	SF	AIR OPERATIONS (AIROP)
[ ] 21111	MNT HANGAR AVIM	SF	AIR OPERATIONS (AIROP)
[ ] 14182	BDE HQ BLDG	SF	OPERATIONAL (OPERA)
[ ] 14183	BN HQ BLDG	SF	OPERATIONAL (OPERA)
[ ] 14185	CO HQ BLDG	SF	OPERATIONAL (OPERA)
[ ] 61050	GEN PURP ADMIN	SF	ADMINISTRATIVE (ADMIN)
[ ] 17120	GEN INST BLDG	SF	SCHOOL BUILDINGS (SCHLB)
[ ] 17130	APPL INST BLDG	SF	SCHOOL BUILDINGS (SCHLB)
[ ] 21410	VEH MNT SH ORG	SF	MAINTENANCE SHPS (MAINT)
[ ] 21420	VEH MNT SH DS	SF	MAINTENANCE SHPS (MAINT)
[ ] 7210S	ENL UPH (PLNG)	PN	BACHELOR QTRS (BACHQ)
[ ] 71100	FAMILY HOUSING	FA	FAMILY QUARTERS (FAMLQ)
[ ] 44200	GEN P WH-INST	SF	COVERED STORAGE (STORA)
[ ] 44230	CONT HUM WH	SF	COVERED STORAGE (STORA)
[ ] 44100	GEN P WH-DEP	SF	COVERED STORAGE (STORA)
[ ] 44260	VEH STOR SHED	SF	COVERED STORAGE (STORA)
[ ] 74028	PHY FIT CTR	SF	RECREATION (RECFC)
[ ] 72200	UPH DINE FAC	SF	DINING FACILITY (DINFC)

**C. ADDITIONAL FCGs TO CONSIDER ON A CASE BY CASE BASIS:**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
[ ] <sup>3</sup> 14112	AVN UNIT OPS BLDG	SF	AIR OPERATIONS (AIROP)
[ ] <sup>3</sup> 11320	AC PA RW (Rotary Wing Parking)	SY	HORIZONTAL (HORIZ)
[ ] <sup>4</sup> 7218P	TRAINEE BILLETS	PN	OTHER
[ ] <sup>4</sup> 7240P	OFFICER UPH	PN	OTHER
[ ] 74014	CHILD DEV CTR	SF	OTHER
[ ] 74021	COMMISSARY	SF	OTHER
[ ] 74053	EXCH MAIN RETL	SF	OTHER
[ ] <sup>5</sup> 17903	RECORD FIRE RG	EA	OTHER
[ ] <sup>5</sup> 17912	APC FIRING RG	EA	OTHER
[ ] <sup>5</sup> 17933	TK CREW CBT FIRE	EA	OTHER

**D. [ ] ALL STANDARD FCGs FOR INDUSTRIAL FUNCTIONS.****E. SELECTED STANDARD FCGs FOR INDUSTRIAL FUNCTIONS:**

<u>NUMBER</u>	<u>DESCRIPTION</u>	<u>UM</u>	<u>COBRA CATEGORY</u>
[ ] 61050	GEN PURP ADMIN	SF	ADMINISTRATIVE (ADMIN)
[ ] 7210S	ENL UPH (PLNG)	PN	BACHELOR QTRS (BACHQ)
[ ] 71100	FAMILY HOUSING	FA	FAMILY QUARTERS (FAMLQ)
[ ] 44200	GEN P WH-INST	SF	STORAGE FACILITIES (STORA)
[ ] 44230	CONT HUM WH	SF	STORAGE FACILITIES (STORA)
[ ] 44100	GEN P WH-DEP	SF	STORAGE FACILITIES (STORA)
[ ] 44260	VEH STOR SHED	SF	STORAGE FACILITIES (STORA)

**F. FCGs FOR OTHER INDUSTRIAL MISSION FACILITIES:**

<b>NUMBER</b>	<b>DESCRIPTION</b>	<b>UM</b>
[ ] 21610	AMMO MAINT BLDG	SF
[ ] 22110	AC PROD BLDG	SF
[ ] 22210	GM PROD BLDG	SF
[ ] 22410	TANK/AUTO PROD	SF
[ ] 22510	WEAPON PROD BLDG	SF
[ ] 22610	EXPLOSIVE PROD	SF
[ ] 22710	COMMO PROD BLDG	SF
[ ] 22810	LTHR & TEX PLNT	SF
[ ] 22820	CONST EQP PLANT	SF
[ ] 22830	RR EQP PLANT	SF
[ ] 22840	PRINT PLANT	SF
[ ] 22890	MISC PROD BLDG	SF
[ ] 22910	CONST MAT BLDG	EA
[ ] 31010	RDT&E LABS	SF
[ ] 31110	AC RDT&E	SF
[ ] 31210	MSL SPACE RDT&E	SF
[ ] 31310	MAR RDT&E	SF
[ ] 31410	TANK/AUTO RDT&E	SF
[ ] 31510	WEAPON RDT&E	SF
[ ] 31610	EXPLOSIVE RDT&E	SF
[ ] 31710	ELEC RDT&E	SF
[ ] 31810	PROP RDT&E	SF
[ ] 31910	NON-METAL RDT&E	SF
[ ] 32010	UND-WAT EQU RDT	SF
[ ] 32110	TECH SERVICE	SF
[ ] 37110	RDT&E RANGE FAC	EA
[ ] 39010	OTHER RDT&E	EA
[ ] 42100	AMMO STOR-DEP	SF

**NOTES FOR FCGs ABOVE:**

1. INCLUDE STANDARD REQUIREMENTS CODE (SRC) ONLY FOR UNITS/ACTIVITIES THAT DO NOT HAVE A UNIT IDENTIFICATION CODE (UIC).
2. ENTER GAINING INSTALLATION NAME OR "GREEN GRASS" IF YOU WANT TO EXAMINE MOVING UNIT/ACTIVITY TO A NEW INSTALLATION. (THIS OPTION IS USEFUL FOR COMPARATIVE PURPOSES & FOR DETERMINING REQUIREMENTS.)
3. CONSIDER THIS FCG IF MOVING A BATTALION/BRIGADE SIZE AVIATION UNIT.
4. CONSIDER THIS FCG IF MOVING TRADOC "SCHOOLHOUSE" ACTIVITIES.
5. CONSIDER THIS FCG IF MOVING MTOE UNITS TO DETERMINE RANGE CAPACITY AT GAINING LOCATION.

**REMARKS>**

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BRAC 95  
STATIONING PROFILE -- PERMANENT ASSETS REPORT  
FACILITY CONSTRUCTION REQUIREMENTS

DTG [ ] [ ] [ ] [ ] [ ] [ ]

ALTERNATIVE NO. [ ] - [ ]

FACILITY CAT. GROUP NO.		BEFORE STATION PERM ASSETS (000)	BEFORE STATION ALLOW (000)	BEFORE STATION PERM ASSETS -ALLOW (000)	STN ALLOW (000)	CONSTRUCT (000)	JUSTIFICATION FOR CHANGE IN STATIONING PROFILE (IF APPROPRIATE)*
	RENOVATE						
	NEW						
	RENOVATE						
	NEW						
	RENOVATE						
	NEW						
	RENOVATE						
	NEW						
	RENOVATE						
	NEW						

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**SCREEN ONE - GENERAL SCENARIO**

OPTION PKG \_\_\_\_\_  
 DEPARTMENT: \_\_\_\_\_

STANDARD FACTORS FILE: \_\_\_\_\_  
 YEAR 1 = FY: \_\_\_\_\_ Auto Time Phase? Y/N: \_\_\_\_\_

BASE NAME	STATE	CY*	BD*
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

BASE NAME	STATE	CY*	BD*
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Summary/ Description:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Time/Date of Data: Set: \*CY= Close/Deactivate Year  
 [ ] \*BD= Base Deactivate (Y/N)

**ANALYST NOTES:**

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 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

COBRA DATA WORKSHEET: \_\_\_\_\_  
 DATE/TIME: \_\_\_\_\_

**SCREEN TWO - DISTANCE TABLE**

**Distance between Bases (in Miles)**

FROM:	BASE NAME	STATE	TO:	BASE NAME	STATE	MILES
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____
FROM:	_____	____	TO:	_____	____	_____

**ANALYST NOTES:**

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COBRA DATA WORKSHEET: \_\_\_\_\_

DATE/TIME: \_\_\_\_\_



**SCREEN THREE - MOVEMENT TABLE**

FROM: _____ TO: _____	1996	1997	1998	1999	2000	2001
Officer Positions:	_____	_____	_____	_____	_____	_____
Enlisted Positions:	_____	_____	_____	_____	_____	_____
Civilian Positions:	_____	_____	_____	_____	_____	_____
Student Positions:	_____	_____	_____	_____	_____	_____
Mission Equip (tons):	_____	_____	_____	_____	_____	_____
Support Equip (tons):	_____	_____	_____	_____	_____	_____
Military Light Vehicles:	_____	_____	_____	_____	_____	_____
Heavy/Special Vehicles:	_____	_____	_____	_____	_____	_____

FROM: _____ TO: _____	1996	1997	1998	1999	2000	2001
Officer Positions:	_____	_____	_____	_____	_____	_____
Enlisted Positions:	_____	_____	_____	_____	_____	_____
Civilian Positions:	_____	_____	_____	_____	_____	_____
Student Positions:	_____	_____	_____	_____	_____	_____
Mission Equip (tons):	_____	_____	_____	_____	_____	_____
Support Equip (tons):	_____	_____	_____	_____	_____	_____
Military Light Vehicles:	_____	_____	_____	_____	_____	_____
Heavy/Special Vehicles:	_____	_____	_____	_____	_____	_____

List Moves in Year  
ONLY!

**ANALYST NOTES:**

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COBRA DATA WORKSHEET: \_\_\_\_\_

DATE/TIME:

**SCREEN FOUR - BASE INFORMATION (STATIC)**

**BASE:** \_\_\_\_\_

**TOTAL OFFICERS:** \_\_\_\_\_  
**TOTAL ENLISTED:** \_\_\_\_\_  
**TOTAL STUDENTS:** \_\_\_\_\_  
**TOTAL CIVILIANS:** \_\_\_\_\_

**RPMA NON-PAYROLL (\$/YR):** \_\_\_\_\_  
**COMMUNICATION COSTS (\$/YR):** \_\_\_\_\_  
**BOS NON-PAYROLL (\$/YR):** \_\_\_\_\_  
**BOS PAYROLL (\$/YR):** \_\_\_\_\_  
**FAMILY HOUSING COSTS (\$/YR):** \_\_\_\_\_

**% MIL FAMILIES ON BASE:** \_\_\_\_\_ %  
**% CIVS NOT WILLING TO MOVE:** 6.0%

**AREA COST FACTOR:** \_\_\_\_\_

**OFF HOUSING UNITS VACANT:** \_\_\_\_\_  
**ENL HOUSING UNITS VACANT:** \_\_\_\_\_  
**TOTAL FACILITIES (KSF):** \_\_\_\_\_

**CHAMPUS IN-PATIENT (\$/VIS):** \_\_\_\_\_  
**CHAMPUS OUT-PATIENT (\$/VIS):** \_\_\_\_\_  
**CHAMPUS SHIFT TO MEDICARE:** \_\_\_\_\_

**OFFICER VHA (\$/MONTH):** \_\_\_\_\_  
**ENLISTED VHA (\$/MONTH):** \_\_\_\_\_

**ACTIVITY CODE:** \_\_\_\_\_

**PERDIEM RATE (4/DAY):** \_\_\_\_\_  
**FREIGHT COST (\$/TON/MILE):** \_\_\_\_\_

[ ] HOMEOWNER ASSISTANCE PROGRAM  
[ ] UNIQUE ACTIVITY INFORMATION

**ANALYST NOTES:**

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\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

**COBRA DATA WORKSHEET:** \_\_\_\_\_

**DATE/TIME:** \_\_\_\_\_

**SCREEN FIVE - BASE INFORMATION (DYNAMIC)**

BASE: _____	1996	1997	1998	1999	2000	2001
1-Time Unique Cost (\$K): _____	_____	_____	_____	_____	_____	_____
1-Time Unique Save (\$K): _____	_____	_____	_____	_____	_____	_____
1-Time Moving Cost (\$K): _____	_____	_____	_____	_____	_____	_____
1-Time Moving Save (\$K): _____	_____	_____	_____	_____	_____	_____
Env Non-MILCON Reqd (\$K): _____	_____	_____	_____	_____	_____	_____
Actv Mission Cost*(\$K): _____	_____	_____	_____	_____	_____	_____
Actv Mission Save*(\$K): _____	_____	_____	_____	_____	_____	_____
Misc Recur Cost *(\$K): _____	_____	_____	_____	_____	_____	_____
Misc Recur Save * (\$K): _____	_____	_____	_____	_____	_____	_____
Land + Purch/-Sale (\$K): _____	_____	_____	_____	_____	_____	_____
Construction Schedule: _____ %	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
Shutdown Schedule: _____ %	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
Construct Aviod (\$K): _____	_____	_____	_____	_____	_____	_____
Fam Hous Con Aviod (\$K): _____	_____	_____	_____	_____	_____	_____
Procurement Aviod* (\$K): _____	_____	_____	_____	_____	_____	_____
CHAMPUS InPat *(vis/Yr): _____	_____	_____	_____	_____	_____	_____
CHAMPUS OutPat * (Vis/Yr): _____	_____	_____	_____	_____	_____	_____
Facility Shutdown (KSF): _____	(CHAMPUS values are +Increases/-Decreases)					
Fam Housing Shutdown: _____ %	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %

\*1999 value used in Beyond years

**ANALYST NOTES:**

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COBRA DATA WORKSHEET: \_\_\_\_\_  
 DATE/TIME:

**SCREEN SIX - BASE INFORMATION (PERSONNEL)**

Base: \_\_\_\_\_ 1996      1997      1998      1999      2000      2001

**Force Structure Changes by Year (+Increases / - Decreases)**

Officer Changes: \_\_\_\_\_  
 Enlisted Changes: \_\_\_\_\_  
 Civilian Changes: \_\_\_\_\_  
 Student Changes: \_\_\_\_\_

**Scenario Changes by Year (+Additions / - Eliminations)**

Officer Changes: \_\_\_\_\_  
 Enlisted Changes: \_\_\_\_\_  
 Civilian Changes: \_\_\_\_\_  
 Student Changes: \_\_\_\_\_

**Scenario Changes (No Salary Savings) by Year ( - Eliminations)**

Officer Changes: \_\_\_\_\_  
 Enlisted Changes: \_\_\_\_\_  
 Civilian Changes: \_\_\_\_\_  
 Student Changes: \_\_\_\_\_

**Caretaker Staff Changes by Year (+Increases / - Decreases)**

Military Caretakers: \_\_\_\_\_  
 Civilian Caretakers: \_\_\_\_\_

List Changes in Year  
 ONLY!

**ANALYST NOTES:**

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COBRA DATA WORKSHEET: \_\_\_\_\_  
 DATE/TIME:

**SCREEN SEVEN - BASE INFORMATION (CONSTRUCTION)**

Base: \_\_\_\_\_

DESCRIPTION:	CATEG:	NEW CONSTRUC:	REHAB:	TOTAL COST (\$K):	COMMENTS:
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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_____	_____	_____	_____	_____	_____
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_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

**ANALYST NOTES:**

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\_\_\_\_\_  
\_\_\_\_\_

COBRA DATA WORKSHEET: \_\_\_\_\_

DATE/TIME:



## THE ARMY BASING STUDY

### BRAC 95 ALTERNATIVE DOCUMENTATION SET

ALTERNATIVE NO.

		DATE
STATUS OF ANALYSIS:	RED [ ]	_____
	AMBER [ ]	_____
	GREEN [ ]	_____

DESCRIPTION

ANALYST:



THE ARMY BASING STUDY

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

ALTERNATIVE NO.

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SECTION I

SCENARIO DEVELOPMENT



**THE ARMY BASING STUDY**

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

**ALTERNATIVE NO.**

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**SECTION II**

**PERSONNEL & ORGANIZATION**

**DATA**





THE ARMY BASING STUDY

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

ALTERNATIVE NO.

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SECTION I II

FACILITIES DATA

# Document Separator



THE ARMY BASING STUDY

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

ALTERNATIVE NO.

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SECTION IV

**COBRA MODEL INPUT DATA**



**THE ARMY BASING STUDY**

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

**ALTERNATIVE NO.**

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**SECTION V**

**COBRA MODEL OUTPUT**



# THE ARMY BASING STUDY

## BRAC 95 ALTERNATIVE DOCUMENTATION SET

ALTERNATIVE NO.

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### SECTION VI

#### IMPACTS:

ECONOMIC IMPACT ON COMMUNITIES  
COMMUNITY INFRASTRUCTURE  
ENVIRONMENTAL



THE ARMY BASING STUDY

**BRAC 95  
ALTERNATIVE  
DOCUMENTATION  
SET**

ALTERNATIVE NO.

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SECTION VII

**ANALYSTS NOTES**



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**THE ARMY BASING STUDY**

**ANNEX C**

**BRAC 95**

**STANDARD FACILITIES ASSUMPTIONS**



DEPARTMENT OF THE ARMY  
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT  
600 ARMY PENTAGON  
WASHINGTON DC 20310-0600



REPLY TO  
ATTENTION OF

DAIM-FDP-A

22 SEP 94

MEMORANDUM FOR THE ARMY BASING STUDY

SUBJECT: Standard Facilities Analysis Assumptions

A. GENERAL PRINCIPLES:

1. Planning and Design will be programmed in FY 96, year one of COBRA.

2. Facility requirements will be calculated on FY 00 force structure and permanent facilities assets in order to best capture the installation end state.

3. Fund only incoming mission, as has been standard policy and practice, but define initiative fully to ensure all incoming requirements are met. Existing deficits will not be built out.

4. Use excess permanent facilities, renovating as necessary, before costing a new construction requirement. Renovation should be considered across facility category groups.

5. World War II wood is not acceptable as a permanent stationing solution. It may be used to accommodate temporary spikes in post population or until programmed facilities are available. No renovation costs will be calculated.

6. Not all excess capacity as generated by HQRPLANS is available or usable. This is due, in part, to gross to net relationships that vary across facility type and year built. Changes in allowances and standard designs have also resulted in building larger than allowed today, but too small to permit use of excess.

B. CONSTRUCTION REQUIREMENTS ASSUMPTIONS:

1. No construction required for migrating garrison population; they will be absorbed into current garrison space.

2. Medical construction requirements for large military populations increases will be generated by OTSG or Health Facilities Planning Agency. These projects are not Army funded, and we do not have in house capability to do this analysis.



DAIM-FDP-A

SUBJECT: Standard Facilities Assumptions

3. UEPH cannot be economically renovated to the Army standard (1+1), therefore excess as shown in the planning estimate FCG in HQRPLANS will be considered adequate. Additional spaces will be programmed at 100 percent of the requirement calculated in spaces in HQRPLANS.

4. Off-post family housing will be exhausted before new AFH is built, additional construction will be programmed at 90 percent of the requirement as directed in AR ~~21-5~~, not 100 percent of the requirement is calculated in families in HQRPLANS.

5. Units realigned to BASE X will have limited facilities requirements (barracks, operations space, and maintenance facilities) on a by exception basis.

6. Administrative space (FCG 61050) will be calculated by HQRPLANS, unless the organization involved is a major headquarters with more than 500 persons. In those cases, 200 gsf per person will be used to capture special use space requirements. Special use will include automation, training, and storage space.

7. SCIF will be justified on a case by case basis. For new construction, increase cost by 50 percent. For renovation, cost will double.

8. Administrative space for RDTE functions will be manually reduced by 25 percent to account for technicians which do not qualify for admin. Since HQRPLANS does not calculate RDTE allowances, it assigns administrative space.

9. R&D allowances are not calculated by HQRPLANS. They will be calculated by analyzing HQIFS for the losing location, reviewing vacancy of R&D and Production category codes. Once the occupied square footage is determined, plan on 75 percent of that amount at the gaining location. This assumption is based upon organizational and construction efficiencies

#### C. FACILITIES TYPES:

The following FCGS are standard for MTOE units, TRADOC functions, and other non-industrial functions:

COBRA	FCG	FCG DESCRIPTION	UM
55.	Horizontal	45200 VEH HARDSTAND	SY
56.	Waterfront	NOT USED	

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- 57. Air Ops
  - 21110 MNT HANGAR AVUM SF
  - 21111 MNT HANGAR AVIM SF
- 58. Operations
  - 14182 BDE HQ BLDG SF
  - 14183 BN HQ BLDG SF
  - 14185 CO HQ BLDG SF
- 59. Administrative
  - 61050 GEN PURP ADMIN SF
- 60. School Buildings
  - 17120 GEN INST BLDGS SF
  - 17130 APPL INST BLDG SF
- 61. Maintenance Shops
  - 21410 VEH MNT SH ORG SF
  - 21420 VEH MNT SH DS SF
  - 21800 SEPC PURP MAINT SF
- 62. UEPH
  - 7210S ENL UPH (plng) PN
- 63. Family Housing
  - \*71100 FAMILY HOUSING FA
- 64. Covered Storage
  - \*44200 GEN P WH-INST SF
  - \*44230 CONT HUM WH SF
  - +44100 GEN P WH-DEP SF
  - 44260 VEH STOR SHED SF
- 65. Recreation
  - 74028 PHYS FIT CTR SF

OTHER STANDARD FACILITIES:

- 74014 CHILD SPT CTR SF
- 72200 DINING FAC SF

D. FCGS REVIEWED FOR CASE BY CASE INCLUSION:

1. OTHER AVIATION REQUIREMENTS

- 14112 AVN UNIT OPS BLDGS
- 11320 AC PA RW (ROTARY WING PARKING)
- If BN/BDE sized aviation units are moved, review .

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2. RANGES

We should run ranges for TOE units to see if any exist at the gaining location, costs should be included on a case by case basis.

3. OTHER UPH

TRADOC Schoolhouse relocations require analysis of FCGS 7218P Trainee Billets, 7240P Officer UPH

4. INFRASTRUCTURE

HQRPLANS FCGs will be reviewed to look for shortages, costs will be calculated off-line depending upon amount of new construction. 10 percent of cost of construction will be used as a common factor for installations deemed not capable of handling the additional load

5. STANDARD FOR INDUSTRIAL FUNCTIONS:

COBRA	FCG	FCG DESCRIPTION	UM
59. Administrative	61050	GEN PURP ADMIN	SF
62. UEPH	7210S	ENL UPH (plng)	PN
63. Family Housing	*71100	FAMILY HOUSING	FA
64. Covered Storage	*44200	GEN P WH-INST	SF
	*44230	CONT HUM WH	SF
	+44100	GEN P WH-DEP	SF
	44260	VEH STOR SHED	SF

6. OTHER STANDARD FACS

31010	R&D LAB	SF
31X10	R&D NON LAB	SF
22X10	PRODUCTION FC	SF

7. OTHER INDUSTRIAL MISSION FACILITIES:

+21610	AMMO MAINT BLDG	SF
+22110	AC PROD BLDG	SF
+22210	GM PROD BLDG	SF
+22310	SHIP PROD BLDG	SF
+22410	TANK/AUTO PROD	SF
+22510	WEAPON PROD BLD	SF

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+22610	EXPLOSIVE PROD	SF
+22710	COMMO PROD BLDG	SF
+22810	LTHR & TEX PLNT	SF
+22820	CONST EQP PLANT	SF
+22830	RR EQP PLANT	SF
+22840	PRINT PLANT	SF
+22890	MISC PROD BLDG	SF
+22910	CONST MAT PROD	EA
+31010	RDT&E LABS	SF
+31110	AC RDT&E	SF
+31210	MSL SPACE RDT&E	SF
+31310	MAR RDT&E	SF
+31410	TANK/AUTO RDT&E	SF
+31510	WEAPON RDT&E	SF
+31610	EXPLOSIVE RDT&E	SF
+31710	ELEC RDT&E	SF
+31810	PROP RDT&E	SF
+31910	NON-METAL RDT&E	SF
+32010	UND-WAT EQU RDT	SF
+32110	TECH SERVICE	SF
+37110	RDT&E RANGE FAC	EA
+39010	OTHER RDT&E FAC	EA
+44100	GEN P WH-DEP	SF
+42100	AMMO STOR-DEP	SF

FCGs with "+" have no standard algorithms. HQRPLANS assumes assets equal requirements for production, depot (maintenance & supply) and RDTE facilities. Each alternative will be individually reviewed based upon the function being realigned and FCGs selected.

#### E. AVAILABILITY ASSUMPTIONS

Not all excess capacity is usable space. Older facilities have gross to net ratios in excess of that for new construction. Some excess is poorly configured or is in the wrong location. Some space will require renovation even for the same use. The following assumptions will govern excess capacity.

			% Unavail	% Renov	% Usable
45200	VEH HARDSTAND	SY	20	0	80
21110	MNT HANGAR AVUM	SF	20	0	80
21111	MNT HANGAR AVIM	SF	20	0	80
14182	BDE HQ BLDG	SF	20	20	60
14183	BN HQ BLDG	SF	20	20	60
14185	CO HQ BLDG	SF	20	20	60
61050	GEN PURP ADMIN	SF	20	20	60
17120	GEN INST BLDGS	SF	50	20	30

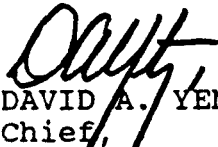
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17130	APPL INST BLDG	SF	50	20	30
21410	VEH MNT SH ORG	SF	20	0	80
21420	VEH MNT SH DS	SF	20	0	80
21800	SPEC PURP MAINT	SF	20	0	80
7210S	ENL UPH (plng)	PN	0	0	100
7110F	FAMILY HOUSING	FA	0	0	100
44200	GEN P WH-INST	SF	0	0	100
44230	CONT HUM WH	SF	0	0	100
44100	GEN P WH-DEP	SF	0	0	100
44260	VEH STOR SHED	SF	0	0	100
74028	PHYS FIT CTR	SF	0	0	100
74014	CHILD SPT CTR	SF	0	0	100
72200	DINING FAC	SF	100	0	0

F. My POC for this analysis is Maureen Wylie, DAIM-FDP-A,  
x44313.

FOR THE ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT:

  
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Plans Division



## **THE ARMY BASING STUDY**

### **ANNEX D**

#### **BRAC 95**

# **COBRA INPUT PROCEDURES AND ASSUMPTIONS**

## **COBRA INPUT PROCEDURES AND ASSUMPTIONS**

### **PURPOSE**

This document lists the input data elements required to run the COBRA model as well as the source for each input item. The COBRA model requires the input of specific data before it can execute its Reports. This is done through the Data Entry screens and the Standard Factors tables. Whether data is being input for the first time, or it is being modified from a saved data file, it is important to understand all of the inputs that are components of the COBRA model and therefore impact the results.

Assumptions and simplifications made by the programmers and developers of the COBRA model are highlighted. These assumptions simplify the modelling process and account for uncertainty in data elements. Many of the assumptions are linked to specific user input data elements. Where uncertainty exists, the maximum costs are used and the minimum savings are taken. The assumptions connected to each of the data elements are printed in italics. Analysts should be familiar with all of the assumptions used by COBRA. When conditions exist that contradict the assumptions, then actions must be taken by the analyst to adjust the input data. In all cases the assumptions follow these basic guidelines:

- Overestimate costs
- Underestimate savings
- Compare all installations equally.

### **REFERENCES**

Office of the Secretary of Defense Memorandum, SUBJECT: Base Closure Policy Memorandum One, Deputy Under Secretary of Defense, dated 31 May 1994.

Office of the Secretary of Defense Memorandum, SUBJECT: Base Closure Policy Memorandum Two, TBP.

User's Manual, Cost of Base Realignment Actions, prepared by Richardson and Kirmse, Inc.. TBP.

# BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

## DATA ENTRY SCREEN 1 - GENERAL SCENARIO

This is the first Data Entry screen, where the general information is entered which defines the scenario being analyzed. Screen 1 (see Figure 1) is contained on one page.

[■] Screen One - General Scenario

Option Pkg: Standard Factor File:  
Department: Year 1=FY: Auto Time-Phase? Y/N:  
Base Name State CY\* BD\* Base Name State CY\* BD\*

Summary/Description:

Time/Date of Data: Set: \*CY=Close/Deact Year Next Done  
[ ] \*BD=Base Deact (Y/N)

FIGURE 1 - Screen One - General Scenario

## INPUT ASSUMPTIONS

1. **GENERAL SCENARIO.** (Screen 1) Standard data source: TABS FORM A-1 (AUG 94), BRAC 95 Study Candidate Alternative Worksheet. The data entered on this screen sets the general scenario for the COBRA calculations by detailing the installations involved (gaining or losing) in the realignment or closure.

a. **Option Pkg.** Use the unique alternative number (See "Number the Alternative" in the Analytical SOP).

b. **Department.** Use ARMY. This will cause the model to use a unique (Army only) data entry screen for screen three - Movement Table. The Army only screen allows movement of vehicles to be costed based on measurement tons. The other Military Departments use eaches.



## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

c. **Standard Factor File.** Enter "BRAC95.SFF". This will link the scenario to the BRAC 95 version of the COBRA standard factors tables.

d. **Year 1=FY.** Enter FY 96. FY 96 is the DoD standard entry. COBRA will use Model Year One as the first available year for movement, design, construction, etc. This is also the standard year for all dollar entries in COBRA. **All dollar figures must be inflated to FY 1996 dollars prior to entry in COBRA.** For information on how to inflate dollars to constant FY96 dollars see Inflation Assumption for COBRA.

e. **Auto Time Phase?** Enter "Yes" for RED analysis and "N" when MILCON schedule is known.

(1) The default entry is "Y" (yes). This entry causes COBRA to internally plan construction and shutdown expenditures and savings based on the movement of personnel.

(2) If "N" (no) is entered, the construction schedule and shutdown schedule entries on screen 5 must be filled in for every base. The sum of each base's yearly shutdown and construction schedules must equal 100%.

f. **Base Name.** Analyst Input. Include the names of all installations that are involved in the scenario. Enter all capital letters, up to 20 characters. A standard base name of all installations is at Annex A - BRAC 95 Study Candidate Numbers. This name will also be the name that COBRA will use for the static information database and the distance database.

g. **CY\* (Close Year).** Analyst Input. Input a number between 1 and 6. If and only if -- the installation will:

close (move or fire everyone and not have caretakers)

or

deactivate (move or fire everyone and have caretakers)

**--realignments in or out leave it zero!!**

VALUE TO Enter	YEAR OF CLOSURE/DEACTIVATION
1	<b>Model Year 1</b> (FY96)
2	<b>Model Year 2</b> (FY97)
3	<b>Model Year 3</b> (FY98)
4	<b>Model Year 4</b> (FY99)
5	<b>Model Year 5</b> (FY00)
6	<b>Model Year 6</b> (FY01)

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

To avoid an error message, the year of closure must occur after all personnel are moved away and all facilities are shutdown. If the installation will not close or deactivate, (it could be a gaining installation), the user will accept the default value for the CY\* field (blank).

h. **BD\* (Base Deactivate).** Analyst Input. Input a 'Y' or a 'N'. 'Y' for a installation that will deactivate, 'N' for an installation that will close. If the installation will not close or deactivate, the user will enter 'N' in the BD\* field. A 'Y' will disconnect the error checking for total personnel leaving an installation. A deactivating base can have an enclave or a caretaker force, a closing base must lose all personnel.

i. **Time/Date: Set:** The time/date of the data used in the scenario; this will be printed on each COBRA output Report. If a saved data file is used the time/date of that file will automatically be displayed here. The user can type in a new time/date in any desired format, or use the Set entry to enter the actual time/date. (Allowed entries up to 20 characters) "Set" allows the user to enter the actual time/date in the Time/Date of Data field. Entering [X] in the Set space will enter the current time/date in the format HH:MM MM/DD/YYYY. (Allowed entries [X] or [ ]) )

# BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

## DATA ENTRY SCREEN 2 - DISTANCE TABLE

Screen 2 (see Figure 2) will be displayed on one or more pages, depending on the number of bases entered on Screen 1.

Screen Two - Distance Table  
Distance between Bases (in Miles)

From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From: BASE NAME, STATE	To: BASE NAME, STATE	.....
From:	To:	.....
From:	To:	.....
From:	To:	.....

Next    Previous    Done

FIGURE 2 - Screen Two - Distance Table

2. **DISTANCE TABLE.** (Screen Two) Analyst Input. Standard data source is AR 55-60, Official Table of Distances. The data entered on this screen performs several functions:

- provides data (in miles) used to calculate the moving costs between two locations.
- identifies other data elements needed (if 0 miles or no entry is made from one installation to another, then COBRA assumes that nothing is moving between the two locations).
- keys the calculation of PCS costs (entries over 50 miles will incur PCS costs).

The distances can be saved in a distance database and retrieved into specific scenarios by the analyst. Enter the standard Base Name for the distance database.

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

### DATA ENTRY SCREEN 4 - BASE INFORMATION (STATIC)

For each base identified in the scenario (listed on Screen 1) the user will enter the specific information below. This data defines the starting point at each base. It will not change over the scenario years, and will change very little, if at all, from one scenario to another. A separate page will be presented for each base (see Figure 4). The user should save this data using the database - save function for each base so that time can be saved when the same base is part of another scenario.

```
[■] Screen Four - Base Information (Static)
Base:  BASE NAME, STATE
Total Officers (1993):..... RPMA Non-Payroll ($K/Yr):.....
Total Enlisted (1993):..... Communication Costs ($K/Yr):.....
Total Students (1993):..... BOS Non-Payroll ($K/Yr):.....
Total Civilians (1993):..... BOS Payroll ($K/Yr):.....
                                Fam Housing Costs ($K/Yr):.....
% Mil Families On Base:.....%
% Civs Not Will to Move:.....%
                                Area Cost Factor:.....
Off Housing Units Vacant:..... CHAMPUS In-Patient($/Vis):.....
Enl Housing Units Vacant:..... CHAMPUS Out-Patient($/Vis):.....
Total Facilities (KSF):..... CHAMPUS Shift to Medicare:.....%
Officer VHA ($/Month):.....
Enlisted VHA ($/Month):.....
                                Activity Code:
Per Diem Rate ($/Day):..... [ ] Homeowner Assistance Program
Freight Cost ($/Ton/Mi):..... [ ] Unique Activity Information
                                Next Previous Done
```

FIGURE 4 - Screen Four - Base Information (Static)

4. **BASE INFORMATION (STATIC).** (Screen 4) Standard data sources are: ASIP building and Acreage report, COBRA DATA TABLES (1-7), 1995 VHA TABLES, Joint Federal Travel Regulations, and TABS FORM A-1. This screen will provide data that allows COBRA to calculate the current operating cost of the installation before the realignment, deactivation or closure occurs.

a. **Total officers, Total enlisted, Total students, Total Civilian Employees.** Enter FY 1996 ASIP data from the ASIP summary report. Enter the USC civilians only - not NAF, Contractor, other, etc.

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

*Assumption- The VHA rate for O-3 and E-5 adequately represent all officers and enlisted.*

VHA is paid to all military personnel NOT in on post quarters.

g. **Per Diem.** Use Joint Travel regulations. COBRA Data Table #3. Per diem is paid during travel between installations for a PCS move. The Per Diem rate used is the rate for the gaining installation.

h. **Freight Cost.** Enter \$.07

*Assumption - All freight is transported by overland commercial means (rail/truck).*

This freight cost (in dollars per ton per mile) is applied to the movement of support and mission equipment as entered from screen three (Movement Table), as well as other freight movement (HHG, Admin weight per person). The freight cost for transportation of equipment from/ to Alaska and Hawaii will be calculated by using the Army Force Cost System (TACFS) Model to accommodate shipping costs.

i. **RPMA Non-Payroll.** If available for the installation, use COBRA Data Table #4, BASE SUPPORT DATA. In cases where an installation or facility is not listed in the data table, the analyst will obtain a breakout of expenditures from the MACOM. This data is used to reflect the cost of operating and supporting an installation. The analyst should include **ALL** known costs paid for real property maintenance, including reimbursable and RTDE. Typical costs included RPM are:

RPM    ACCOUNT

K       Maintenance and Repair of Real Property

L       Minor Construction

l. **Communications Costs.** Use COBRA Data Table #4, BASE SUPPORT. In cases where an installation or facility is not listed in the data table, the analyst will obtain a breakout of expenditures from the MACOM. COBRA adds this number to the BASOPS Non-Payroll and uses this adjusted number to predict a new installation operating cost based on population increases or decreases.

m. **Base Operations Non-Payroll.** Use COBRA Data Table #4, BASE SUPPORT. This data is derived from the BRAC 95 Installation Assessments by capturing the expenditures in FY93 by fiscal station and adjusting them to FY96 dollars. In cases where an installation or facility is not listed in the data table, the analyst will obtain a breakout of expenditures from the MACOM. This data is used to reflect the cost of operating and supporting an installation. The

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

analyst should include **ALL** known costs paid for operation and support, including reimbursable and RTDE. Typical costs included BASOPS are:

### BASOPS ACCOUNT

- A Real Estate Leases
- B Supply Operations
- C Maintenance of Material
- D Transportation Services
- E Laundry and Dry Cleaning
- F Army Food Services
- G Personnel Support
- H Unaccompanied Personnel Housing Operations
- J Utilities
- M Other Engineering Support
- N Administration
- P Automation Activities
- Q Reserve Component Support
- S Community and Morale Support Activities
- T Preservation of Order
- U Dir of Resource Management
- V Dir of Plans, Tng, & Mobilization
- W Dir of Contracting
- X Security and Counterintelligence Operations
- Z Records Management, Publications

n. **Base Operations Payroll.** Use COBRA Data Table #4, BASE SUPPORT. This data is derived from the BRAC 95 Installation Assessments by capturing the expenditures in FY93 by fiscal station and adjusting them to FY96 dollars. In cases where an installation or facility is not listed in the data table, the analyst will obtain a breakout of expenditures from the MACOM. This number is used to provide an additional administrative cost for the realignment.

o. **Family Housing Costs.** Use COBRA Data Table #4, BASE SUPPORT DATA. This data will allow COBRA to calculate the savings when family housing units are closed. The family housing costs will be reduced by the family housing shutdown factor given on Screen five.

p. **Area Cost Factor.** Use COBRA Data Table #5, Tri-Service Area Cost factors for Construction Table. The area cost factor is applied to calculations of HAP/ Relocation Entitlement and Construction costs to account for the different costs of living at each installation.

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

q. **CHAMPUS In-Patient, CHAMPUS Out-Patient costs per visit.** This field is used to calculate the net change in CHAMPUS payments. Enter Zeros. Calculation of the net increase or decrease in CHAMPUS will be done only in specific scenarios.

*Assumption: During a realignment or closure, CHAMPUS costs will increase at the closing installation, but will decrease at the gaining location. A net increase or decrease in CHAMPUS costs based on a realignment or closure is unlikely. Special cases such as the closure of an Army Medical Center or Medical Treatment Facility may impact the overall CHAMPUS cost to the Army. In these special cases, a recurring cost or savings will be entered and documented as a miscellaneous recurring cost.*

r. **CHAMPUS Shift to Medicare.** This field is used to calculate the net change in CHAMPUS payments. Enter Zeros. Calculation of the net increase or decrease in CHAMPUS will be done only in specific scenarios.

s. **Activity Code.** Enter the 5- digit INSNO from Annex A - BRAC 95 Study Candidate Numbers.

t. **Homeowner Assistance Program.** This input item must be derived by the analyst for each scenario using the following procedure:

- 1) Compute total personnel affected for the scenario (the COBRA Persmove.rpt provides movement totals for each installation).
- 2) Calculate the percentage affected by dividing the number of personnel who are moving or being RIFed by the total personnel at the installation **before** the realignment/closure.
- 3) Check COBRA DATA Table #7, HAP Percentages.
- 4) If the percentage calculated above is greater than the percentage given on the HAP tables, then enter "X" in the box for Homeowners Assistance Program.

A "X" will cause COBRA to calculate HAP costs for all personnel moving away from an affected installation. If the installation **is not affected by HAP**, COBRA will calculate costs for the Department of the Army Relocation Service Entitlement program.

u. **Unique Activity Information.** Leave this field blank.

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

[■] Screen Five - Base Information (Dynamic)							
Base: MCAS Camp Pendl,	1994	1995	1996	1997	1998	1999	
1-Time Unique Cost(\$K):							
1-Time Unique Save(\$K):							
1-Time Moving Cost(\$K):							
1-Time Moving Save(\$K):							
Env Non-MilCon Req'd(\$K):							
Actv Mission Cost*(\$K):							
Actv Mission Save*(\$K):							
Misc Recur Cost*(\$K):							
Misc Recur Save*(\$K):							
Land +Purch/-Sale(\$K):							
Construction Schedule:	%	%	%	%	%	%	%
Shutdown Schedule:	%	%	%	%	%	%	%
Construct Avoid (\$K):							
Fam Hous Con Avoid(\$K):							
Procurement Avoid*(\$K):							
CHAMPUS InPat*(Vis/Yr):							
CHAMPUS OutPat*(Vis/Yr):							
Facility ShutDown(KSF):	(CHAMPUS values are +Increases / -Decreases)						
Fam Housing ShutDown: %							
*1999 value used in Beyond years							

FIGURE 5 - Screen Five - Base Information (Dynamic)

5. **BASE INFORMATION (DYNAMIC)**. (Screen Five) Standard data sources: None. The data entered on this screen is entered directly into the costs and savings for the scenario without being derived or altered by COBRA calculations. All entries on this screen are zero by default, if no documented information exists on these data elements- enter zeros. **ALL DATA ENTRIES ON THIS SCREEN MUST BE DOCUMENTED WITH COMMENTS!!**

a. **1-Time Unique Cost(\$K)/Save(\$K)** Analyst input. The unique expenditures during each year which can not be portrayed properly elsewhere.

b. **One-Time Moving Cost(\$K)/Save(\$K)** Analyst Input. The unique costs of moving during each year. Examples are special equipment or munitions transportation or calibration of laboratory equipment after it is moved.

c. **Environmental Non-Construction Required** Analyst input. The costs (negative if savings) in each scenario year of environmental mitigation, which are not construction.

d. **Activity Mission Cost(\$K)/Save(\$K)** Analyst input. The change in yearly mission costs realized by the activity(ies) which are involved in the closure/realignment. These are costs incurred by the activity; not part of the normal operations of the installation. Examples of activity mission costs are fuel to travel to training areas, supplies, contracts, etc. not part of



## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

normal installation overhead costs. The figure entered in the last year will be assumed to continue throughout the remainder of the modeled years.

e. **Miscellaneous Recurring Cost(\$K)/Save(\$K)** Analyst input. Recurring costs in each year, which are not covered in other entries above. The figure entered in the last year will be assumed to continue throughout the remainder of the modeled years.

f. **Land + Purch / - Sale (\$K)** Analyst input. The purchase or sale price of land during each scenario year.

g. **Construction Schedule** Analyst input. The user may enter the percent of construction to be completed (and therefore the percent of construction costs incurred) in each year. User must have entered "N" for Let Model do Time-Phasing? on Screen 1; otherwise COBRA will calculate the construction schedule based on percentage of personnel moving in the next year (this is so construction is finished before the people who require those facilities are moved).

h. **Shutdown Schedule** Analyst input. The user may enter the percent of facilities shutdown to be completed in each year. User must have entered "N" for Let Model do Time-Phasing? on Screen 1; otherwise COBRA will calculate the shutdown schedule based on percentage of personnel moving out.

i. **Construction Avoidance** Analyst input use TABS engineer analyst input. The savings during each year generated by not having to construct projects (less Family Housing projects) which are no longer necessary because of the closure/realignment action.

j. **Family Housing Construction Avoidance** Analyst input. The savings during each year generated by not having to construct Family Housing projects which are no longer necessary because of the closure/realignment action.

k. **Procurement Avoidance** Analyst input. The savings (negative if savings) during each year generated by the reduction/cancellation of current procurement plans.. Also any termination penalties for mission, RPMA, and BASOPS contracts should be reflected here. The figure entered in the last year will be assumed to continue throughout the remainder of the modeled years.

l. **CHAMPUS InPat (Vis/Yr)/OutPat (Vis/Yr)**. Leave blank.

m. **Facilities Shut Down** Analyst input. The total square feet of buildings to be closed.

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

n. **Family Housing Shutdown** Analyst input. The percent of Family Housing that is to be shutdown.

### DATA ENTRY SCREEN 6 - BASE INFORMATION (PERSONNEL)

For each base identified in the scenario (listed on Screen 1) the user will enter the specific information below. A separate page will be presented for each base (see Figure 6). This data does change over the scenario years, and will be greatly different from one scenario to another.

```

[■]----- Screen Six - Base Information (Personnel) -----
Base:  BASE NAME, STATE
      1996      1997      1998      1999      2000      2001
Force Structure Changes by Year (+Increases / -Decreases)
  Officer Changes:
  Enlisted Changes:
  Civilian Changes:
  Student Changes:
Scenario Changes by Year (+Additions / -Eliminations)
  Officer Changes:
  Enlisted Changes:
  Civilian Changes:
Scenario Changes (No Salary Savings) by Year (-Eliminations)
  Officer Changes:
  Enlisted Changes:
  Civilian Changes:
Caretaker Staff Changes by Year (+Increases / -Decreases)
  Military Caretakers:
  Civilian Caretakers:

List Changes in Year ONLY!           Next      Previous      Done
  
```

FIGURE 6 - Screen Six - Base Information (Personnel)

6. **BASE INFORMATION (PERSONNEL).** (Screen Six) Standard Data source is the ASIP Installation Summary report. This data is used to adjust the strength of personnel in COBRA for calculation of BASOPS costs and to calculate the cost and savings associated with eliminations (RIFs) and caretaker personnel.

a. **Force Structure Changes by year.** Enter a positive number for force increases and a negative number for force reductions. The FY 1996 numbers will all be zeros (because the FY 1996 strengths are the base year for adjustments). Enter the difference between 1996 force levels in the ASIP Installation Summary report and the 1997 force levels in the ASIP Installation Summary report for the force structure reductions in FY 1997. Enter the difference between 1997 force levels in the ASIP Installation Summary report and the 1998 force levels in the ASIP

## **BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS**

Installation Summary report for the force structure reductions in FY 1997. Enter the difference between 1998 force levels in the ASIP Installation Summary report and the 1999 force levels in the ASIP Installation Summary report for the force structure reductions in FY 1998. Enter the difference between 1999 force levels in the ASIP Installation Summary report and the 2000 force levels in the ASIP Installation Summary report for the force structure reductions in FY 1999. The FY 2001 number will also be zero (because the ASIP report ends in FY 2000, no changes between FY 2000 and FY 2001 are known). This data element will cause COBRA to calculate a BASOPS cost for the total population each year. COBRA will not count savings any savings (BASOPS, PCS, etc) due to force reductions. This data field may also be used by the analyst to document movement of personnel (contractors, NAF, 'other' civilians) that do not incur a movement cost to BRAC. Insure the total number of 'other' personnel is documented with comments.

b. **Scenario Changes by year.** Enter analyst input for the number of eliminations or increases in positions expected due to the realignment or closure. This data causes COBRA to provide a cost associated with RIFs, and to provide a savings of the salaries of RIFed personnel.

c. **Scenario Changes by year.**(No Salary Savings) Enter analyst input for the number of eliminations or increases in positions expected due to the realignment or closure that should not generate salary savings.

d. **Caretaker Staff Changes by year.** Enter analyst input. This data causes COBRA to cost the salaries of caretakers and to provide the facilities (with BASOPS and RPMA) for the caretakers to use.

*Assumption - All Military caretakers are enlisted.*

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

### DATA ENTRY SCREEN 7 - BASE INFORMATION (CONSTRUCTION)

For each base identified in the scenario (listed on Screen 1) the user will enter the specific information below. A separate page will be presented for each base (see Figure 7). If construction is not needed at the base, the Screen should be left blank.

```

[■] Screen Seven - Base Information (Military Construction)
Base:  BASE NAME, STATE      NEW      TOTAL
DESCRIPTION:  CATEG:  CONSTRUC:  REHAB:  COST($K):  COMMENTS:
[Grid of input fields for Base Name, State, Description, Category, Construction, Rehabilitation, Cost, and Comments]
Next      Previous      Done
  
```

FIGURE 7 - Screen Seven - Base Information (Military Construction)

7. **BASE INFORMATION (CONSTRUCTION).** (Screen Seven) Standard data source is TABS From A-3 (Dec 92), Stationing Profile -- Permanent and Temporary Assets Report -- Record of Data Changes. This data will provide COBRA the information necessary to cost the construction requirements for the scenario.

a. **Description.** Use analyst input. This is a text description of the construction requirements. This block should contain the FCG description (facility category group) of the construction category type.

b. **CATEG:** Use one of the standard category names:

<u>CATEG</u>	<u>Description</u>	<u>FCG</u>	<u>Description</u>	<u>UM</u>
HORIZ	Horizontal	45200	VEH HARDSTAND	SQYD

## BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

<u>CATEG</u>	<u>Description</u>	<u>FCG</u>	<u>Description</u>	<u>UM</u>
AIROP	Air Operations	21110	MNT HANGAR AVUM	SQFT
		21111	MNT HANGAR AVIM	
OPERA	Operational	14182	BDE HQ BLDG	SQFT
		14183	BN HQ BLDG	
		14185	CO HQ BLDG	
ADMIN	Admin	61050	GEN PURP ADMIN	SQFT
SCHOL	School Building	17120	GEN INST BLDG	SQFT
MAINT	Maintenance shops	21410	VEH MAINT SH ORG	SQFT
		21420	VEH MAINT SH DS	
		21800	SPEC PURP MAINT	
BACHQ	UEPH	7210S	ENL UPH (2+2)	PN
FAMLQ	Family Quarters	71100	FAMILY QUARTERS	FAMILY
STORA	Covered Storage	44200	GEN P WH-INST	SQFT
		44230	CONT HUM WH	
		44100	GEN P WH-DEP	
		44260	VEH STOR SHED	
RECFC	Recreation	74028	PHYS FIT CTR	SQFT
DINFC	Dining Facilities	72200	UP DINING	SQFT
OTHER	All NOT LISTED ABOVE			

c. **New Construction.** Use the total amount of new construction (by unit of measure) required at the installation for all categories except OTHER. This data will cause COBRA to compute a cost for the construction of all requirements. COBRA will multiply the unit of measurement required by the unit of measurement cost to produce a cost for construction. The total construction cost is then derived by increasing the construction cost by about 60 percent,

## **BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS**

using to the following standard factors: design percentage, SOIH percentage, site prep percentage, IMA percentage, and contingency percentage.

d. **Rehab.** Enter the total amount of rehab construction (by unit of measure) required at the installation.

This data will cause COBRA to compute a cost for the rehab construction (75% of new cost) of all requirements.

e. **Total Cost(\$k).** Enter the dollar cost in thousands for the total construction project cost. The source of the cost estimate entered in this field must be must documented. Be sure to include design, site prep, contingency, SIOH, and IMA. COBRA will not add anything to the 'total cost'.

f. **Comments.** Enter analyst input. This is a text entry which clarifies and explains the construction requirements.

8. **BASE INFORMATION (UNIQUE ACTIVITIES).** (Screen Eight) NOT used.

# BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS

## DATA ENTRY SCREEN 9 - EXPLANATORY NOTES

A single page screen is provided for the user to make any end notes that are desired (see Figure 8). These may explain the overall scenario or expand on information input on a specific Data Entry or Standard Factors screen. This information will be printed only on the Input Data Report.

```
[■]----- Screen Nine - Explanatory Notes -----
Explanatory Notes for Input Data report:
[Large grid area for text entry]
Pages FootNoted:
[ ] 1-General [ ] 4-Static [ ] 7-MilCon [ ] Facil SF
[ ] 2-Distance [ ] 5-Dynamic [ ] 8-Unique [ ] Tranprt SF
[ ] 3-Movement [ ] 6-Personel [ ] PerSonl SF [ ] MilCon SF
Previous [ ]
Done [ ]
```

FIGURE 9 - Screen Nine - Explanatory Notes

9. **EXPLANATORY NOTES.** (Screen Nine) Enter analyst input. The information on the screen is used to clarify and document any data inputs on any screen in COBRA. Type the text comments relating to any screen, then check the 'pages footnoted' box for that screen. A line will be printed on the COBRA report titled 'inputdat.rpt' that will prompt the reader that comments on the screen entries can be found on screen ten.

## **BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS**

### **SPECIAL CASE ANALYSIS**

#### **1. LEASE COSTS**

**a. Description of the Problem:** Lease costs present a specific case where the COBRA model is not designed to provide accurate modelling of the actual costs incurred by the government. The COBRA model will associate BOS and RPM to number of personnel and to square feet of facilities respectively; however, lease costs are always fixed. We pay the fixed lease cost for facilities independent of the number of personnel who use the facility. Fluctuations in the number of personnel authorized do not incur corresponding fluctuations in the lease cost (without a renegotiation of the lease). Only by terminating the lease contract does the government receive a savings.

**b. Solution:**

- Enter the total lease cost on Screen Four as RPMA Non-Pay.
- Enter 0 for BASOPS Pay, BASOPS Non-Pay, and RPMA Pay.
- Enter 1 for total facilities (SF).
- Enter 1 for facilities shutdown (Screen Five).

This solution will provide a savings of the entire lease cost in the year the leased space is vacated.

#### **2. NAF AND OTHER NON-USC CIVILIANS.**

**a. Description of the problem:** NAF and other non-USC personnel cannot be eliminated or moved. The U.S. Army has no authority to eliminate these personnel and will not routinely provide them PCS benefits.

**b. Solution:** Do not add the population numbers for NAF and Non US civilians to the static information (screen four) on the installation.

#### **3. BASOPS POPULATON**

**a. Description of the Problem:** A closure or realignment scenario will require tailoring of the BASOPS personnel at both the losing and gaining installations. COBRA allows the analyst to tailor these personnel strengths at a losing/closing installation by using eliminations or realignments. The elimination of BASOPS personnel will cause the COBRA model to automatically calculate a savings of the salaries.



## **BRAC 95 COBRA INPUT PROCEDURES AND ASSUMPTIONS**

**b. Solution:** To identify the number of BASOPS personnel needed to support the population migrating in to an installation (BOSMM & MACOM input)--

- Break down the total number of personnel who are migrating to or leaving from the installation as military or civilian.

- Enter this information in the BOSMM model as increase or decrease in mission population.

- The BOSMM model will provide the change in BASOPS positions due to the realignment or closure.

- Move the additional positions (screen 3 - Movement Table) from the losing installation(s) to the gaining installation(s).



---

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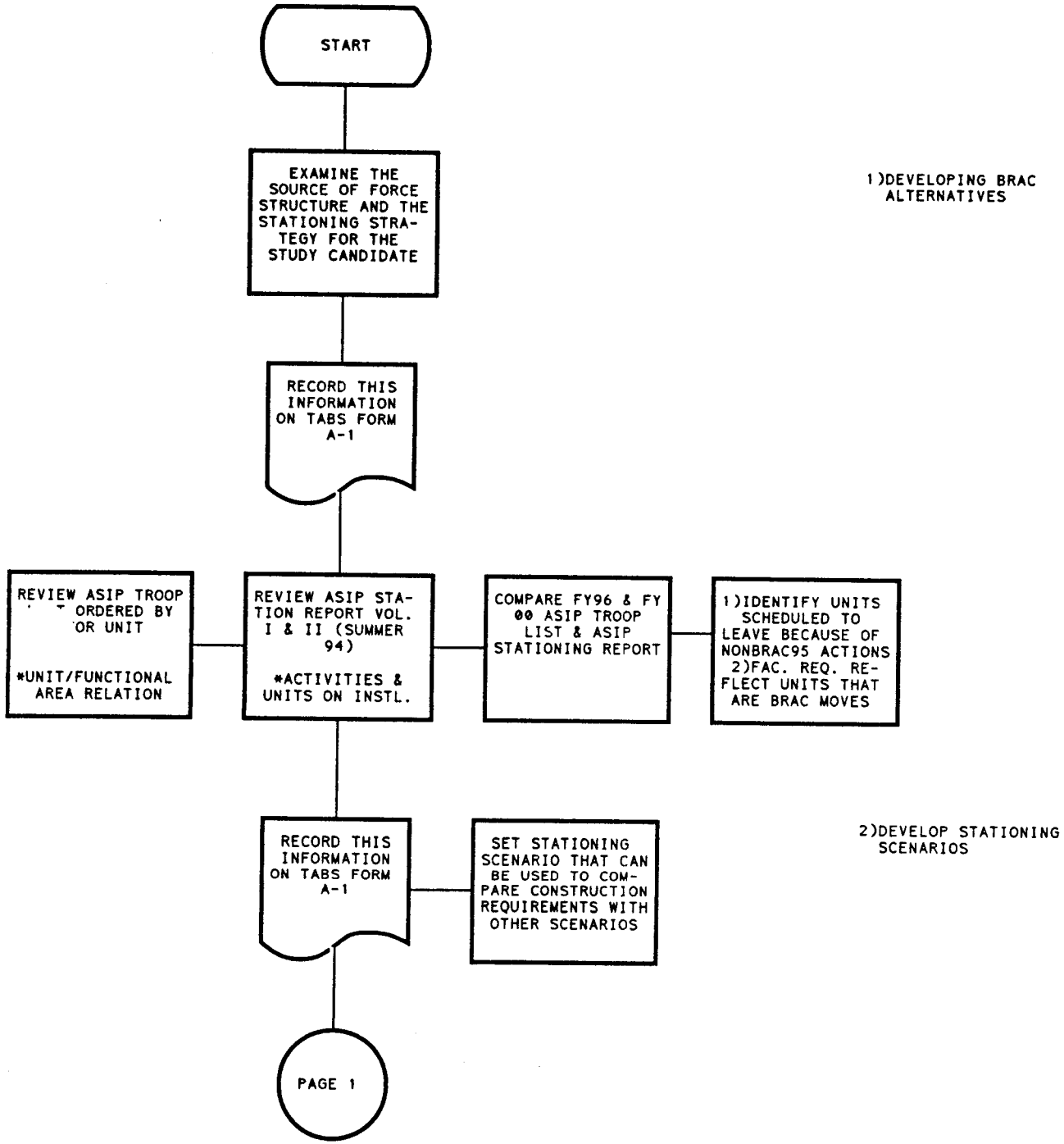
---

## THE ARMY BASING STUDY

### ANNEX E

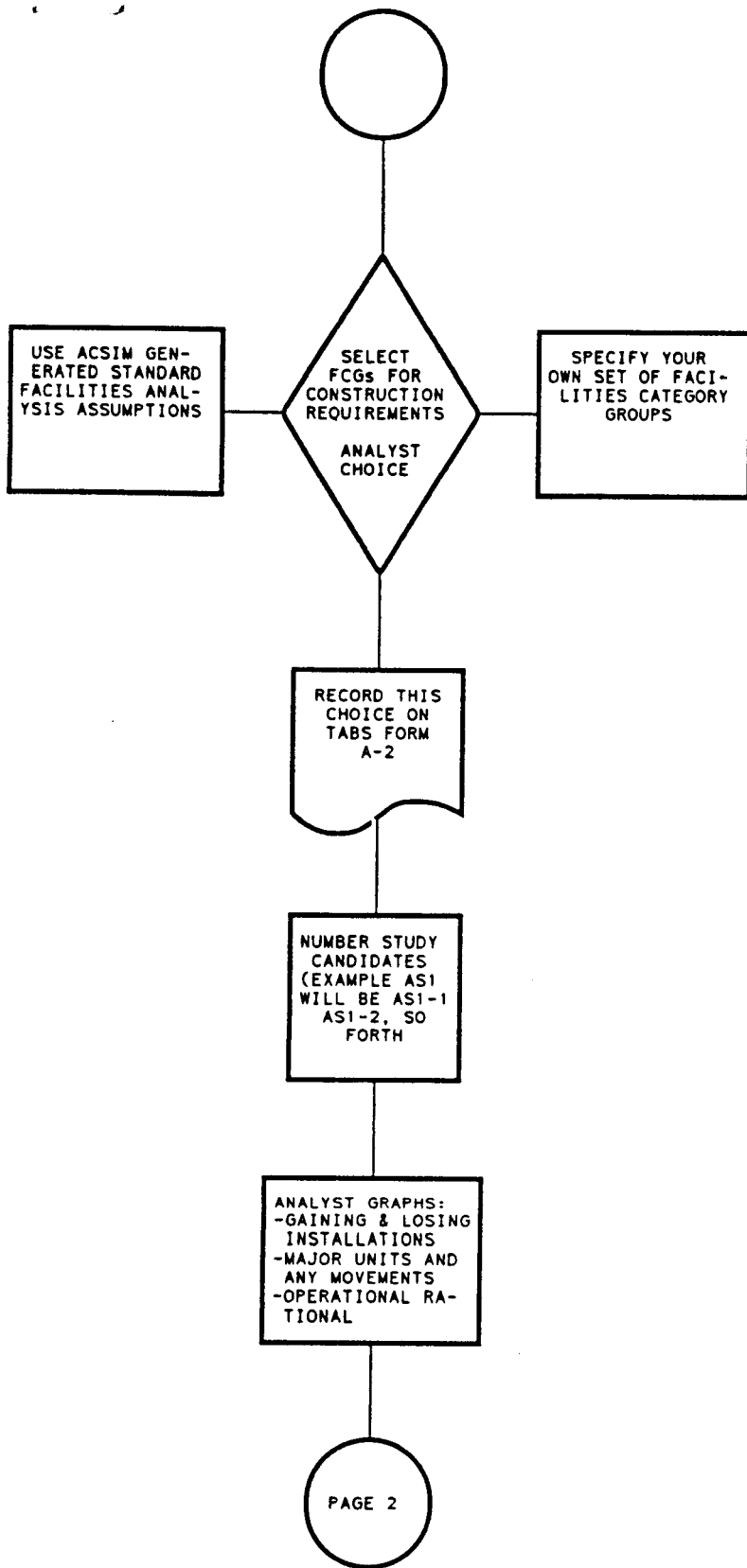
### BRAC 95

## SCENARIO DEVELOPMENT FLOW CHART



1) DEVELOPING BRAC ALTERNATIVES

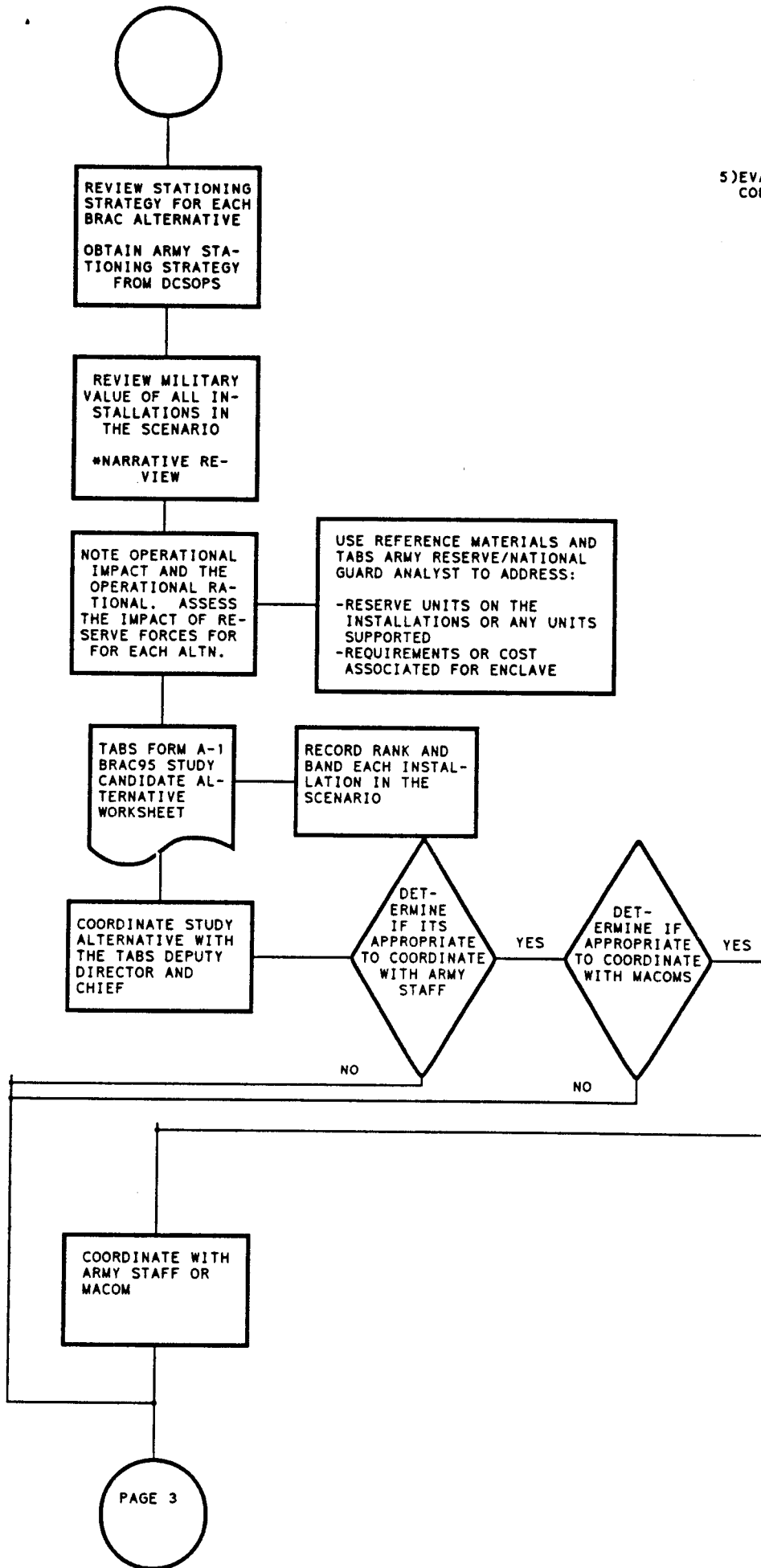
2) DEVELOP STATIONING SCENARIOS

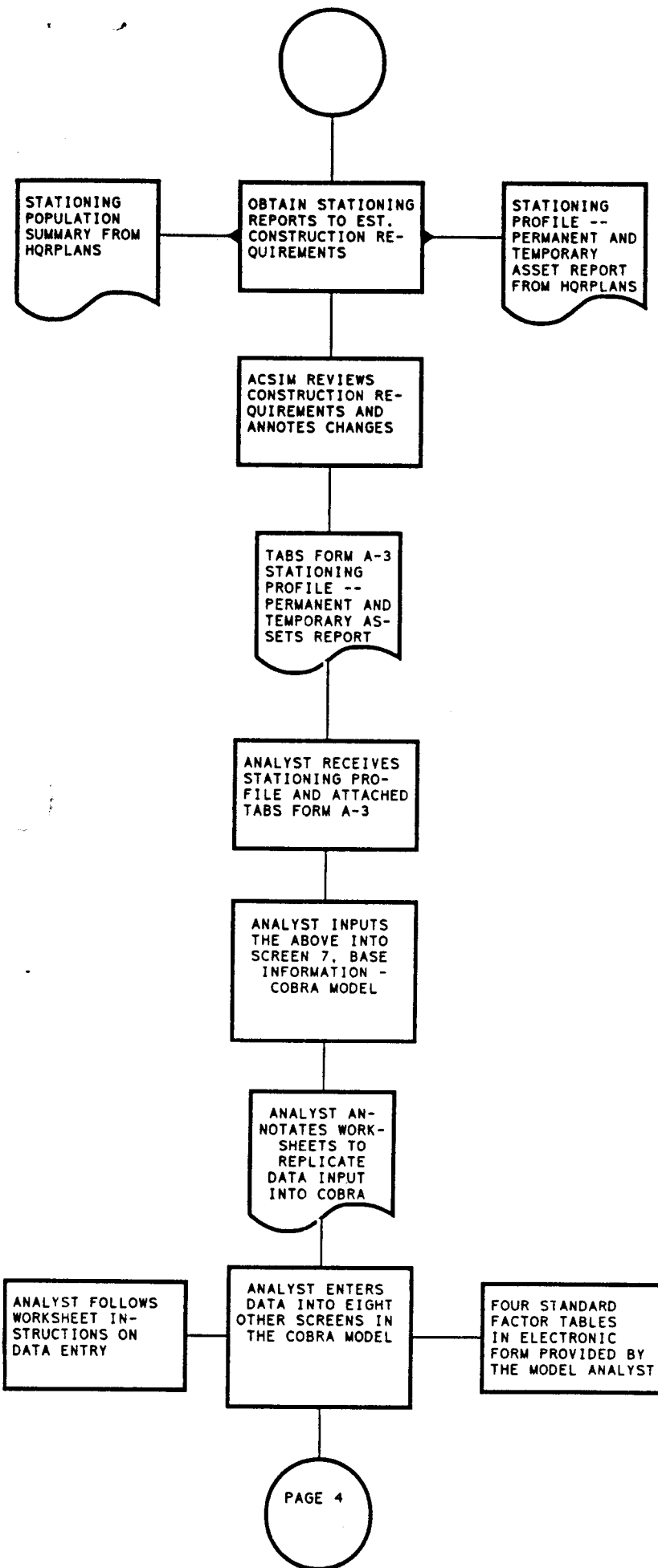


3)NUMBER THE BRAC ALTERNATIVES

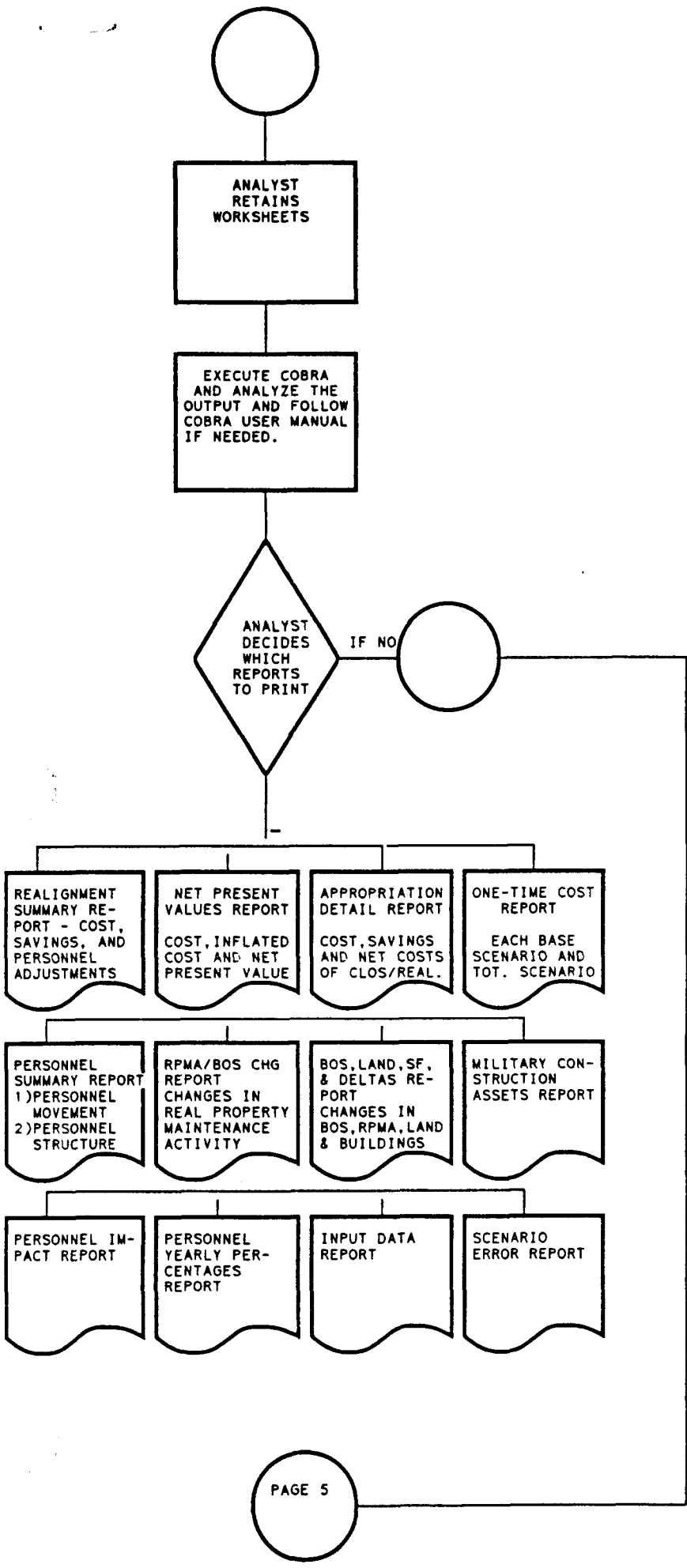
4)CREATE AN ALTERNATIVE GRAPHIC DISPLAY

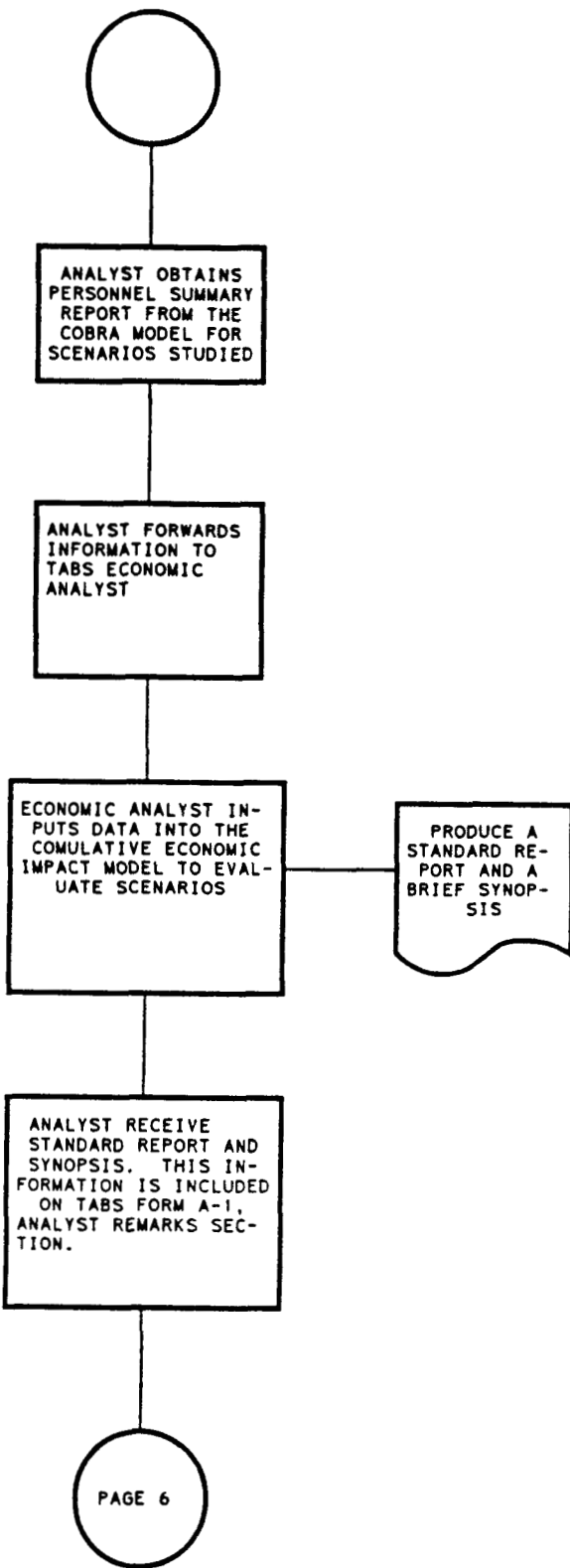
5) EVALUATE OPERATIONAL CONSIDERATIONS





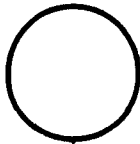
6) EVALUATE COST & SAVINGS IMPLICATIONS USING THE COBRA MODEL





7)EVALUATE THE ECONOMIC  
IMPACT ON COMMUNITIES





UTILIZE INFORMATION FROM THE INSTALLATION ASSESSMENT  
QUANTATIVE MEASURES

EVALUATE THE ABILITY OF BOTH THE EXISTING AND POTENTIAL RECEIVING COMMUNITIES' INFRASTRUCTURE TO SUPPORT

UTILIZE INFORMATION FROM THE INSTALLATION ASSESSMENT NARRATIVES

8) EVALUATE THE ABILITY OF BOTH EXISTING & POTENTIAL RECEIVING COMMUNITIES' INFRASTRUCTURE TO SUPPORT FORCES, MISSIONS AND PERSONNEL

CONDUCT FURTHER RESEARCH - RETURN TO THE BEGINNING OF PROCESS IF ANY CHANGES

IF YES

IS ADDITIONAL RESEARCH NEEDED

IF NO

MAKE JUDGEMENT BASED UPON EXISTING INFORMATION

REACH CONCLUSION AND DEVELOP SUPPORTING ANALYSIS

SELECT CONCLUSION STATEMENT THAT AGREES WITH THE CONCLUSION

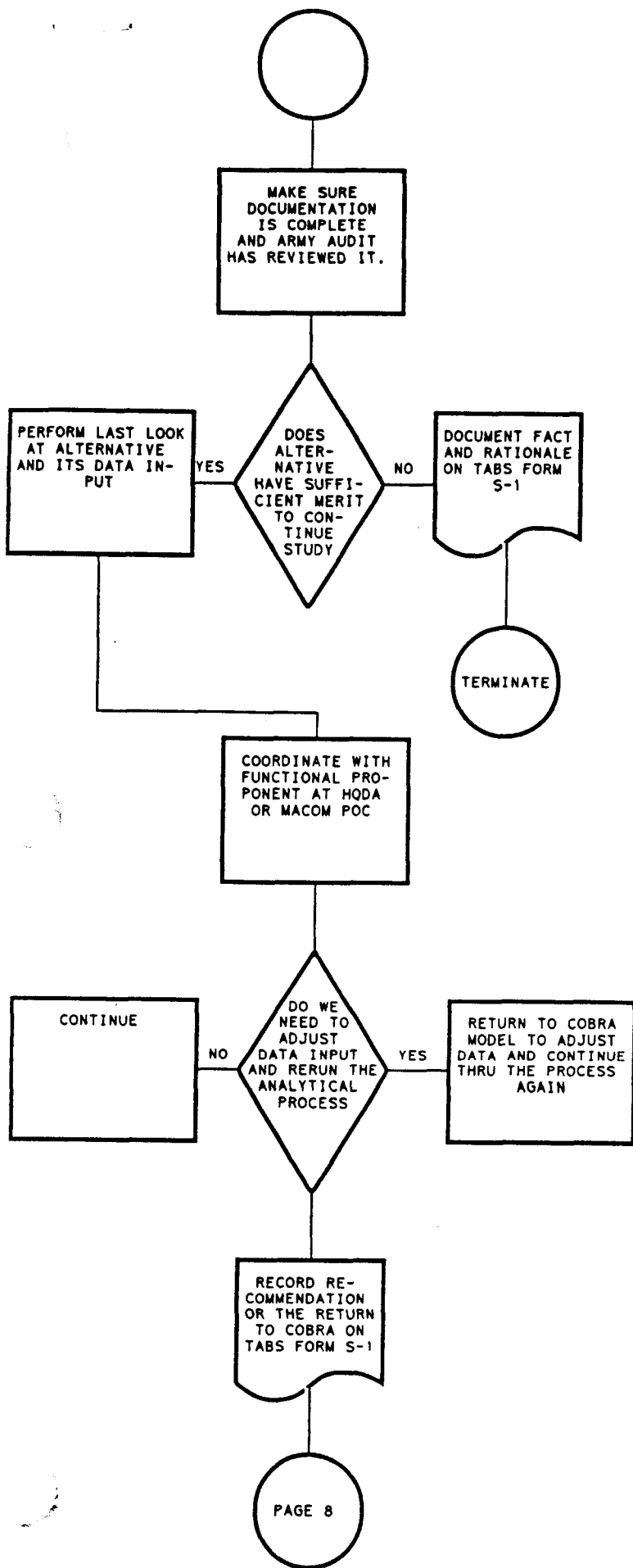
OBTAIN ENVIRONMENTAL IMPACT SUMMARIES FROM THE TABS ENVIRONMENTAL ANALYST

9) EVALUATE ENVIRONMENTAL IMPACT

CONSIDER SCENARIO SPECIFIC ENVIRONMENT OUTCOMES (FINAL IMPACT ANALYSIS), INSTALLATION ENVIRONMENT NARRATIVES, AND SPECIAL ANALYSIS BY ENVIRONMENTAL REVIEW COMMITTEE

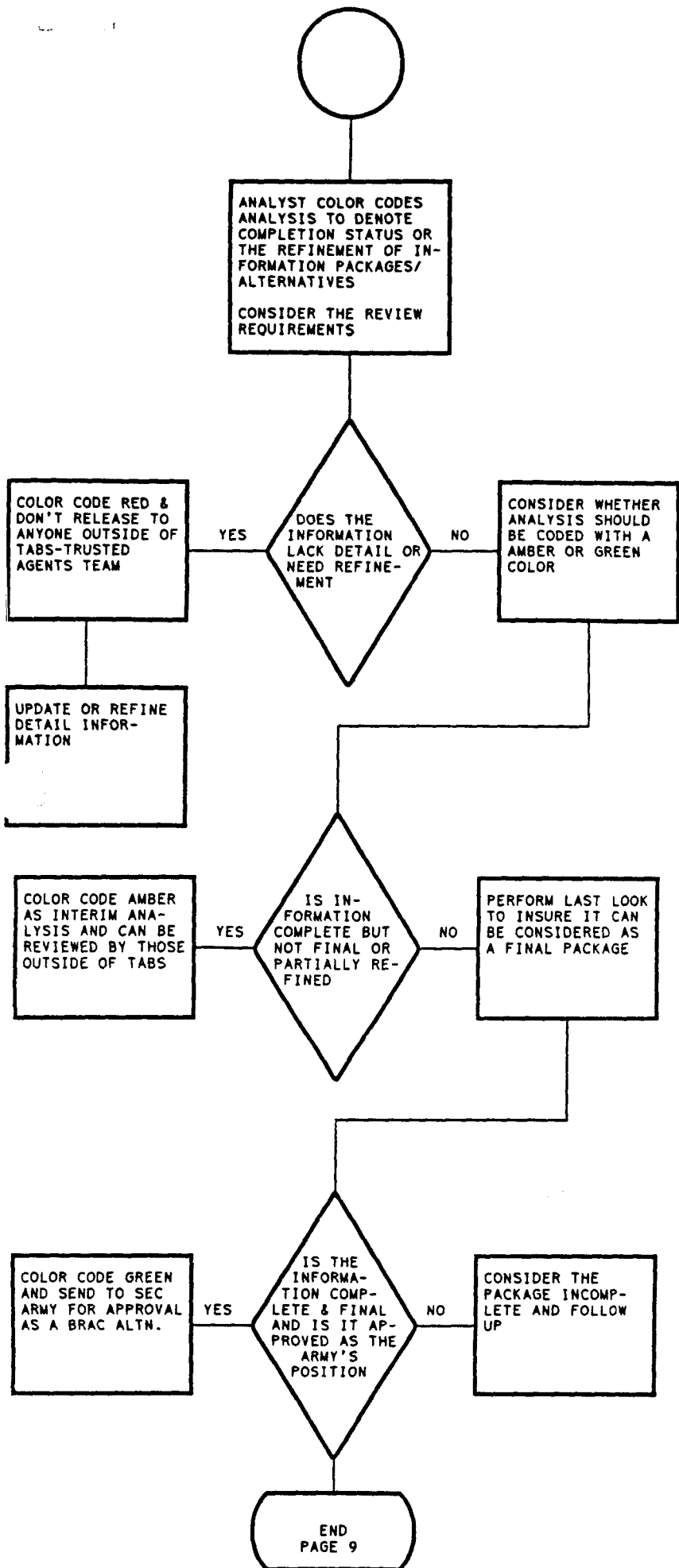
RECORD ANY PROBLEMS OR CONSIDERATION ON TABS FORM A-1





10) TERMINATE ANALYSIS AND MAKE BRAC RECOMMENDATIONS

11) ADMINISTRATIVE CONTROLS



# Document Separator

10 April 1994

## **TRAINING MANAGEMENT PLAN**

### **The Army Basing Study Office of the Chief of Staff of the Army Base Realignment and Closure Process (BRAC 95)**

#### **I. INTRODUCTION**

##### **A. Background**

The Army Basing Study (TABS) Charter establishes the authority for the TABS office and assigns responsibilities to execute the BRAC 95 process (Annex C). The charter was signed by the Acting Secretary of the Army and the Vice Chief of Staff, Army on 1 August 1993.

The Chief of Staff of the Army memorandum dated March 1994 (Annex D), that kicked off the BRAC 95 process emphasizes the TABS charter by stating that the Under Secretary of the Army and the Vice Chief of Staff, Army provide oversight of the Army 1995 base realignment and closure process. The Assistant Secretary of the Army (Installations, Logistics and Environment) is responsible for policy and management of all BRAC initiatives. Management Directorate to coordinate the BRAC 95 effort, identifies actions and milestones critical to synchronizing the Army's effort with that of DoD and the other Services.

Unlike the other services, the Army begins each BRAC cycle with a majority of new personnel who may, or may not, be familiar with the BRAC process, concept, or operation. The TABS Group for BRAC-95 will be comprised of 77% new personnel. This amplifies the need for a comprehensive orientation and training program. The key to this program is dedicated time for training before immersion into the day to day rigors of the process.

##### **B. Mission**

The Army Basing Study office shall examine the issues surrounding the realignment and closure of Army installations within the 50 States, the District of Columbia and U.S. commonwealths, territories and possessions, and make recommendations to the Secretary of the Army and Chief of Staff concerning potential realignment and closures. Additionally, the TABS Office will serve as the single point of contact with the Defense Base Closure and Realignment Commission, established under the provisions of the Base Closure Act.

The TABS Office will assess the Army's CONUS installations resources, identify the Army's CONUS basing requirements, and present base realignment and closure recommendations consistent with Department of Defense (DoD) force structure plans and BRAC selection criteria, which may be necessary to meet requirements.

### **C. Purpose**

The purpose of this Training Management Plan is to provide a complete set of management controls to insure the TABS Group for the Army's BRAC-95 process is well oriented and knowledgeable in all aspects of the process for 1995.

### **D. Program of Instruction**

The key to this POI is that time be dedicated to the orientation and training of newly arrived personnel prior to commencement of daily duties. Currently used briefing materials and reading list materials are compiled and available from the training officer.

**1. Reading List.** This list is a guide and only the starting point for all personnel. The documents listed are required for a basic background in all aspects of BRAC and the TABS process and previous operations. The reading list will be an on-going process throughout the training cycle. The following documents constitute the initial TABS reading list:

- BRAC 93 Commission Report
- BRAC 93 DoD Report
- BRAC 93 Army Report
- GAO Report
- Lessons Learned Folder (BG Ballard, LTC Duffy, and TABS)
- Air Force Report
- Navy Report

**2. BRAC 93 History / Process / Products (2 hours).** This block of instruction covers previous BRAC actions, decisions, processes and products. It is intended as an overview to supplement the reading list topics and familiarize personnel with their individual roles in the Army process, the documentation and software tools used to supplement analysis, and general functionality of TABS within the BRAC process.

**3. Military Construction (MILCON) Analysis, Engineering Support, and Environmental Analysis (1 hour).** The relationship of engineering and environmental considerations in the BRAC process will be presented along with the identification of resources available for data collection and production. A key in this presentation is the use of the BRAC and TABS "support structures" as designed.

**4. Director of Management Orientation (1 hour).** This is an orientation presented by the DM's office to cover the scope of duties and responsibility of the DM. The assets available to the TABS group will be discussed and a walk-through of the office areas to get an initial face to face with personnel assigned.

**5. Under Secretary of the Army / Vice Chief of Staff of the Army / DM TABS Briefings (3 hours).** This series of briefings is presented by the TABS Director as an orientation for new personnel from the executive level of the Army point of view. The levels of

detail involved at these levels, specific areas of interest and perspective are discussed.

**6. Deputy Chief of Staff, Operations and Plans (DCSOPS) Task Force Briefing (2 hours).** This is the initial orientation to the development process involved in the Army Stationing Strategy and the relationship of the TABS office in that process.

**7. Analytical Process (1 hour).** This is the initial review of the process and procedures used by the analysts in the TABS process. It is only an introduction to the process, tools used and resources available.

**8. Introduction to Models, Software, and Internal Support (4 hours).** Primarily for the analyst, but applicable to all personnel for overall understanding of time requirements, this block will introduce Cost of Base Realignment (COBRA), D-PAD, OSUB, Spreadsheet, Word Processing, Installation Reviews, Engineering and Environmental Support, and other relative support available to analysts.

**9. The Joint Cross-Service Group Process (1 hour).** This block will cover the relationship of TABS and the organization of the Joint process in BRAC 95.

**10. The Judge Advocate General (TJAG) (1 hour).** A general introduction to the BRAC law, the support structures in place to assist TABS, and an historical perspective from the legal point of view.

**11. HQDA Decision Support System (DSS) (4 hours).** This class will enable the user to acquire an account and access to the HQDA DSS.

**12. TABS Professional Development (????).** Weekly TABS training will take place on Friday afternoons. Topics will be determined the week prior with the flexibility to include any current hot topics. Examples include Installation Information briefings and Joint Cross-Service Group proposed guidance.

**13. TABS Administrative Procedures (1 hour).** This block will be the initial orientation to the office Administrative Standing Operating Procedures.

**E. Scheduling.** Scheduling and coordination of all training will be the responsibility of the training officer. Coordination will include current TABS requirements, installation visit plans, new personnel arrival dates, briefer availability, and facility availability.

**F.** The point of contact for training issues is MAJ Marriott, 7-1765.