



BRAC COMMISSION FINDINGS AND RECOMMENDATIONS

DEPARTMENT OF THE ARMY

Note: The recommendations appear in this report in the exact same order, and using the exact same titles, as they appeared in the Department of Defense report submitted May 13, 2005. Paragraphs titled "Secretary of Defense Recommendations," and "Secretary of Defense Justification" are from the May 13, 2005, report submitted by the Secretary to the BRAC Commission. Where bases not originally listed by DoD have been "added" by the Commission, they will appear at the end of the relevant Report section.

FORT WAINWRIGHT, ALASKA

RECOMMENDATION # 1 (ARMY 5)

ONE-TIME COST:	\$0.05M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$0.05M)
20-YEAR NET PRESENT VALUE:	(\$0.7M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Wainwright, AK, by relocating the Cold Regions Test Center (CRTC) headquarters from Fort Wainwright, AK, to Fort Greely, AK.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation relocates CRTC headquarters to Fort Greely to improve efficiency of operations and personnel safety. Sufficient capacity exists at Fort Greely. This would not affect Force Structure. This recommendation relocates headquarters closer to the CRTC's test mission execution on the Bolio Lake Range Complex. This complex, although realigned under Fort Wainwright in BRAC 95, is only 10 miles south of Fort Greely but 100 miles from Fort Wainwright's cantonment area. This action would improve interoperability and reduce costs by permitting personnel to live closer to their primary work site, thus avoiding a 200-mile round trip between quarters and work sites. It also decreases the risks associated with the required year-round travel in extreme weather conditions and results in more efficient and cost effective monitoring and control of arctic testing of transformational systems. This recommendation did not consider other locations since the CRTC headquarters manages testing at only one site.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found that this recommendation would reverse a 1995 BRAC decision realigning Fort Greely by placing the CRTC headquarters at Fort Wainwright. The original proposal essentially mothballed Fort Greely and moved two major activities, the Northern Warfare Training Center and the Cold Regions Test Activity (now the Cold Region Test Center), off the installation.

In 2001, Congress, as part of Public Law 107-20, permitted the use of Fort Greely for missile defense, effectively reactivating the installation. The Commission agrees with DoD's rationale for moving the CRTC headquarters back to Fort Greely to reduce harsh weather travel demands on headquarters personnel.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

FORT GILLEM, GEORGIA

RECOMMENDATION # 2 (ARMY 6)

ONE-TIME COST:	\$56.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$35.3M)
20-YEAR NET PRESENT VALUE:	(\$421.5M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE RECOMMENDATION

Close Fort Gillem, GA. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL. Relocate the 2nd Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52nd Explosive Ordnance Disposal (EOD) Group to Fort Campbell, KY. Relocate the 81st RRC Equipment Concentration Site to Fort Benning, GA. Relocate the 3rd US Army Headquarters support office to Shaw Air Force Base, SC. Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC. Close the Army- Air Force Exchange System (AAFES) Atlanta Distribution Center and establish an enclave for the Georgia Army National Guard, the remainder of the 81st RRC units and the Criminal Investigation Division (CID) Forensics Laboratory.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation closes Fort Gillem, an Army administrative installation and an AAFES distribution center. The recommendation moves the major tenant organizations to Rock Island Arsenal, Redstone Arsenal, Fort Benning, and Fort Campbell. It also moves small components of the Headquarters 3rd US Army and US Army Forces Command to Pope AFB and Shaw AFB. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities to address unforeseen future requirements. This closure allows the Army to employ excess capacities at installations that can accomplish more than administrative missions.

The closure of Fort Gillem also enables the stationing of its tenant units at locations that will increase their ability to associate with like units and promote coordination of efforts. Both the 52nd EOD Group and the 2nd Recruiting Brigade have regional missions in the Southeastern United States. The 52nd EOD Group was co-located with operational forces at Fort Campbell to provide training opportunities. The 2nd Recruiting Brigade is recommended to relocate to Redstone Arsenal because of its central location in the Southeast and its access to a transportation center in Huntsville, AL. The Army is converting the 1st US Army Headquarters into the single Headquarters for oversight of Reserve and National Guard mobilization and demobilization. To support this conversion the Army decided to relocate 1st Army to Rock Island Arsenal, a central location in the United States. The 81st RRC Equipment Concentration Site is relocated to Fort Benning, where there are improved training opportunities with operational forces.

COMMUNITY CONCERNS

The community emphasized that Fort Gillem and Fort McPherson are linked. They asserted that DoD understated costs, producing projected savings which appear to be the primary basis for the closure decision. They indicated relocation of three major headquarters (1st Army, 2nd Recruiting Brigade and 52nd EOD Group) would adversely affect Reserve Component training readiness, homeland defense, and efficient command and control. They also held that relocation of 1st Army Headquarters would separate it from the many related capabilities offered by homeland security organizations and Reserve Components located at Fort Gillem. They argued that cost, command and control obstacles, loss of Reserve Component

synergies, homeland defense coordination issues, and security challenges for enclaved organizations should persuade the Commission to vote against closure. The community indicated the economic impact will be great on Clayton County and the surrounding community which suffers from high unemployment rates and low per-capita income. The community states that the proposed enclave at Fort Gillem would create security challenges and fragment potential reuse, in addition to challenges of long-term contamination cleanup.

COMMISSION FINDINGS

The Commission's findings supported DoD's overall recommendation, although the Commission found that DoD failed to adequately define its planned enclave at Fort Gillem, contrary to its agreement with the findings of a 2003 study by the Government Accountability Office (GAO) of prior BRAC enclaves. GAO recommended that the Secretary of Defense provide the 2005 BRAC Commission with data clearly specifying the infrastructure needed for any proposed enclaves and the estimated costs to operate and maintain such enclaves. The Commission found merit in community concerns about the adverse effect of multiple enclaves on reuse of the remainder of Fort Gillem, and therefore modified the DoD recommendation to require a contiguous enclave.

The Commission also found that units other than those explicitly stated in the approved recommendation, such as the Military Entrance Processing Station, may need to remain in the enclave, although the Commission strongly believes that the size of the enclave needs to be minimized to give the community maximum opportunities for reuse. The Commission found that the recommendation failed to address the Ammunition Supply Point, the only Army ASP in north Georgia supporting the Federal Transportation Security Administration, Army Reserves, and National Guard. The Commission was advised by the Department that the ASP was not part of the enclave recommendation and that disposition of the ASP will be determined during implementation. The Commission found that DoD designated Fort Gillem as the Federal Emergency Management Agency (FEMA) mobilization site for the Southeast United States and that further determinations by FEMA and DoD are required during implementation. The Commission found DoD's economic impact analysis failed to consider significant loss of jobs associated with closing the Army and Air Force Exchange Service Atlanta Distribution Center. The Commission notes that Fort Gillem borders Forest Park, GA, an Historically Underutilized Business (HUB) Zone and that the Garrison provides employment opportunities to a number of individuals with severe disabilities. The Commission strongly urges the Department to proactively work with the community to minimize these economic impacts.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 7 and the force structure plan. Therefore, the Commission recommends the following:

Close Fort Gillem, GA. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL. Relocate the 2d Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52d Explosive Ordnance Disposal (EOD) Group to Fort Campbell, KY. Relocate the 81st RRC Equipment Concentration Site to Fort Benning, GA. Relocate the 3d US Army Headquarters support office to Shaw Air Force Base, SC. Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC.

Close the Army-Air Force Exchange System (AAFES) Atlanta Distribution Center and establish a contiguous enclave for the Georgia Army National Guard, the remainder of the 81st RRC units and the Criminal Investigation Division (CID) Forensics Laboratory.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all other recommendations can be found in Appendix Q.

FORT McPHERSON, GEORGIA

RECOMMENDATION # 3 (ARMY 8)

ONE-TIME COST:	\$214.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$82.1M)
20-YEAR NET PRESENT VALUE:	(\$878.6M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston, TX.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation closes Fort McPherson, an administrative installation, and moves the tenant headquarters organizations to Fort Sam Houston, Fort Eustis, Pope AFB and Shaw AFB. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities to address unforeseen future requirements. This closure allows the Army to employ excess capacities at installations that can accomplish more than administrative missions. The organization relocations in this recommendation also create multifunctional, multicomponent and multi-Service installations that provide a better level of service at a reduced cost.

The recommended relocations also retain or enhance vital linkages between the relocating organizations and other headquarters activities. FORSCOM HQs is relocated to Pope AFB where it will be co-located with a large concentration of operational forces. The USARC HQs has a mission relationship with FORSCOM that is enhanced by leaving the two co-located. 3rd Army is relocated to Shaw AFB where it will be collocated with the Air Force component command of CENTCOM. The IMA and NETCOM HQs are moved to Fort Eustis because of recommendations to consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Southern Region HQs is moved to Fort Sam Houston where it is recommended to consolidate with the ACA Southern Hemisphere Region HQs, and where it will co-locate with other Army service providing organizations.

COMMUNITY CONCERNS

The community argued that cost was the overriding factor in DoD's decision to close this historic installation, and significant relocation costs were understated. The community maintained that the current co-location of three major Army headquarters (Forces Command, Reserve Command and Third Army) next to an international airport with unparalleled access and point-to-point travel is an important synergy for training readiness and operational planning. Loss of a major military presence in the Atlanta metropolitan area would adversely affect the City of Atlanta, a terrorist target; hinder military recruitment of African Americans; reduce military support to the Department of homeland security; disadvantage a significant number of handicapped employees at Fort McPherson; and adversely affect surrounding communities already suffering high unemployment rates and low per-capita income. It was the community's judgment that Fort McPherson, Atlanta's seventh largest employer, is ideally located to take advantage of Atlanta's major transportation and information technology hubs which they believed will be necessary to meet future military and homeland security command and control challenges. The community maintained DoD substantially deviated from criteria 3 and 4 by dispersal of headquarters which limits command and control at additional cost; criterion 1 by dispersing critical synergy; and criterion 5 by understating costs.

COMMISSION FINDINGS

The Commission found that the cost to relocate the Defense Information Systems Agency (DISA) regional communications hub at Fort McPherson was not accounted for in DoD's analysis. Subsequent DoD certified data revealed relocation of the hub would cost \$17.09M. Moreover, relocating Third Army Headquarters to Shaw Air Force Base could require more

construction funding than anticipated. The Commission confirmed that Fort McPherson has a large number of historic facilities requiring maintenance and consultation with the State Historic Preservation Office. Fort McPherson Garrison supports an 85-acre recreational area at Lake Allatoona, GA, consisting of cabins, boating and outdoor activities, and the Commission found no plan for the disposition of this Morale, Welfare and Recreational Area. The Commission notes that Fort McPherson borders East Point, GA, a Historically Underutilized Business (HUB) Zone. The closure of Fort McPherson will have a negative economic impact on this already economically depressed, predominantly minority community, and because the Garrison provides employment opportunities to a large number of individuals with severe disabilities, the Commission strongly urges the Department to proactively work with the community to minimize these impacts. However, the Commission did not find these issues individually or collectively rose to the level of a substantial deviation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary

FORT BRAGG, NORTH CAROLINA

RECOMMENDATION # 4 (ARMY 10)

ONE-TIME COST:	\$334.8M
ANNUAL RECURRING COSTS/(SAVINGS):	\$23.8M
20-YEAR NET PRESENT VALUE:	\$639.2M
PAYBACK PERIOD:	NEVER

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Bragg, NC, by relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL, and by activating the 4th Brigade Combat Team (BCT), 82d Airborne Division and relocating European-based forces to Fort Bragg, NC.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation co-locates Army Special Operation Forces with Air Force Special Operations Forces at Eglin AFB, activates the 4th BCT of the 82nd Airborne Division, and relocates Combat Service Support units to Fort Bragg from Europe to support the Army modular force transformation. This realignment and activation of forces enhances military value and training capabilities by locating Special Operations Forces (SOF) in locations that best support Joint specialized training needs, and by creating needed space for the additional brigade at Fort Bragg. This recommendation is consistent with and supports the Army's Force Structure Plan submitted with the FY 06 budget, and provides the necessary capacity and capability, including surge, to support the units affected by this action.

This recommendation never pays back. However, the benefits of enhancing Joint training opportunities coupled with the positive impact of freeing up needed training space and reducing cost of the new BCT by approximately \$54-\$148M (with family housing) at Fort Bragg for the Army's Modular Force transformation, justify the additional costs to the Department.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found that this recommendation was consistent with DoD's justification. Specifically, the Commission views that the relocation of the 7th Special Forces Group to Eglin AFB, FL, provides this unit an opportunity to achieve outstanding joint training through its collocation with the Air Force Special Operations Command. Also, the Commission found that this relocation enables the activation of the 4th Brigade Combat Team, 82D Airborne Division at Fort Bragg, NC, and it is consistent with the Army's transformation efforts and the Force Structure Plan.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

FORT MONMOUTH, NEW JERSEY

RECOMMENDATION # 5 (ARMY 11)

ONE-TIME COST:	\$780.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$146.0M)
20-YEAR NET PRESENT VALUE:	(\$1,093.4M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Fort Monmouth, NJ. Relocate the US Army Military Academy Preparatory School to West Point, NY. Relocate the Joint Network Management System Program Office to Fort Meade, MD. Relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for depot level repairables to Aberdeen Proving Ground, MD, and designate them as Inventory Control Point functions, detachment of Defense Supply Center Columbus, OH, and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD. Relocate Information Systems, Sensors, Electronic Warfare, and Electronics Research and Development & Acquisition (RDA) to Aberdeen Proving Ground, MD. Relocate the elements of the Program Executive Office for Enterprise Information Systems and consolidate into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA.

Realign Fort Belvoir, VA, by relocating and consolidating Sensors, Electronics, and Electronic Warfare Research, Development and Acquisition activities to Aberdeen Proving Ground, MD, and by relocating and consolidating Information Systems Research and Development and Acquisition (except for the Program Executive Office, Enterprise Information Systems) to Aberdeen Proving Ground, MD.

Realign Army Research Institute, Fort Knox, KY, by relocating Human Systems Research to Aberdeen Proving Ground, MD.

Realign Redstone Arsenal, AL, by relocating and consolidating Information Systems Development and Acquisition to Aberdeen Proving Ground, MD.

Realign the PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) facility at 2511 Jefferson Davis Hwy, Arlington, VA, a leased installation, by relocating and consolidating into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA.

SECRETARY OF DEFENSE JUSTIFICATION

The closure of Fort Monmouth allows the Army to pursue several transformational and BRAC objectives. These include: consolidating training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies, and consolidating RDA and T&E functions on fewer installations. Retain DoD installations with the most flexible capability to accept new missions. Consolidate or collocate common business functions with other agencies to provide better level of services at a reduced cost.

The recommendation relocates the US Army Military Academy Preparatory School to West Point, NY, and increases training to enhance coordination, doctrine development, training effectiveness and improve operational and functional efficiencies.

The recommendation establishes a Land C4ISR Lifecycle Management Command (LCMC) to focus technical activity and accelerate transition. This recommendation addresses the transformational objective of Network Centric Warfare. The

solution of the significant challenges of realizing the potential of Network Centric Warfare for land combat forces requires integrated research in C4ISR technologies (engineered networks of sensors, communications, information processing), and individual and networked human behavior. The recommendation increases efficiency through consolidation. Research, Development and Acquisition (RDA), Test and Evaluation (T&E) of Army Land C4ISR technologies and systems is currently split among three major sites—Fort Monmouth, NJ, Fort Dix, NJ, Adelphi, MD, and Fort Belvoir, VA, and several smaller sites, including Redstone Arsenal and Fort Knox. Consolidation of RDA at fewer sites achieves efficiency and synergy at a lower cost than would be required for multiple sites.

This action preserves the Army’s “commodity” business model by near collocation of Research, Development, Acquisition, and Logistics functions. Further, combining RDA and T&E requires test ranges, which cannot be created at Fort Monmouth.

The closure of Fort Monmouth and relocation of functions that enhance the Army’s military value, is consistent with the Army’s Force Structure Plan, and maintains adequate surge capabilities. Fort Monmouth is an acquisition and research installation with little capacity to be utilized for other purposes. Military value is enhanced by relocating the research functions to under-utilized and better equipped facilities; by relocating the administrative functions to multipurpose installations with higher military and administrative value; and by co-locating education activities with the schools they support. Utilizing existing space and facilities at the gaining installations maintains both support to the Army Force Structure Plan and capabilities for meeting surge requirements.

COMMUNITY CONCERNS

The communities surrounding Fort Monmouth, NJ as well as many elected officials, maintained that a significant number of current civilian employees would not move to Aberdeen Proving Grounds, MD, creating a serious “brain drain” for the Land C4ISR mission. They further claim that Aberdeen Proving Grounds has virtually no existing C4ISR mission or capability. Advocates for Fort Monmouth questioned the availability of qualified personnel for technical jobs at other locations. They believed a move would have detrimental effects on all of the programs underway at Fort Monmouth, and could potentially harm soldiers involved in wartime operations in Iraq and Afghanistan. The community disputed DoD’s justifications that test and evaluation activities were limited by Fort Monmouth’s small size, and claimed that established and growing relationships with the nearby Fort Dix-McGuire AFB-Navy Lakehurst complex overcame any constraints on future mission activities. Some advocates went further and urged the Commission to consider realigning Fort Monmouth, converting it into an enclave, and merging it with Dix-McGuire-Lakehurst. There was also concern that closure would have a significant negative impact upon the local retiree and veterans’ community, as well as the economy of that portion of NJ.

COMMISSION FINDINGS

The Commission found that moving the Night Vision and Electronic Sensors Directorate (known as the Night Vision Laboratory) and the Program Manager Night Vision/Reconnaissance, Surveillance and Target Acquisition (PM NV/RSTA) at Fort Belvoir would add costs and risks to important ongoing programs.

Next, the Commission found that loss of some intellectual capital is a concern and is to be expected in this closure, and agreed with the Department’s view of this as an implementation challenge that must be managed with careful planning and sequencing. The Department pointed out that there is a nationally recognized science and technology workforce in Maryland containing the highest percentage of professional and technical workers (about 24 percent).

The Commission concluded that adverse effects of moving existing programs could be managed over the six-year implementation period by properly sequencing the movement of programs to ensure no loss in service, or by providing temporary redundant or duplicative capabilities as necessary to ensure continuous and uninterrupted program integrity. The Commission was also told by the Secretary of the Army that under no circumstances would the Army permit the move to sacrifice or shortchange ongoing C4ISR support and services to warfighters in the field. While the Commission accepted this pledge, and agreed with the Department’s position, the critically important nature of the missions resulted in the Commission adding modifying language to ensure that the intent of both the Department and the Commission would be clearly understood by future Secretaries and other leadership during the implementation period. A reporting requirement was also added so Congress could exercise the necessary independent oversight to make sure the Commission’s intent was faithfully implemented by the Department. The Commission also believes Congress’ oversight on this issue may benefit from review by the Government Accountability Office.

Last, to ensure that all parties correctly understand which organizations remain at Fort Belvoir and which move to Aberdeen Proving Grounds, the following Unit Identification Code (UIC) level of detail is provided.

1. The following organizations remain at Fort Belvoir under this recommendation as amended:

<u>UIC</u>	<u>UIC Description</u>
W4G828	NVESD (Night Vision Lab)
W6DP02	PM NV/RSTA

2. The following organizations move from Fort Belvoir to Aberdeen Proving Ground under this recommendation as amended:

<u>UIC</u>	<u>UIC Description</u>
W4FH10	USA SOFTWARE ENG CTR
W4GV75	OFC HQ CECOM
W27P5A	MGR USA AAESA, PEO SOLDIER
W27P8A	MGR USA AAESA, PEO SOLDIER
W4G875	CTR RD&E CTR
W27P26	PEO CT3

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense substantially deviated from final selection criteria 1, 2, 3, 4, 5 and 7, and the Force Structure Plan. Therefore, the Commission recommends the following:

Close Fort Monmouth, NJ. Relocate the US Army Military Academy Preparatory School to West Point, NY. Relocate the Joint Network Management System Program Office to Fort Meade, MD. Relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for depot-level repairables to Aberdeen Proving Ground, MD, and designate them as Inventory Control Point functions, detachment of Defense Supply Center Columbus, OH, and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD. Relocate Information Systems, Sensors, Electronic Warfare, and Electronics Research and Development & Acquisition (RDA) to Aberdeen Proving Ground, MD. Relocate the elements of the Program Executive Office for Enterprise Information Systems and consolidate into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA.

Realign Fort Belvoir, VA, by relocating and consolidating Sensors, Electronics, and Electronic Warfare Research, Development and Acquisition activities to Aberdeen Proving Ground, MD, except the Night Vision and Electronic Sensors Directorate (the Night Vision Lab) and the Project Manager Night Vision/Reconnaissance, Surveillance and Target Acquisition (PM NV/RSTA), and by relocating and consolidating Information Systems Research and Development and Acquisition (except for the Program Executive Office, Enterprise Information Systems) to Aberdeen Proving Ground, MD.

Realign Army Research Institute, Fort Knox, KY, by relocating Human Systems Research to Aberdeen Proving Ground, MD.

Realign Redstone Arsenal, AL, by relocating and consolidating Information Systems Development and Acquisition to Aberdeen Proving Ground, MD.

Realign the PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) facility at 2511 Jefferson Davis Hwy, Arlington, VA, a leased installation, by relocating and consolidating into the Program Executive Office, Enterprise Information Systems at Fort Belvoir, VA.

The Secretary of Defense shall submit a report to the Congressional Committees of Jurisdiction that movement of organizations, functions, or activities from Fort Monmouth to Aberdeen Proving Ground will be accomplished without disruption of their support to the Global War on Terrorism or other critical contingency operations and that safeguards exist to ensure that necessary redundant capabilities are put in place to mitigate potential degradation of such support, and to ensure maximum retention of critical workforce.

The Commission found that this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

FORT HOOD, TEXAS

RECOMMENDATION # 6 (ARMY 15)

ONE-TIME COST:	\$435.8M
ANNUAL RECURRING COSTS/(SAVINGS):	\$45.3M
20-YEAR NET PRESENT VALUE:	\$980.4M
PAYBACK PERIOD:	NEVER

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Hood, TX, by relocating a Brigade Combat Team (BCT) and Unit of Employment (UEX) Headquarters to Fort Carson, CO.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation ensures Army BCTs and support units are located at installations capable of training modular formations, both mounted and dismounted, at home station with sufficient land and facilities to test, simulate, or fire all organic weapon systems.

This recommendation enhances the military value of the installations and the home station training and readiness of the units at the installations by relocating units to installations that can best support the training and maneuver requirements associated with the Army's transformation. This recommendation relocates to Fort Carson, CO, a Heavy BCT that will be temporarily stationed at Fort Hood in FY06, and a Unit of Employment Headquarters. The Army is temporarily stationing this BCT to Fort Hood in FY06 due to operational necessity and to support current operational deployments in support of the Global War on Terrorism (GWOT). However, based on the BRAC analysis, Fort Hood does not have sufficient facilities and available maneuver training acreage and ranges to support six permanent heavy BCTs and numerous other operational units stationed there. Fort Carson has sufficient capacity to support these units. The Army previously obtained approval from the Secretary of Defense to temporarily station a third BCT at Fort Carson in FY05. Due to Fort Carson's capacity, the BRAC analysis indicates that the Army should permanently station this third BCT at Fort Carson.

This relocation never pays back because it involves the relocation of a newly activated unit. No permanent facilities exist to support the unit.

COMMUNITY CONCERNS

The community argued that realignment of Fort Hood would result in a loss of personnel due to the relocation of approximately 4,100 soldiers to Fort Carson and almost 5,000 personnel to Fort Bliss, based on 2005 data, rather than the 2003 certified data provided to the Commission. The local community has embraced the newly activated BCT and did not consider this unit as temporarily stationed at Fort Hood. They asserted soldiers have already purchased homes and integrated into the community. The community fears housing prices will drop and soldiers forced to sell homes will experience significant financial losses. Also, the community stated that it responded to the so-called temporary increase in soldiers with increased housing, police, fire and municipal services. They argued that realigning Fort Hood, leaving only five Brigade Combat Teams (BCTs) permanently stationed there, would forego important existing training facilities and create 15 percent excess capacity. The community proposed retention of 6 BCTs at Fort Hood, believing the base has the capacity to train and support up to 50,000 soldiers and their families.

COMMISSION FINDINGS

The Commission's review and analysis found that moving a Brigade Combat Team (BCT) and Unit of Employment (UEX) Headquarters to Fort Carson would enhance military value and improve future mission capabilities. Fort Hood is a model installation for the Army in terms of its infrastructure, ranges, and power projection capabilities, and its very high overall quantitative military value score reflects those favorable installation characteristics. However, Fort Hood's constraining variable is maneuver acres and, more specifically, its contiguous maneuver acres. The Commission's independent and objective analysis showed that, with or without including Piñon Canyon Maneuver Site in the accounting of acreage, Fort

Carson still has more contiguous maneuver acres per brigade combat team than Fort Hood. The Commission views the UEx headquarters relocation to Fort Carson, CO, as important to provide the four planned BCTs with an appropriate-level command and control headquarters. The Commission found in favor of the overall recommendation as providing the necessary balance to the force structure. The Commission took community concerns into account but found them to be offset by the increased military value of DoD's recommendation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RED RIVER ARMY DEPOT, TEXAS

RECOMMENDATION # 7 (ARMY 16)

ONE-TIME COST:	\$150.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$22.5M)
20-YEAR NET PRESENT VALUE:	(\$187.7M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Red River Army Depot, TX. Relocate the storage and demilitarization functions of the Munitions Center to McAlester Army Ammunition Plant, OK. Relocate the munitions maintenance functions of the Munitions Center to McAlester Army Ammunition Plant, OK, and Blue Grass Army Depot, KY. Relocate the depot maintenance of Armament and Structural Components, Combat Vehicles, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston Army Depot, AL. Relocate the depot maintenance of Powertrain Components and Starters/Generators to Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Construction Equipment to Anniston Army Depot, AL, and Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Tactical Vehicles to Tobyhanna Army Depot, PA, and Letterkenny Depot, PA. Relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA. Disestablish the supply, storage, and distribution functions for tires, packaged Petroleum, Oil, and Lubricants, and compressed gases. Relocate the storage and distribution functions and associated inventories of the Defense Distribution Depot to the Defense Distribution Depot, Oklahoma City, OK.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation supports the strategy of minimizing the number of industrial base sites performing depot maintenance for ground and missile systems. The receiving depots have greater maintenance capability, higher facility utilization and greater opportunities for inter-service workloading. This recommendation reinforces Anniston's and Letterkenny's roles as Centers of Industrial and Technical Excellence for Combat Vehicles (Anniston) and Missile Systems (Letterkenny).

This recommendation decreases the cost of depot maintenance operations by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. This recommendation also increases opportunities for inter-service workloading by transferring maintenance workload to the Marine Corps.

This recommendation relocates storage, demilitarization, and munitions maintenance functions to McAlester Army Ammunition Plant, and thereby reduces redundancy and removes excess from Red River Munitions Center.

This recommendation allows DoD to create centers of excellence, generate efficiencies, and create deployment networks servicing all Services.

This recommendation relocates the storage and distribution functions and associated inventories to the Defense Distribution Depot Oklahoma City at Tinker Air Force Base. It also contributes to the elimination of unnecessary redundancies and duplication, and streamlines supply and storage processes.

The disestablishment of the wholesale supply, storage, and distribution functions for all packaged POL, tires, and compressed gas products supports transformation by privatizing these functions. Privatization of packaged POL, tires, and compressed gas products will eliminate inventories, infrastructure and personnel associated with these functions and products.

COMMUNITY CONCERNS

The community stated that the Army must retain all depots to support the warfighter and combatant commanders, disputed DoD's assertion of excess capacity, and claimed the recommendation deviated substantially from the military value criteria. The community focused on the Industrial Joint Cross Service Group's creation of 2.6 million direct labor hours of capacity at Anniston and Letterkenny Army Depots to justify closure of the Red River Army Depot (RRAD) over Army objections, and the artificial use of a 60-hour work week instead of the DoD 40-hour standard for determining capacity. Also highlighted was the disestablishment of the top-ranked Defense Distribution Red River, TX, center due to the potential closure of the RRAD. The community emphasized that there was no excess capacity to eliminate because Red River was running at twice its 2003 level of effort and pointed to a major backlog of Bradley Fighting Vehicles and High Mobility Multipurpose Wheeled Vehicles (HMMWV) awaiting repair at the depot. They also highlighted that RRAD is the only facility that strips and replaces track pads and manufactures M1 road wheels. The community proposed leaving the Red River Army Depot, Munitions Center, and Defense Distribution Center intact. The community argued that the economic impact from closure would be devastating, creating a projected unemployment rate exceeding 14 percent of the total employment in the seven surrounding rural towns.

COMMISSION FINDINGS

The Commission found that many vehicle and weapons systems repaired at Red River are critical to ongoing real-time efforts in Operations Iraqi Freedom/Enduring Freedom, and was unwilling to take the risk of closing a ground vehicle depot-level maintenance facility during a time of war and uncertainty. The Army is already surging its industrial base capacity with the execution of 12 million direct labor hours (DLH) in fiscal year 2004, and goals of 19 million DLH in fiscal year 2005 and 25 million DLH in fiscal year 2006 at the Army's five maintenance depots. The Commission found that Red River is operating at twice its fiscal year 2003 level (when BRAC data-calls were issued) and that there is no current excess capacity within the Army's maintenance depots. The Army's depot level maintenance workload has and continues to increase to respond to several critical Army efforts. Ongoing business process reengineering efforts have also successfully resulted in significant process improvements at each of the maintenance depots. In response to community concerns, the Commission recalculated the economic impact to incorporate increased staffing, and if closure had been approved, it would have resulted in a negative economic impact of 8.3 percent of area jobs. The Commission's analysis determined that the amended realignment recommendation would best meet the military's future needs and requirements.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary of Defense substantially deviated from final selection criteria 1, 2, 3 and 6 and the Force Structure Plan. Therefore, the Commission recommends the following:

Realign Red River Army Depot, TX. Relocate the storage and demilitarization functions of the Munitions Center to McAlester Army Ammunition Plant, OK. Relocate the munitions maintenance functions of the Munitions Center to McAlester Army Ammunition Plant, OK, and Blue Grass Army Depot, KY. Relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA. Disestablish the supply, storage, and distribution functions for tires, packaged Petroleum, Oil, and Lubricants, and compressed gases.

The Commission found that this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all other recommendations can be found in Appendix Q.

FORT MONROE, VIRGINIA

RECOMMENDATION # 8 (ARMY 19)

ONE-TIME COST:	\$72.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$56.9M)
20-YEAR NET PRESENT VALUE:	(\$686.6M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE RECOMMENDATION

Close Fort Monroe, VA. Relocate the US Army Training & Doctrine Command (TRADOC) Headquarters, the Installation Management Agency (IMA) Northeast Region Headquarters, the US Army Network Enterprise Technology Command (NETCOM) Northeast Region Headquarters and the Army Contracting Agency Northern Region Office to Fort Eustis, VA. Relocate the US Army Accessions Command and US Army Cadet Command to Fort Knox, KY.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation closes Fort Monroe, an administrative installation, and moves the tenant Headquarters organizations to Fort Eustis and Fort Knox. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities to address unforeseen future requirements. The closure allows the Army to move administrative headquarters to multi-purpose installations that provide the Army more flexibility to accept new missions. Both Fort Eustis and Fort Knox have operational and training capabilities that Fort Monroe lacks, and both have excess capacity that can be used to accept the organizations relocating from Fort Monroe.

The recommended relocations also retain or enhance vital linkages between the relocating organizations and other headquarters activities. TRADOC HQs is moved to Fort Eustis in order to remain within commuting distance of the Joint Forces Command (JFCOM) HQs in Norfolk, VA. JFCOM oversees all joint training across the military. IMA and NETCOM HQs are moved to Fort Eustis because of recommendations to consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Northern Region is relocated to Fort Eustis because its two largest customers are TRADOC and IMA. The Accessions and Cadet Commands are relocated to Fort Knox because of recommendations to locate the Army's Human Resources Command at Fort Knox. The HRC recommendation includes the collocation of the Accessions and Cadet Commands with the Recruiting Command already at Fort Knox and creates a Center of Excellence for military personnel and recruiting functions by improving personnel life-cycle management.

COMMUNITY CONCERNS

The community offered a partnership with the Army through the Hampton Industrial Development Agency to construct an office complex and lease-back arrangement with the Army. It was concerned that the BRAC process precluded the Army from talking to the Community about viable alternatives to closure of Fort Monroe. The Community believed that the history and unique nature of the installation necessitates its continued use. This argument was further supported by what the Community believes will be ordnance cleanup costs greatly exceeding any of the Army's estimates. The Community reminded the Army that the main portion of Fort Monroe's property contains a reversion provision and must be returned to the State of Virginia in an environmentally clean condition. It contended that property boundaries are now encumbered with historic facilities that will complicate the reversion and will likely lead to litigation. The Community concluded that because of the large number of historic facilities, historic events, cost of cleanup and title issues, Fort Monroe is most suited for continued military use. If these issues could be resolved, the community concedes that Fort Monroe has a very high reuse potential.

COMMISSION FINDINGS

The Commission found no reason to disagree with DoD's overall recommendation but noted that the Training and Doctrine Command (TRADOC) move to Fort Eustis in Newport News, VA, is based on a construction cost estimate that anticipates utilizing facilities to be vacated by the Transportation School. Accordingly, construction of Headquarters, TRADOC at any other location such as Fort Story is not in keeping with the intent of the recommendation. The

Commission found that Fort Monroe is a National Historical Landmark and that some or all of the real property of the landmark contains a reversion to the State of Virginia. The State advised the Commission that property boundaries are now encumbered with facilities in the historic district, complicating the reversion. The Commission urges the Army to begin early consultation with the State Historic Preservation Office and other State officials to ensure preservation of these historic assets. The Commission found that the Secretary of Defense reported to the Commission that a Military Munitions Response Program would likely be required at Fort Monroe but reported no estimate of cost. However, the Commission notes that DoD's Defense Environmental Programs annual report to Congress for fiscal year 2004 showed an estimated cost of \$201 million for cleanup at Fort Monroe. The Commission found that the Joint Task Force-Civil Support, a new major tenant on Fort Monroe, was not identified in the Secretary of Defense's recommendations and will require relocation during the implementation period.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

MANEUVER TRAINING

RECOMMENDATION # 9 (ARMY 20)

ONE-TIME COST:	\$773.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$123.3M)
20-YEAR NET PRESENT VALUE:	(\$948.1M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA, to accommodate the activation of an Infantry Brigade Combat Team (BCT) at Fort Knox, KY, and the relocation of engineer, military police, and combat service support units from Europe and Korea. Realign Fort McCoy, WI, by relocating the 84th Army Reserve Regional Training Center to Fort Knox, KY.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation enhances military value, improves training and deployment capabilities, better utilizes training resources, and creates significant efficiencies and cost savings while maintaining sufficient surge capability to address unforeseen requirements. It properly locates Operational Army units in support of the Army's Force Structure Plans and modular force transformation.

This recommendation supports the consolidation of the Armor and Infantry Centers and Schools at Fort Benning and creates a Maneuver Center of Excellence for ground forces training and doctrine development. It consolidates both Infantry and Armor One Station Unit Training (OSUT), which allows the Army to reduce the total number of Basic Combat Training locations from five to four.

This recommendation also relocates the 84th ARRTC to Fort Knox and supports another recommendation that relocates Army Reserve Command and Control units to Fort McCoy. These relocations enhance command and control within the Army Reserve and promote interaction between the Active and Reserve Components.

This recommendation directly supports the Army's operational unit stationing and training requirements by using available facilities, ranges, training land at Fort Knox, KY, (vacated by the Armor Center and School) to effectively and efficiently relocate various Combat Support and Combat Service Support units returning from overseas, and as the installation platform for the activation of a new Infantry BCT. These units are a combination of the relocation of Integrated Global Presence and Basing Strategy (IGPBS)-related units returning from overseas and the activation of units as part of the Army's modular force transformation.

COMMUNITY CONCERNS

The Fort Knox, KY, community reluctantly supported the loss of Ft. Knox's Armor Center and School and the related armor tradition because of offsetting gains at Fort Knox from other DoD BRAC recommendations. However, it questioned whether the same quality of Armor training could be reconstituted at Fort Benning due to its concern that insufficient training land and facilities are available at Fort Benning. Both Fort Knox and Fort Benning communities requested clarification of which Armor Center and School-related activities will relocate to Fort Benning. Fort Knox wanted to retain a museum to preserve its Armor legacy.

The Columbus, GA, and Fort Benning community welcomed the relocation of the Armor Center and School, and indicated full support for this portion of DoD's recommendation. However, the Fort Benning community was concerned that an additional brigade combat team (BCT), previously planned for Fort Benning, is instead now identified in this recommendation for stationing at Fort Knox. The Fort Benning community felt the Army ought to station additional units at Fort Benning to more fully use its available capacity.

COMMISSION FINDINGS

Although the Fort Benning community was concerned that the Army BRAC proposal revised a pre-BRAC plan to activate a brigade at Fort Benning but did not identify substitute units to be based at Fort Benning, the Commission found that the Army does not currently plan to add major units to Fort Benning as part of BRAC but may do so outside of BRAC. Both the Fort Benning and Fort Knox communities requested clarification from the Army about which specific units would relocate under BRAC from Fort Knox to Fort Benning, and the Commission obtained the needed Army clarification. Last, the Fort Knox community expressed concern that the Armor Center and School functions might not be readily accommodated at Fort Benning, but the Commission found the Army would implement the transfer only as the moves are fully supportable and that Armor student training will not be degraded by BRAC moves. The Commission found that Army BRAC plans relocate the museum portion on the Armor school manning document, and remaining museum issue resolutions can be addressed during implementation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

OPERATIONAL ARMY (IGPBS)

RECOMMENDATION # 10 (ARMY 22)

ONE-TIME COST:	\$3,946.0M
ANNUAL RECURRING COSTS/(SAVINGS):	\$294.7M
20-YEAR NET PRESENT VALUE:	\$7,826.7M
PAYBACK PERIOD:	NEVER

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Bliss, TX, by relocating air defense artillery units to Fort Sill and relocating 1st Armored Division and various echelons above division units from Germany and Korea to Fort Bliss, TX. Realign Fort Sill by relocating an artillery (Fires) brigade to Fort Bliss. Realign Fort Hood, TX, by relocating maneuver battalions, a support battalion, and aviation units to Fort Bliss, TX. Realign Fort Riley, KS, by inactivating various units, activating a Brigade Combat Team (BCT) and relocating 1st Infantry Division units and various echelons above division units from Germany and Korea to Fort Riley, KS. Realign Fort Campbell, KY, by relocating an attack aviation battalion to Fort Riley, KS.

SECRETARY OF DEFENSE JUSTIFICATION

This proposal ensures the Army has sufficient infrastructure, training land and ranges to meet the requirements to transform the Operational Army as identified in the Twenty Year Force Structure Plan. It also ensures the Army maintains adequate

surge capacity. As part of the modular force transformation, the Army is activating 10 new combat arms brigades for a total of 43 active component brigade combat teams (BCTs). Including the results of the Integrated Global Presence and Basing Strategy (IGPBS), the number of BCTs stationed in the United States will rise from twenty-six to forty. Relocating the units listed in this recommendation to Fort Bliss, Fort Riley, and Fort Sill takes advantage of available infrastructure and training land. Fort Bliss and Fort Riley are installations capable of training modular formations, both mounted and dismounted, at home station with sufficient land and facilities to test, simulate, or fire all organic weapon systems. This recommendation enhances home station training and readiness of the units at all installations.

Relocating 1st Armored Division units and echelons above division (EAD) units to Fort Bliss will transform it from an institutional training installation into a major mounted maneuver training installation. This avoids overcrowding and overuse at other installations by stationing them at one of the installations with the greatest capacity. It also creates a potential opportunity for enhanced Operational Testing due to the close proximity of Fort Bliss to White Sands Missile Range.

Relocating an Air Defense Artillery (ADA) unit to Fort Sill supports the establishment of the Net Fires Center, combining the Artillery and ADA schools at Fort Sill and provides a force stabilization opportunity for soldiers in this unit. Relocating the Artillery (Fires) Brigade to Fort Bliss collocates the artillery with the maneuver units at Fort Bliss and vacates space at Fort Sill for the ADA unit.

Realigning Fort Riley by inactivating an Engineer Brigade Headquarters, two other engineer units, two maneuver battalions and other smaller units beginning in FY 06 directly supports the Army's modular force transformation. It also facilitates activating a BCT in FY 06, and relocating 1st Infantry Division Headquarters, the Division Support Command Headquarters, Aviation Brigade units and other units returning from overseas to Fort Riley. The relocation of an attack aviation battalion from Fort Campbell to Fort Riley supports the formation of a multifunctional aviation brigade at Fort Riley.

The Army obtained approval to temporarily station a BCT at Fort Hood in 2005 and another BCT at Fort Bliss in 2006. This recommendation validates the stationing of that BCT at Fort Bliss and relocates two maneuver battalions, an armored reconnaissance squadron and a support battalion from Fort Hood to support the activation at Fort Bliss. Relocating these battalions will provide the assets necessary to accomplish the activation. Relocating aviation units from Fort Hood supports the activation of a multifunctional aviation brigade.

While this recommendation does not in BRAC terms save money, the costs are mitigated by the non-BRAC savings that will accrue to the Department from the closure or realignment of the overseas locations from which these units come. Those non-BRAC savings amount to \$4,400M during the 6-year period and approximately \$20,000M of 20-year net present value savings.

COMMUNITY CONCERNS

Fort Bliss, TX was the only installation to express community issues to the Commission concerning the relocation of an operational air defense artillery (ADA) brigade to Fort Sill, OK. The Fort Bliss community argued relocating an operational ADA brigade to Fort Sill does not sufficiently consider the brigade's strategic deployment and training requirements. The community also believed that the certified data undervalued the airspace capacity at Fort Bliss. They urged the Commission to retain the ADA missile brigade at Fort Bliss and reject this DoD recommendation.

COMMISSION FINDINGS

The Commission found that realignments associated with this recommendation were consistent with the DoD justification.

The Commission conducted an independent and in-depth review of the requirements for training and live-fire of these systems. Fort Sill has 42,000 maneuver acres compared with 992,000 maneuver acres at Fort Bliss. While Fort Sill ranges cannot support live fire, and they are not compatible with tank or mechanized infantry unit maneuver requirements, they are compatible with the movement and positioning of artillery units. Field artillery units have trained at Fort Sill successfully for years, and the air defense artillery brigade will be able to accomplish its maneuver training at Fort Sill as well. The Commission's analysis confirmed that ADA units at Fort Sill will have to deploy to Fort Bliss to live-fire. The Avenger system requirement is to live-fire one missile per platoon every six months. Therefore, this will require additional simulation and deployments to Fort Bliss to meet the requirement. However, the Patriot system live-fire requirement is infrequent, with one missile launch per battery every other year, and only if missiles are available. This can be satisfied through simulation and deployments to Fort Bliss in conjunction with other joint exercises, to include Roving Sands.

The Commission found that relocating this brigade was not optimal, but it was suitable and did not rise to the level of a substantial deviation. It enabled the Net Fires center and concepts at Fort Sill through the collocation of an operational ADA brigade with an institutional ADA brigade, thus creating synergies and force stabilization opportunities between the units.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RC TRANSFORMATION IN ALABAMA

RECOMMENDATION # 11 (ARMY 25)

ONE-TIME COST:	\$109.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$17.8M)
20-YEAR NET PRESENT VALUE:	(\$140.3M)
PAYBACK PERIOD:	6 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Birmingham Armed Forces Reserve Center, Birmingham, AL, by relocating Detachment 1, 450th Military Police Company into a new Armed Forces Reserve Center (AFRC) on or near Birmingham Air National Guard Base, Birmingham, AL, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate the Alabama National Guard units from the following Alabama ARNG Readiness Centers: Fort Graham, Fort Hanna and Fort Terhune, Birmingham, AL, if the state decides to relocate those National Guard units.

Close the Wright United States Army Reserve Center, Mobile, AL, and relocate units into a new Armed Forces Reserve Center in Mobile, AL, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate Alabama National Guard units from the following Alabama ARNG Readiness Centers: Fort Ganey, and Fort Hardeman, Mobile, AL, if the state decides to relocate those National Guard units.

Close the Faith Wing United States Army Reserve Center on Fort McClellan, AL, and relocate units into a new Armed Forces Reserve Center on Pelham Range in Anniston, AL.

Close the Finnell United States Army Reserve Center and the Area Maintenance Support Activity, Tuscaloosa, AL, and the Vicksburg United States Army Reserve Center, Vicksburg, MS, and relocate units into a new Armed Forces Reserve Center and Area Maintenance Support Activity (AMSA) in Tuscaloosa, AL, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC and AMSA shall have the capability to accommodate the 31st Chemical Brigade from the Northport Alabama Army National Guard Readiness Center and units from the Fort Powell-Shamblin Alabama Army National Guard Readiness Center, Tuscaloosa, AL, if the state decides to relocate those National Guard units.

Close the Screws Army Reserve Center in Montgomery, AL; close the Cleveland Abbot Army Reserve Center, Tuskegee, AL; close the Harry Gary, Jr. Army Reserve Center, in Enterprise, AL; close the Quarles-Flowers Army Reserve Center in Decatur, AL; close the Grady Anderson Army Reserve Center, Troy, AL; and relocate all units to a new Armed Forces Reserve Center (AFRC) at the Alabama Army National Guard Joint Forces Headquarters Complex in Montgomery, AL, if the Army is able to acquire suitable property for the construction of the facilities. The new AFRC shall have the capability to accommodate ARNG units currently located on the Alabama Army National Guard Joint Forces Headquarters Complex in Montgomery, AL, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Alabama. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes nine Army Reserve Centers and one Area Maintenance Support Activity throughout the state of Alabama and constructs five multicomponent/service, multifunctional Armed Forces Reserve Centers, and one Area Maintenance Support Facility capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing fifteen geographically separated facilities into five modern Armed Forces Reserve Centers. The Department understands that the State of Alabama will close ALARNG Readiness Centers: Fort Graham, Fort Hanna, Fort Terhune, Fort Ganey, Fort Hardeman and Fort Powell-Shamblin and realign the Northport Alabama Army National Guard Readiness Center by relocating the 31st Chemical Brigade to the new AFRC. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$72.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN ARIZONA

RECOMMENDATION # 12 (ARMY 28)

ONE-TIME COST:	\$31.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$5.9M)
20-YEAR NET PRESENT VALUE:	(\$51.7M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Allen Hall near Tucson, AZ, and the Area Maintenance Support Activity 18 on Fort Huachuca, AZ by relocating all units from the closed facilities to an Armed Forces Reserve Center and maintenance facility on the Arizona Army National Guard Silverbell Army Heliport/Pinal Air Park in Marana, AZ, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate the

Arizona National Guard 860th MP Company and the 98th Troop Command from Papago Park Readiness Center if the state of Arizona decides to relocate those units.

Close the Deer Valley United States Army Reserve Center (#2) in Phoenix and re-locate units to a new Armed Forces Reserve Center on the Arizona Army National Guard Buckeye Training Site. The new AFRC shall have the capability to accommodate units from the Army National Guard Phoenix Readiness Center if the state of Arizona decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Arizona. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two Army Reserve centers, closes an Army Maintenance Support Activity and constructs two multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs), in the State of Arizona, capable of accommodating National Guard and Army Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing units from six geographically separated facilities into two modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. Relocating units to Buckeye will allow them to utilize a large local training area while maintaining a reasonably close commuting distance from Phoenix. The Department understands that the State of Arizona will close the Army National Guard Reserve Center and Organizational Maintenance Shop Phoenix, AZ, and realign the Papago Park Army National Guard Readiness Center by relocating the 860th Military Police Company and the 98th Troop Command. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs. This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$1.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN ARKANSAS

RECOMMENDATION # 13 (ARMY 30)

ONE-TIME COST:	\$118.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$5.8M)
20-YEAR NET PRESENT VALUE:	\$38.2M
PAYBACK PERIOD:	31 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Arkadelphia, AR, and re-locate units into a new Armed Forces Reserve Center in Arkadelphia if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Readiness Center, Arkadelphia if the state of Arkansas decides to relocate those units.

Close the United States Army Reserve Center, Camden, AR, and relocate units into an Armed Forces Reserve Center by converting the Arkansas Army National Guard Readiness Center, Camden, if the state decides to alter their facility.

Close the United States Army Reserve Center, El Dorado, AR, and re-locate units into a new Armed Forces Reserve Center in El Dorado if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Readiness Center, El Dorado if the state decides to relocate those National Guard units.

Realign the Army Reserve Center, Darby, AR, by relocating the 341st Engineer Company and elements of the 75th Division (Exercise) from buildings #2552-2560, 2516, and 2519, Fort Chaffee, AR, into a new Armed Forces Reserve Center, on Fort Chaffee, AR. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the following Arkansas National Guard Readiness Centers: the Arkansas Army National Guard Readiness Center, Charleston, AR, the Arkansas Army National Guard Readiness Center, Van Buren, AR, and the Arkansas Army National Guard Readiness Center, Fort Smith, AR, if the state decides to relocate those National Guard units.

Close the Army Reserve Equipment Concentration Site (ECS), Barling, AR, and relocate units to a new Joint Maintenance Facility on Fort Chaffee, AR. The new Joint Maintenance Facility shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Combined Support Maintenance Shop (CSMS) on Fort Chaffee if the state of Arkansas decides to relocate those units.

Close the United States Army Reserve Center, Hot Springs, AR, and the United States Army Reserve Organizational Maintenance Activity (OMS), Malvern, AR, and relocate units to a new Armed Forces Reserve Center on property located in Hot Springs, AR, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Arkansas Army National Guard units from the Arkansas Army National Guard Readiness Center in Hot Springs, AR, if the state of Arkansas decides to relocate those units.

Close the United States Army Reserve Center, Jonesboro, AR, and relocate units into a new Armed Forces Reserve Center and Field Maintenance Site in Jonesboro, AR, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Readiness Center, Jonesboro, AR, the Arkansas Army National Guard Readiness Center, Paragould, AR, and the Field Maintenance Site (FMS), Jonesboro if the state decides to relocate those National Guard units. Close the Pond United States Army Reserve Center, Fayetteville, AR, and re-locate units into a new Armed Forces Reserve Center in Northwest Arkansas if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Readiness Centers in Fayetteville, Springdale, Rogers and Bentonville, AR, if the state of Arkansas decides to relocate those units.

Close the Stone United States Army Reserve Center, Pine Bluff, AR, and re-locate units into a new Armed Forces Reserve Center on Pine Bluff Arsenal, AR. The new AFRC shall have the capability to accommodate Arkansas National Guard units from the Arkansas Army National Guard Readiness Center, Pine Bluff if the state decides to relocate those National Guard units.

This recommendation transforms Reserve Component facilities throughout the State of Arkansas. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes seven Army Reserve centers, one Equipment Concentration Site and one Organizational Maintenance Site. It also constructs eight multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs) and one multicomponent, maintenance facility throughout the State of Arkansas, capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing twenty-six geographically separated facilities into nine modern, multicomponent facilities. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Arkansas will close fifteen Arkansas Army National Guard Readiness Centers: Charleston, Van Buren, Fort Smith, Jonesboro, Paragould, El Dorado, Pine Bluff, Arkadelphia, Fayetteville, Springdale, Rogers, Bentonville, and Hot Springs, the Fort Chaffee Combined Support Maintenance Shop and the Jonesboro Field Maintenance Shop. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs. This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$63.3M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN CALIFORNIA

RECOMMENDATION # 14 (ARMY 33)

ONE-TIME COST:	\$78.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$8.9M)
20-YEAR NET PRESENT VALUE:	(\$46.0M)
PAYBACK PERIOD:	10 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Moffett Field, CA, the George Richey United States Army Reserve Center, San Jose, CA, and the Jones Hall United States Army Reserve Center, Mountain View, CA, and relocate units to a new Armed Forces Reserve Center with an Organizational Maintenance Shop on existing Army Reserve property on Moffett Field, CA. The new AFRC shall have the capability to accommodate California National Guard Units from the following California ARNG Readiness Centers: Sunnyvale, San Lorenzo, Redwood City, and the Organizational Maintenance Shop, San Jose, if the state decides to relocate those National Guard units.

Close the Desiderio United States Army Reserve Center, Pasadena, CA, the Schroeder Hall United States Army Reserve Center, Long Beach, CA, the Hazard Park United States Army Reserve Center, Los Angeles, CA, and relocate units to a new Armed Forces Reserve Center on property being transferred to the Army Reserve from the General Services Administration at Bell, CA. The new AFRC shall have the capability to accommodate California National Guard Units from the following California ARNG Readiness Centers: Bell, and Montebello, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of California. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes six Army Reserve centers, two Naval Reserve Centers, and one Marine Corps Reserve Center throughout the State of California and constructs two multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs) capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing fifteen geographically separated facilities into two modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of California will close five California Army Guard Armories: Sunnyvale, San Lorenzo, Redwood City, Bell, and Montebello, and the Organizational Maintenance Shop, San Jose. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

The implementation of this recommendation and creation of these new AFRCs will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$6.3M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs

and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN CONNECTICUT

RECOMMENDATION # 15 (ARMY 35)

ONE-TIME COST:	\$128.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$5.8M)
20-YEAR NET PRESENT VALUE:	\$47.5M
PAYBACK PERIOD:	36 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Turner US Army Reserve Center, Fairfield, CT; close Sutcovey US Army Reserve Center, Waterbury, CT; close Danbury US Army Reserve Center Danbury, CT, and relocate units to a new Armed Forces Reserve Center and Maintenance Facility in Newtown, CT if the Army is able to acquire land suitable for the construction of the facilities adjacent to the existing Connecticut Army National Guard Armory in Newtown, CT. The new AFRC and OMS shall have the capability to accommodate units from the following facilities: Connecticut Army National Guard Armories in Naugatuck, Norwalk and New Haven, CT, if the state decides to relocate those National Guard units.

Close the US Army Reserve Center, Middletown, CT, the Organizational Maintenance Shop, Middletown, CT; the SGT Libby US Army Reserve Center, New Haven, CT; the Organizational Maintenance Shop, New Haven, CT; the Army Reserve Area Maintenance Support Activity #69, Milford, CT, and relocate units to a new Armed Forces Reserve Center, Organizational Maintenance Shop and Army Maintenance Support Activity in Middletown, CT, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC, OMS and AMSA shall have the capability to accommodate units from the following facilities: Connecticut Army National Guard Armories in Putnam, Manchester, New Britain and the CTARNG facility in Newington, CT, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Connecticut. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's Force Structure Plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes five US Army Reserve Centers, one Army Maintenance Support Activity and two Organizational Maintenance Shops throughout the state of Connecticut and constructs two Armed Forces Reserve Centers and collocated Organizational Maintenance Shops and one Army Maintenance Support Activity capable of accommodating National Guard and Reserve units. The Department understands that the State of Connecticut will close six Connecticut Army National Guard Centers: Naugatuck, Norwalk, Putnam, Manchester, New Berlin and Newington, CT. The Connecticut Army National Guard will realign New Haven Armory, moving the 192nd Chemical Battalion to the facility. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$52.1M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN DELAWARE

RECOMMENDATION # 16 (ARMY 37)

ONE-TIME COST:	\$13.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$0.9M)
20-YEAR NET PRESENT VALUE:	\$0.9M
PAYBACK PERIOD:	19 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Major Robert Kirkwood United States Army Reserve Center and its organizational maintenance shop in Newark, DE, and re-locate units to a new Armed Forces Reserve Center and organizational maintenance support facility in Newark, DE, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Delaware Army National Guard units from the William Nelson Armory in Middletown, DE, if the state decided to relocate those units.

This recommendation transforms Reserve Component facilities in the State of Delaware. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes an Army Reserve Center in Newark, DE and relocates units to a new Armed Forces Reserve Center and organizational maintenance support facility capable of accommodating Delaware Army National Guard units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing two facilities into one. The Department understands that the State of Delaware will close the William Nelson Armory in Middletown, DE. The Armed Forces Reserve Center will have the capability to accommodate these units if the state decides to relocate the units from the closed facilities into the new AFRC.

The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimized the Reserve Components' ability to recruit and retain Reserve Component soldiers, and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$10.9M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN GEORGIA

RECOMMENDATION # 17 (ARMY 39)

ONE-TIME COST:	\$21.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$5.0M)
20-YEAR NET PRESENT VALUE:	(\$44.8M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Columbus, GA, and relocate and consolidate those units together with Army Reserve Units currently on Fort Benning into a new United States Army Reserve Center on Fort Benning, GA.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Georgia. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one United States Army Reserve Center in Columbus, GA, and relocates units together with United States Army Reserve units currently on Fort Benning into a new United States Army Reserve Center on Fort Benning, GA. This recommendation reduces military manpower and associated costs for maintaining existing facilities by reducing the number of separate DoD installations and by relocating a US Army Reserve Center to an existing base. This recommendation supports the recommendation to close Fort Gillem by providing a relocation site for the vehicles and equipment stored at the Army Reserve Equipment Concentration Site (ECS).

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$52.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN HAWAII

RECOMMENDATION # 18 (ARMY 40)

ONE-TIME COST:	\$56.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$9.1M)
20-YEAR NET PRESENT VALUE:	(\$62.4M)
PAYBACK PERIOD:	7 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Hilo (SFC Minoru Kunieda), HI, and relocate units to a new Armed Forces Reserve Center on Keaukaha Military Reservation if the Army can acquire suitable land for the construction of the new facilities. The New AFRC shall have the capability to accommodate Hawaii National Guard units from the following Hawaii ARNG Armories: Keaau and Honokaa if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Hawaii. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Army Reserve Center in Hilo, HI, and constructs a multicomponent, multifunctional Armed Forces Reserve Center (AFRC) on Keaukaha Military Reservation, HI. The Department understands that the State of Hawaii will close two Hawaii Army National Guard Armories: Keaau and Honokaa, HI. The Armed Forces Reserve Center will have the capability to accommodate these units if the state decides to relocate the units from the closed facilities into the new AFRC.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$17.4M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN ILLINOIS

RECOMMENDATION # 19 (ARMY 42)

ONE-TIME COST:	\$42.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$3.5M)
20-YEAR NET PRESENT VALUE:	(\$6.5M)
PAYBACK PERIOD:	14 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center in Marion, IL, and relocate units to a new Armed Forces Reserve Center in Carbondale, IL, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Illinois National Guard Units from the following Army National Guard Readiness Centers: Cairo, IL, and Carbondale, IL, if the state of Illinois decides to relocate those units.

Close the United States Army Reserve Center in Centralia, IL, and the United States Army Reserve Center in Fairfield, IL, and relocate units to a new Armed Forces Reserve Center in Mt. Vernon, IL. The new AFRC shall have the capability to accommodate Illinois National Guard Units from the following Army National Guard Readiness Centers: Mt. Vernon (17B75), IL, Mt. Vernon (17B73), IL, and Salem (17C65), IL, if the state of Illinois decides to relocate those units.

Close the Armed Forces Reserve Center in Waukegan, IL, and re-locate units into a new Armed Forces Reserve Center in Lake County, IL, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Illinois National Guard Units from the Army National Guard Readiness Center in Waukegan, IL, if the state of Illinois decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Illinois. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four United States Army Reserve Centers and constructs three multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs) throughout the State of Illinois capable of accommodating National Guard, Army Reserve, Naval Reserve and Marine Corps Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing ten geographically separated facilities into three modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Illinois will close six Illinois Army Guard Armories: Cairo, IL, Carbondale, IL, Mount Vernon, IL, Mount Vernon, IL, Salem, IL, and Waukegan, IL. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$29.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN INDIANA

RECOMMENDATION # 20 (ARMY 44)

ONE-TIME COST:	\$47.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.7M)
20-YEAR NET PRESENT VALUE:	\$6.1M
PAYBACK PERIOD:	22 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Lafayette United States Army Reserve Center in Lafayette, IN, and relocate units into a new Armed Forces Reserve Center (AFRC) on the site of the existing Indiana Army Guard Armory (18B75) Lafayette, IN, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate the Indiana National Guard units from the following Indiana ARNG Readiness Centers: Boswell, IN, Attica, IN, Delphi, IN, Remington, IN, Monticello, IN, and Darlington, IN, if the state decides to relocate those National Guard units.

Realign Charles H. Seston United States Army Reserve Center by relocating the 402nd Engineer Company and Detachment 1 of the 417th Petroleum Company into a new Armed Forces Reserve Center in the vicinity of Greenwood and Franklin, IN, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate the Indiana National Guard units from the Camp Atterbury Army National Guard Readiness Center (building #500), and the 219th Area Support Group Readiness Center (Building #4), Camp Atterbury, IN, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Indiana. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and

deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Army Reserve Center in the state of Indiana and constructs two multicomponent, multifunctional Armed Forces Reserve Centers capable of accommodating National Guard and Reserve units. This recommendation reduces the number of separate DoD installations by relocating to an existing base. The Department understands that the State of Indiana will close the following INARNG Readiness Centers: Boswell, IN, Attica, IN, Delphi, IN, Remington, IN, Monticello, IN, Darlington, IN, and Camp Atterbury, IN. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$34.7M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN IOWA

RECOMMENDATION # 21 (ARMY 46)

ONE-TIME COST:	\$68.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$19.4M)
20-YEAR NET PRESENT VALUE:	(\$201.7M)
PAYBACK PERIOD:	3 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Recruiting Battalion Headquarters and Military Entrance Processing Station (MEPS) leased facilities in Des Moines and relocate units into a new Armed Forces Reserve Center and MEPS at Camp Dodge, IA. The new AFRC shall

have the capability to accommodate units from the Army National Guard Readiness Center located at Camp Dodge, IA, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center and the Area Maintenance Support Activity in Middletown, IA, and relocate units into a new Armed Forces Reserve Center (AFRC) with an Organizational Maintenance and Vehicle Storage Facility on Iowa Army Ammunition Plant, IA. The new AFRC shall have the capability to accommodate units from the Burlington Army National Guard Readiness Center located in Burlington, IA, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center in Muscatine, IA, and relocate units into a new Armed Forces Reserve Center (AFRC) in Muscatine, IA, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate units from the Muscatine Army National Guard Readiness Center located in Muscatine, IA, if the state decides to relocate those National Guard units.

Close the Armed Forces Reserve Center in Cedar Rapids, IA, and relocate units into a new Armed Forces Reserve Center (AFRC) with an Organizational Maintenance Facility (OMF) in Cedar Rapids, IA, if the Army is able to acquire land suitable for the construction of the facility. The new AFRC shall have the capability to accommodate units from the Cedar Rapids Army National Guard Readiness Center and its Organizational Maintenance Facility located in Cedar Rapids, IA, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Iowa. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes three Army Reserve Centers, one Area Maintenance Support Activity, one Recruiting Battalion, and one Military Entrance Processing Station throughout the State of Iowa and constructs three multicomponent, multifunctional Armed Forces Reserve Centers, two Organizational Maintenance Facilities, and one MEPS capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing eight geographically separated facilities into four modern Armed Forces Reserve Centers. This recommendation reduces the number of separate DoD installations by relocating to an existing base. The Department understands that the State of Iowa will close IAARNG Readiness Centers: Camp Dodge, IA, Burlington, IA, Muscatine, IA, and Cedar Rapids, IA. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$20.5M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN KENTUCKY

RECOMMENDATION # 22 (ARMY 48)

ONE-TIME COST:	\$25.3M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$4.2M)
20-YEAR NET PRESENT VALUE:	(\$34.1M)
PAYBACK PERIOD:	6 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Richmond US Army Reserve Center, Maysville US Army Reserve Center and relocate and consolidate those units with Army Reserve units currently on Bluegrass Army Depot into a new Armed Forces Reserve Center (AFRC) and Field Maintenance Facility (FMS) on Blue Grass Army Depot, KY. The new AFRC shall have the capability to accommodate Kentucky National Guard units located on Bluegrass Army Depot, KY, if the state decides to relocate those National Guard units.

Close the Paducah Memorial United States Army Reserve Center and the Paducah #2 United States Army Reserve Center and relocate units into a new Armed Forces Reserve Center (AFRC) and Field Maintenance Shop (FMS) adjacent to the Paducah Airport, Paducah, KY, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC and FMS shall have the capability to accommodate units from the Paducah Army National Guard Readiness Center and the Kentucky Army National Guard Organizational Maintenance Shop (OMS) #2, Paducah, KY, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Kentucky. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four Army Reserve Centers throughout the state of Kentucky and constructs two multi-component, multifunctional Armed Forces Reserve Centers, and two Field Maintenance Shops capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing seven geographically separated facilities into two modern Armed Forces Reserve Centers. This recommendation reduces the number of separate DoD installations by relocating to an existing base. The Department understands that the State of Kentucky will close the Blue Grass Station and the Paducah Army National Guard Readiness Centers and the Kentucky Army National Guard Organizational Maintenance Shop, Paducah, KY. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$5.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

Only one community comment was received for all of the 39 RC Transformation recommendations. A political leader argued that the Maysville USAR Center in Maysville, KY, should not be closed on the grounds that closure would increase commuting time and distance for soldiers assigned to that unit.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Community concerns were carefully weighed and considered, but the Commission found they did not rise to the level of a substantial deviation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN LOUISIANA

RECOMMENDATION # 23 (ARMY 50)

ONE-TIME COST:	\$30.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$13.6M)
20-YEAR NET PRESENT VALUE:	(\$147.6M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Roberts United States Army Reserve Center Baton Rouge, LA, and the Navy-Marine Corps Reserve Center, Baton Rouge, LA, and relocate units to a new Armed Forces Reserve Center and Field Maintenance Shop on suitable state property adjacent to the Baton Rouge Airport (State Property). The new AFRC shall have the capability to accommodate Louisiana National Guard Units from the Army National Guard Readiness Center located in Baton Rouge, LA, and the Army National Guard Organizational Maintenance Shop #8 located in Baton Rouge, LA, if the state of Louisiana decides to relocate those National Guard units.

Close United States Army Reserve Center, Shreveport, LA, and the United States Army Reserve Center, Bossier City, LA, and relocate all Reserve Component units to a new Armed Forces Reserve Center that will be constructed on or adjacent to the Naval-Marine Corps Reserve Center, Shreveport in Bossier City, LA, if the Army is able to acquire suitable property for construction of the facilities.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Louisiana. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes three Army Reserve centers, one Navy-Marine Corps Reserve Center and constructs two multicomponent or joint, multifunctional Armed Forces Reserve Centers (AFRCs), throughout the State of Louisiana, capable of accommodating National Guard, Army Reserve, Naval Reserve and Marine Corps Reserve units.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing six separate facilities into two modern Armed Forces Reserve Centers.

These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Louisiana will close the Louisiana Army National Guard Readiness Center in Baton Rouge and Organizational Maintenance Shop #8 in Baton Rouge. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$20.0M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MARYLAND

RECOMMENDATION # 24 (ARMY 52)

ONE-TIME COST:	\$6.3M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$1.7M)
20-YEAR NET PRESENT VALUE:	(\$17.8M)
PAYBACK PERIOD:	3 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Flair Memorial Armed Forces Reserve Center and its organizational maintenance shop in Frederick, MD, and relocate US Army Reserve and US Marine Corps Reserve units to a new consolidated Armed Forces Reserve Center and organizational maintenance support facility on Fort Detrick, MD.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Maryland. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Army Reserve Center and one Organizational Maintenance Shop in Frederick, MD, and constructs a multi-service, multifunctional Armed Forces Reserve Center and Organizational Maintenance Shop on Fort Detrick, MD. This recommendation reduces military manpower and associated costs for maintaining existing facilities by reducing the number of separate DoD installations by relocating to an existing base.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$10.0M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MASSACHUSETTS

RECOMMENDATION # 25 (ARMY 54)

ONE-TIME COST:	\$85.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$1.7M)
20-YEAR NET PRESENT VALUE:	\$60.4M
PAYBACK PERIOD:	100+ YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Army Reserve Equipment Concentration Site 65 Annex, Ayer, MA, and relocate units to a new Armed Forces Reserve Center in Ayer, MA; realign the Devens Reserve Forces Training Area, MA, by relocating the 323d Maintenance Facility, and the Regional Training Site Maintenance to a new Armed Forces Reserve Center complex in Ayer, MA; realign Ayer Area 3713 by relocating storage functions to a new Armed Forces Reserve Center complex in Ayer, MA. Realign the Marine Corps Reserve Center Ayer, MA, by relocating the 1/25th Marines Maintenance Facility, Marine Corps Reserve

Electronic Maintenance Section, and Maintenance Company/4th Marine Battalion to a new Armed Forces Reserve Center complex in Ayer, MA. The new Armed Forces Reserve Center complex shall have the capability to accommodate all Reserve units affected by this recommendation, including Army National Guard units from the Ayer Armory and Consolidated Support Maintenance Shop, Ayer, MA, if the state decides to relocate the National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Massachusetts. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Equipment Concentration Site Annex, realigns a Reserve Forces Training Area and a US Marine Corps Reserve Center, and constructs a multicomponent, multifunctional Armed Forces Reserve Center in Ayer, MA. The Department understands that the State of Massachusetts will close: one Massachusetts Army National Guard Armory and one Consolidated Support Maintenance Site, Ayer, MA. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from the closed facilities to the new AFRC complex.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$28.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MICHIGAN

RECOMMENDATION # 26 (ARMY 55)

ONE-TIME COST:	\$7.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.1M)
20-YEAR NET PRESENT VALUE:	(\$21.6M)
PAYBACK PERIOD:	3 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the US Army Reserve Center Stanford C. Parisian in Lansing, MI, and the Army Reserve Area Maintenance Support Activity #135 in Battle Creek, MI, and relocate units to a new Armed Forces Reserve Center on Fort Custer Reserve Training Center, MI.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Michigan. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Army Reserve Center in Lansing, MI, and one Area Maintenance Support Activity in Battle Creek, MI, and constructs a multifunctional Armed Forces Reserve Center (AFRC) capable of accommodating Reserve units. This recommendation reduces the number of separate DoD installations by relocating to a new AFRC.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$9.0M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period, and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MINNESOTA

RECOMMENDATION # 27 (ARMY 57)

ONE-TIME COST:	\$17.3M
ANNUAL RECURRING COSTS/(SAVINGS):	\$0.01M
20-YEAR NET PRESENT VALUE:	\$17.1M
PAYBACK PERIOD:	NEVER

SECRETARY OF DEFENSE RECOMMENDATION

Close US Army Reserve Center Faribault, MN, and relocate units to a new Armed Forces Reserve Center at Faribault Industrial Park if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate units from the Faribault Minnesota Army National Guard Armory if the state decides to relocate those units.

Close US Army Reserve Center Cambridge, MN, and relocate units to a new Armed Forces Reserve Center in Cambridge, MN, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Minnesota ARNG units from the Cambridge Army National Guard Armory if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Minnesota. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two US Army Reserve Centers in the State of Minnesota and constructs two Armed Forces Reserve Centers capable of accommodating National Guard and Reserve units. The Department understands that the State of Minnesota will close two Minnesota Army National Guard Armories: Faribault and Cambridge, MN. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing four geographically separated facilities into two modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business practices.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$3.0M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MISSOURI

RECOMMENDATION # 28 (ARMY 58)

ONE-TIME COST:	\$28.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$6.4M)
20-YEAR NET PRESENT VALUE:	(\$61.0M)
PAYBACK PERIOD:	3 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center in Greentop, MO, and relocate units to a new United States Army Reserve Center in Kirksville, MO, if the Army is able to acquire suitable land for the construction of the facilities. Close the Jefferson Barracks United States Army Reserve Center, and re-locate units into a new consolidated Armed Forces Reserve Center on Jefferson Barracks, MO, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Missouri Army National Guard Units from the Readiness Center in Jefferson Barracks if the state of Missouri decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Missouri. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two Army Reserve centers and constructs one Armed Forces Reserve Center (AFRC) and one United States Army Reserve Center in the State of Missouri capable of accommodating National Guard and Army Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing four separate facilities into two modern Reserve Centers. These facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Missouri will close one Missouri Army Guard Readiness Centers on Jefferson Barracks. The Armed Forces Reserve Center will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRC.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$5.5M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing

facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN MONTANA

RECOMMENDATION # 29 (ARMY 60)

ONE-TIME COST:	\$26.0M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$1.5M)
20-YEAR NET PRESENT VALUE:	\$4.3M
PAYBACK PERIOD:	23 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Galt Hall Army Reserve Center in Great Falls, MT, and relocate units to a new Armed Forces Reserve Center on Malmstrom Air Force Base, Great Falls, MT.

Close Army Reserve Center Veuve Hall (building #26) and Area Maintenance Support Activity #75 on Fort Missoula, MT, and relocate units to a new Armed Forces Reserve Center in Missoula, MT, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Montana National Guard units from the Montana Army National Guard Armory in Missoula, MT, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Montana. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two US Army Reserve Centers and one Army Maintenance Support Activity in the State of Montana and constructs two Armed Forces Reserve Centers capable of accommodating National Guard and Reserve units. This recommendation reduces the number of separate DoD installations by relocating to an existing base. The Department understands that the State of Montana will close one Montana Army National Guard Armory in Missoula, MT. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$19.5M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NEBRASKA

RECOMMENDATION # 30 (ARMY 62)

ONE-TIME COST:	\$33.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$6.2M)
20-YEAR NET PRESENT VALUE:	(\$53.7M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center in Wymore, NE, and relocate units to a new Armed Forces Reserve Center with an organizational maintenance facility in the vicinity of Beatrice, NE, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Nebraska National Guard Units from the following Nebraska ARNG Readiness Centers: Fairbury, NE, Falls City, NE, and Troop C, 1-167th Cavalry in Beatrice, NE, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center in Columbus, NE, and relocate units to a new Armed Forces Reserve Center in Columbus, NE, The new AFRC shall have the capability to accommodate Nebraska National Guard Units from the Nebraska ARNG Readiness Center, Columbus, NE, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center in Hastings, NE, and relocate units to a new Armed Forces Reserve Center on Greenlief Training Site in Nebraska. The new AFRC shall have the capability to accommodate Nebraska National Guard Units from the following Nebraska ARNG Readiness Centers: Grand Island, NE, Crete, NE, and Hastings, NE, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center in Kearney, NE, and relocate units to a new Armed Forces Reserve Center in Kearney, NE, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the

capability to accommodate Nebraska National Guard Units from the Nebraska ARNG Readiness Center, Kearney, NE, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center in McCook, NE, and relocate units to a new Armed Forces Reserve Center in McCook, NE, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Nebraska National Guard Units from the Nebraska ARNG Readiness Center, McCook, NE, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Nebraska. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes five Army Reserve centers, and constructs five multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs), throughout the State of Nebraska, capable of accommodating National Guard and Reserve units.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing thirteen geographically separated facilities into five modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Nebraska will close eight Nebraska Army Guard Armories: Grand Island, Crete, Hastings, Fairbury, Falls City, Columbus, Kearney, and McCook, NE. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$31.4M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NEW HAMPSHIRE

RECOMMENDATION # 31 (ARMY 65)

ONE-TIME COST:	\$54.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$3.1M)
20-YEAR NET PRESENT VALUE:	\$12.9M
PAYBACK PERIOD:	26 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Paul Doble Army Reserve Center in Portsmouth, NH, and relocate units to a new Armed Forces Reserve Center and associated training and maintenance facilities adjacent to Pease Air National Guard Base, NH, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC and complex will have the capability to accommodate New Hampshire National Guard units from the following New Hampshire ARNG Armories: Rochester, Portsmouth, Somersworth and Dover, NH, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of New Hampshire. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one Armed Forces Reserve Center in Portsmouth, NH and constructs a multicomponent, multifunctional Armed Forces Reserve Center on land adjacent to Pease Air National Guard Base. The Department understands that the State of New Hampshire will close four New Hampshire Army National Guard Readiness Centers: Rochester, Portsmouth, Somersworth and Dover. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from the closed facilities into the new AFRC.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$14.6M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NEW JERSEY

RECOMMENDATION # 32 (ARMY 66)

ONE-TIME COST:	\$15.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$3.0M)
20-YEAR NET PRESENT VALUE:	(\$26.6M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Nelson Brittin Army Reserve Center in Camden, NJ, and relocate units to a new consolidated Armed Forces Reserve Center in Camden, NJ, if the Army can acquire suitable land for the construction of the new facilities. The New AFRC shall have the capability to accommodate units from the New Jersey ARNG Armory, Burlington, if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of New Jersey. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes Brittin Army Reserve Center in Camden, NJ, and constructs a multicomponent, multifunctional Armed Forces Reserve Center (AFRC) in Camden, NJ. This recommendation reduces costs for maintaining existing facilities by collapsing two separate facilities into one modern AFRC. The Department understands that the State of New Jersey will close one National Guard Armory in Burlington, NJ. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate units to the new multifunctional AFRC in Camden, NJ.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation. This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$14.5M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NEW MEXICO

RECOMMENDATION # 33 (ARMY 68)

ONE-TIME COST:	\$17.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$3.0M)
20-YEAR NET PRESENT VALUE:	(\$24.6M)
PAYBACK PERIOD:	6 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Jenkins Armed Forces Reserve Center located in Albuquerque, NM, and re-locate the units into a new Armed Forces Reserve Center on Kirtland Air Force Base.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of New Mexico. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes an Armed Forces Reserve Center (AFRC) located in Albuquerque, NM, and relocates units to a new multifunctional AFRC on Kirtland Air Force Base, NM. This recommendation reduces the number of separate DoD installations by relocating a geographically separate facility onto an existing base. Reducing the number of DoD installations also reduces the manpower costs required to sustain multiple facilities.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$0.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NEW YORK

RECOMMENDATION # 34 (ARMY 69)

ONE-TIME COST:	\$103.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$4.0M)
20-YEAR NET PRESENT VALUE:	\$46.5M
PAYBACK PERIOD:	47 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center, Stewart-Newburg, NY, and relocate units to a new Armed Forces Reserve Center on Stewart Army Sub Post adjacent to Stewart Air National Guard Base, NY. The new AFRC shall have the capability to accommodate New York National Guard units from the Readiness Center at Newburg, NY, if the state of New York decides to relocate those National Guard units.

Close the United States Army Reserve Center and Army Maintenance Support Activity, Niagara Falls, NY, and construct a new Armed Forces Reserve Center on the existing site in Niagara Falls, NY. The New AFRC shall have the capability to accommodate the NY National Guard units from the Niagara Falls Readiness Center if the state of New York decides to relocate those National Guard units.

Close the BG Theodore Roosevelt United States Army Reserve Center, Uniondale, NY, the Amityville Armed Forces Reserve Center (Army Reserve and Marine Corps Reserve), Amityville, NY, and re-locate units into a new Armed Forces Reserve Center with an Organizational Maintenance Shop on federal property licensed to the New York Army National Guard in Farmingdale, NY. The new AFRC shall have the capability to accommodate New York National Guard units from the following New York Army National Guard Readiness Centers: Bayshore, Freeport, Huntington Station, Patchogue and Riverhead, and Organizational Maintenance Shop 21, Bayshore, NY, if the state of New York decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of New York. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four Army Reserve centers and constructs three multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs), throughout the State of New York, capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing three geographically separated facilities into three modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of New York will close six New York Army Guard Armories: Niagara Falls, Bayshore, Freeport, Huntington Station,

Patchogue and Riverhead, and Organizational Maintenance Shop 21 Bayshore, NY. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$81.6M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NORTH CAROLINA

RECOMMENDATION # 35 (ARMY 72)

ONE-TIME COST:	\$9.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.6M)
20-YEAR NET PRESENT VALUE:	(\$30.2M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, NC, close the Rock Hill Armed Forces Reserve Center in Rock Hill, SC, close the Niven Armed Forces Reserve Center in Albermarle, NC, and relocate all Army and Navy units to a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) in Wilmington, NC, if the Army is able to acquire suitable land for the construction of the facilities.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of North Carolina. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two Army Reserve Centers in the state of North Carolina and one Army Reserve Center in the state of South Carolina and constructs a multicomponent, multifunctional, Armed Forces Reserve Center capable of accommodating Navy and Army Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing three geographically separated facilities into a modern Armed Forces Reserve Center.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$10.2M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN NORTH DAKOTA

RECOMMENDATION # 36 (ARMY 73)

ONE-TIME COST:	\$7.9M
ANNUAL RECURRING COSTS/(SAVINGS):	\$0.02M
20-YEAR NET PRESENT VALUE:	\$8.0M
PAYBACK PERIOD:	NEVER

SECRETARY OF DEFENSE RECOMMENDATION

Close 96th Regional Readiness Command David Johnson US Army Reserve Command in Fargo, ND, and relocate into a new Reserve Center on Hector Field Air National Guard Base.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of North Dakota. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and

deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes a United States Army Reserve Center (USARC) located in Fargo, ND, and relocates units to a new USARC on Hector Field Air National Guard Base, ND. This recommendation reduces the number of separate DoD installations by relocating to an existing base.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facility and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$4.0M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN OHIO

RECOMMENDATION # 37 (ARMY 75)

ONE-TIME COST:	\$134.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$9.3M)
20-YEAR NET PRESENT VALUE:	\$1.3M
PAYBACK PERIOD:	18 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Scouten Army Reserve Center, Mansfield, OH, and the Parrott Army Reserve Center, Kenton, OH, and relocate all units to a new AFRC at Mansfield Air National Guard Base located at Mansfield-Lahm Airport. The new AFRC shall have the capability to accommodate units from the following facilities: Ohio ARNG Armories in Mansfield and Ashland, OH, if the state decides to relocate those National Guard units.

Close US Army Reserve Center, Springfield OH, and relocate all units to a new Armed Forces Reserve Center on the Springfield Air National Guard Base, Springfield, OH. The new AFRC shall have the capability to accommodate units from

the following facility: Ohio ARNG Readiness Center, Springfield, OH, if the state decides to relocate those National Guard units.

Close Fort Hayes US Army Reserve Center, Columbus, OH, and Whitehall US Army Reserve Center, Whitehall, OH, and relocate units to a new Armed Forces Reserve Center on Defense Supply Center Columbus, OH. The new AFRC shall have the capability to accommodate units from the following facilities: Ohio ARNG Armories Howey (Columbus), Sullivant (Columbus), Newark, Westerville and Oxford, OH, Rickenbacker Air National Guard Base, Building #943 if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Ohio. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes five US Army Reserve Centers throughout the state of Ohio and constructs three Armed Forces Reserve Centers capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing thirteen geographically separated facilities into three modern Armed Forces Reserve Centers.

This recommendation reduces the number of separate DoD installations by relocating to an existing base. These joint-use facilities will significantly reduce operating costs and create improved business practices. The Department understands that the State of Ohio will close eight Ohio Army National Guard Centers: Mansfield, Ashland, Springfield, Howey (Columbus), Sullivant (Columbus), Newark, Westerville, and Oxford, OH, and realign Rickenbacker Air National Guard Base Building #943 by relocating the Regional Training Institute to the new AFRC. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$74.4M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN OKLAHOMA

RECOMMENDATION # 38 (ARMY 77)

ONE-TIME COST:	\$168.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$16.5M)
20-YEAR NET PRESENT VALUE:	(\$63.8M)
PAYBACK PERIOD:	11 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Armed Forces Reserve Center (AFRC) Broken Arrow located in Broken Arrow, OK, and relocate the Army Reserve, Marine Corps Reserve and Naval Reserve units into a new Armed Forces Reserve Center and consolidated maintenance facility in Broken Arrow, OK, if the Army is able to acquire suitable land for the construction of the facility. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard Readiness Centers: Broken Arrow, Eufaula, Okmulgee, Tahlequah, Haskell, Cushing, Wagoner and the Field Maintenance Shop (FMS 14) located in Okmulgee if the state of Oklahoma decides to relocate those National Guard units.

Close the Keathley and Burris United States Army Reserve Centers located in Lawton and Chickasha, OK; close the Wichita Falls United States Army Reserve Center in Wichita Falls, TX; close the 1st, 3rd, 5th, and 6th United States Army Reserve Centers and Equipment Concentration Site (ECS) located on Fort Sill, OK, and re-locate units into a new Armed Forces Reserve Center on Fort Sill and a new United States Army Reserve Equipment Concentration Site to be collocated with the Oklahoma Army National Guard Maneuver Area Training Equipment Site on Fort Sill. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard Readiness Centers: Lawton, Frederick, Anadarko, Chickasha, Marlow, Walters, and Healdton; realign B/1-158 Field Artillery (MLRS) from the Oklahoma Army National Guard Readiness Center located in Duncan if the state of Oklahoma decides to relocate those National Guard units.

Close the Floyd Parker United States Army Reserve Center in McAlester, OK, and re-locate units into a new Armed Forces Reserve Center and Consolidated Field Maintenance Shop on the McAlester Army Ammunition Plant, McAlester, OK. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard Readiness Centers: the Field Maintenance Shop in Durant, OK; the Oklahoma Army National Guard Readiness Centers in Atoka, Allen, Hartshorne, Madill, McAlester and Tishomingo, OK; the Oklahoma Army National Guard Readiness Center and Field Maintenance Shop in Edmond, OK, if the state of Oklahoma decides to relocate those National Guard units.

Close the Ashworth United States Army Reserve Center located in Muskogee, OK, and re-locate units into a new Armed Forces Reserve Center in Muskogee, OK, if the Army is able to acquire suitable land for the construction of the facility. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard Readiness Centers: Henryetta, Muskogee, Okemah, Pryor, and Stilwell, OK, if the state of Oklahoma decides to relocate those National Guard units.

Close the Farr United States Army Reserve Center, Antlers, OK, the Roush United States Army Reserve Center, Clinton, OK, the Smalley United States Army Reserve Center, Norman, OK, and relocate units into a new Armed Forces Reserve Center and Consolidated Maintenance Facility on the Norman Military Complex, Norman, OK. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard facilities: Oklahoma Army National Guard Readiness Centers in Tonkawa, OK, Konawa, OK, Wewoka, OK, Oklahoma City (23rd Street), OK, the 23d Street Field Maintenance Shop in Oklahoma City, the Consolidated Maintenance Facility on the Norman Military Complex, Norman, OK, and C CO, 700th Support Battalion from the Readiness Center, Edmond, OK, if the state of Oklahoma decides to relocate those National Guard units.

Close the Manuel Perez and Billy Krowse United States Army Reserve Centers located in Oklahoma City, OK. Relocate units into a new Armed Forces Reserve Center in West Oklahoma City, OK, if the Army is able to acquire suitable land for the construction of the facility. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard facilities: Readiness Centers located in Southwest Oklahoma City (44th Street), El Reno, Minco, and Pawnee, the Oklahoma Army National Guard 1345 Transportation Company and the

345th Quartermaster Water Support Battalion from Midwest City if the state of Oklahoma decides to relocate those National Guard units.

Close the Robbins United States Army Reserve Center located in Enid, OK, and relocate units into a new Armed Forces Reserve Center and Consolidated Field Maintenance Shop on Vance Air Force Base, OK. The new AFRC shall have the capability to accommodate Oklahoma Army National Guard units from the following Oklahoma Army National Guard facilities: Enid, Alva, Woodward, Blackwell, Cherokee, Watonga, and the National Guard Field Maintenance Shop in Enid, OK, if the state of Oklahoma decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Oklahoma. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes eleven Army Reserve centers, realigns five Army Reserve facilities and constructs seven joint or multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs) throughout the State of Oklahoma, capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing units from sixty-four geographically separated facilities into seven modern, multicomponent facilities. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Oklahoma will close forty Oklahoma Army National Guard Readiness Centers, close five Maintenance Facilities, realign two Readiness Centers and one Maintenance Facility. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$61.9M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN OREGON

RECOMMENDATION # 39 (ARMY 80)

ONE-TIME COST:	\$24.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$0.3M)
20-YEAR NET PRESENT VALUE:	\$19.8M
PAYBACK PERIOD:	100+ YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Sears Hall United States Army Reserve Center in Portland, OR, close Sharff Hall United States Army Reserve Center in Portland, OR, and relocate units to a new Armed Forces Reserve Center on Camp Withycombe, OR. The new Armed Forces Reserve Center (AFRC) shall have the capability to accommodate Oregon National Guard units currently on Camp Withycombe and from the following Oregon ARNG Armories: Lake Oswego Armory, Maison Armory, and Jackson Band Armory, OR, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Oregon. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes two Army Reserve Centers in the State of Oregon and constructs a multicomponent, multifunctional Armed Forces Reserve Center capable of accommodating National Guard and Reserve units. This recommendation reduces the number of separate DoD installations by relocating to an existing base.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing three geographically separated facilities into a modern Armed Forces Reserve Center. The Department understands that the State of Oregon will close: Lake Oswego Armory in Lake Oswego, OR and realign the Jackson Band Armory, and the Maison Armory. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from the closed and realigning facilities to the new AFRC complex.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$36M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering the existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN PENNSYLVANIA

RECOMMENDATION # 40 (ARMY 82)

ONE-TIME COST:	\$142.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$14.2M)
20-YEAR NET PRESENT VALUE:	(\$58.4M)
PAYBACK PERIOD:	10 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the United States Army Reserve Center in Lewisburg, PA, the United States Army Reserve Center in Bloomsburg, PA, the United States Army Reserve Organizational Maintenance Shop in Bloomsburg, PA, and relocate units to a new Armed Forces Reserve Center with an organizational maintenance facility in the Lewisburg / Bloomsburg, PA, area if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Pennsylvania National Guard Units from the following Army National Guard Readiness Centers: Lewisburg, PA, Sunbury, PA, Scranton, PA, and Berwick, PA, if the Commonwealth of Pennsylvania decides to relocate those units.

Close the United States Army Reserve Center in Williamsport, PA, the United States Army Reserve Organizational Maintenance Shop in Williamsport, PA, and relocate units to a new Armed Forces Reserve Center with an organizational maintenance facility in Williamsport, PA, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Pennsylvania National Guard Units from the Army National Guard Readiness Center in Williamsport, PA, if the Commonwealth of Pennsylvania decides to relocate those units.

Close the Reese United States Army Reserve Center in Chester, PA, the United States Army Reserve Organizational Maintenance Shop in Chester, PA, the Germantown Veterans Memorial United States Army Reserve Center in Philadelphia, PA, the Horsham Memorial United States Army Reserve Center in Horsham, PA, the 1LT Ray S. Musselman Memorial United States Army Reserve Center in Norristown, PA, and the North Penn memorial United States Army Reserve Center in Norristown, PA, and relocate units to a new Armed Forces Reserve Center with an organizational maintenance facility at Willow Grove Joint Reserve Base, PA. The Army shall establish an enclave at Willow Grove Joint Reserve Base, PA, to retain essential facilities to support activities of the Reserve Components.

Close the Wilson Kramer United States Army Reserve Center in Bethlehem, PA, and the United States Army Reserve Organizational Maintenance Shop in Bethlehem, PA, and relocate units to a new United States Army Reserve Center with an organizational maintenance facility in the Allentown/ Bethlehem, PA, area if the Army is able to acquire suitable land for the construction of the facilities.

Close the Philadelphia Memorial United States Armed Forces Reserve Center in Philadelphia, PA, the Philadelphia Memorial United States Armed Forces Reserve Center Organizational Maintenance Shop in Philadelphia, PA, and relocate Army Reserve and Marine Corps Reserve units to a new Armed Forces Reserve Center with an organizational maintenance facility in Bristol, PA, on the existing Bristol Veterans Memorial Reserve Center site.

Close the Serrenti Memorial United States Army Reserve Center in Scranton, PA, the Serrenti Memorial United States Army Reserve Organizational Maintenance Shop in Scranton, PA, the United States Army Reserve Center in Wilkes-Barre, PA, the United States Army Reserve Organizational Maintenance Shop in Wilkes-Barre, PA, and relocate units to a new Armed Forces Reserve Center with an organizational maintenance facility in Scranton, PA, if the Army is able to acquire suitable land for the construction of the facilities.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the Commonwealth of Pennsylvania. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve

training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes eleven Army Reserve Centers, one Armed Forces Reserve Center, and seven Organizational Maintenance Shops throughout the Commonwealth of Pennsylvania and constructs six multicomponent, multifunctional Armed Forces Reserve Centers, with six co-located Organizational Maintenance Facilities capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing sixteen geographically separated facilities into six modern Armed Forces Reserve Centers. This recommendation reduces the number of separate DoD installations by relocating to an existing base. The Department understands that the Commonwealth of Pennsylvania will close PAARNG Readiness Centers: Lewisburg, PA, Sunbury, PA, Berwick, PA, Scranton, PA, and Williamsport, PA. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$110.4M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN PUERTO RICO

RECOMMENDATION # 41 (ARMY 85)

ONE-TIME COST:	\$87.0M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$7.3M)
20-YEAR NET PRESENT VALUE:	(\$8.6M)
PAYBACK PERIOD:	15 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the US Army Reserve Center 1st Lieutenant Paul Lavergne, Bayamon, PR, and relocate the 973rd Combat Support (CS) Company into a new Armed Forces Reserve Center on United States Army Reserve property in Ceiba, PR, and relocate all other units into a new Armed Forces Reserve Center (AFRC) on Fort Buchanan, PR. Realign the US Army Reserve Center Captain E. Rubio Junior, Puerto Nuevo, PR, by relocating the 807th Signal Company into a new Armed Forces Reserve Center on Fort Buchanan, PR. The new AFRC on Fort Buchanan, PR, shall have the capability to

accommodate units from the Puerto Rico Army Guard San Juan Readiness Center, San Juan, PR, if Puerto Rico decides to relocate those National Guard units. The new AFRC facility in Ceiba, PR, shall have the capability to accommodate Puerto Rico National Guard units from the following PRARNG Readiness Centers: Humacao, Juncos, and Ceiba, PR, if Puerto Rico decides to relocate those National Guard units.

Realign United States Army Reserve Center Captain E. Rubio Junior, Puerto Nuevo, PR, by relocating the 8th Brigade, 108th DIV (IT) to a new Armed Forces Reserve Center on Fort Allen, PR.

Realign United States Army Reserve Center Ramey, Aguadilla, PR, by relocating the 249th Quartermaster Company into a new Armed Forces Reserve Center in Mayaguez, PR, if the Army is able to acquire suitable land. The new facility shall have the capability to accommodate Puerto Rico National Guard units from the Puerto Rico Army National Guard Readiness Center Mayaguez if Puerto Rico decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout Puerto Rico. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes one and realigns four US Army Reserve Centers throughout Puerto Rico and constructs four multicomponent, multifunctional Armed Forces Reserve Centers capable of accommodating National Guard and Reserve units. This recommendation reduces the number of separate DoD installations by relocating to an existing base. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing five geographically separated facilities into three modern Armed Forces Reserve Centers. These joint facilities will significantly reduce operating costs and create improved business processes. The Department understands that Puerto Rico will close PRARNG Readiness Centers: Humacao, Juncos, Ceiba, and Mayaguez, PR. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$36.4M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN RHODE ISLAND

RECOMMENDATION # 42 (ARMY 87)

ONE-TIME COST:	\$32.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$4.6M)
20-YEAR NET PRESENT VALUE:	(\$35.3M)
PAYBACK PERIOD:	6 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Bristol Army Reserve Center, Bristol, RI, the Harwood Army Reserve Center, Providence, RI, the Warwick Army Reserve Center and Organizational Maintenance Shop, Warwick, RI. Relocate all units to a new Army Reserve Center on Newport Naval Base, RI.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Rhode Island. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes three Army Reserve Centers in Bristol, Harwood and Warwick, RI; and closes one Army Reserve Organizational Maintenance Shop in Warwick, RI, and constructs a multifunctional Army Reserve Center (AFRC) on Newport Naval Base, RI. This recommendation reduces the number of separate DoD installations by relocating to an existing base.

The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$20.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN TENNESSEE

RECOMMENDATION # 43 (ARMY 89)

ONE-TIME COST:	\$36.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.7M)
20-YEAR NET PRESENT VALUE:	\$1.1M
PAYBACK PERIOD:	18 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Guerry United States Army Reserve Center, Chattanooga, TN, and Bonney Oaks United States Army Reserve Center, Chattanooga, TN, and relocate units into a new Armed Forces Reserve Center (AFRC) on Volunteer Army Ammunition Plant, Chattanooga, TN.

Close the Kingsport Armed Forces Reserve Center (AFRC), the Kingsport Organizational Maintenance Shop (OMS), and the Army Maintenance Support Activity (AMSA), Kingsport, TN, and relocate units into a new Armed Forces Reserve Center and Field Maintenance Shop on Holston Army Ammunition Plant, Kingsport, TN. The new AFRC shall have the capability to accommodate Tennessee National Guard units from the Kingsport Armed Forces Reserve Center, Kingsport, TN, if the state decides to relocate those National Guard units. Close the United States Army Reserve Center outside of Fort Campbell (located in Clarksville, TN), KY, and relocate units, along with units currently in buildings #6912 and #2907 on Fort Campbell into a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) on Fort Campbell, KY. The new AFRC shall have the capability to accommodate units from the Clarksville Army National Guard Readiness Center, Clarksville, TN, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Tennessee. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four Army Reserve Centers, one Area Maintenance Support Activity and one Organizational Maintenance Shop throughout the State of Tennessee and constructs three multicomponent, multifunctional Armed Forces Reserve Centers, one Field Maintenance Shop, and one Organizational Maintenance Shop capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing nine geographically separated facilities into three modern Armed Forces Reserve Centers. This recommendation reduces the number of separate DoD installations by relocating to an existing base.

The Department understands that the State of Tennessee will close the Clarksville Army National Guard Readiness Center, Clarksville, TN. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$23.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs

and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN TEXAS

RECOMMENDATION # 44 (ARMY 91)

ONE-TIME COST:	\$375.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$36.0M)
20-YEAR NET PRESENT VALUE:	(\$133.2M)
PAYBACK PERIOD:	12 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Tharp United States Army Reserve Center, Amarillo, TX, and relocate units to a new Armed Forces Reserve Center in Amarillo, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Amarillo, Pampa, and Hale Co, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Brownsville, TX, and relocate units to a new Armed Forces Reserve Center in Brownsville, TX, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the Texas ARNG Readiness Center in Brownsville, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Boswell, TX, and the United States Army Reserve Center, Callaghan, TX, and relocate units to a new Armed Forces Reserve Center on existing Federal property on Camp Bullis, TX. The new AFRC shall have the capability to accommodate Texas National Guard Units from the Texas ARNG Readiness Center in Hondo, TX, A Company and Headquarters Company, 1st of the 141st Infantry, the Fifth Army ITAAS, the Regional Training Site-Intelligence, and the Texas Army National Guard Area Support Medical Battalion, if the state decides to relocate those National Guard units.

Close the Grimes United States Army Reserve Center, Abilene, TX, and relocate B Company of the 413th Civil Affairs Battalion and the Area Maintenance Support Activity 11 Sub-Shop to a new Armed Forces Reserve Center with a Field Maintenance Shop on Dyess Air Force Base, TX. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Abilene, Coleman, and Snyder, TX, and the Texas Army National Guard Field Maintenance Shop, Abilene, TX, if the state decides to relocate those National Guard units.

Close the Roque O Segura United States Army Reserve Center, El Paso, Texas, the Benavidez United States Army Reserve Center, El Paso, Texas, the United States Army Reserve Center #3, Fort Bliss, Texas and the McGregor Range United States Army Reserve Center and Equipment Concentration Site, Fort Bliss New Mexico and relocate units to a new Armed Forces Reserve Center with a Consolidated Equipment Concentration Site and Maintenance Facility on Fort Bliss Texas. The new

AFRC shall have the capability to accommodate Texas Army National Guard Units from the following Texas ARNG Readiness centers: Fort Bliss and Hondo Pass in El Paso, Texas, if the state decides to relocate those National Guard units.

Close the Herzog United States Army Reserve Center, Dallas, TX, and relocate units to a new Armed Forces Reserve Center on the existing Grand Prairie Reserve Complex, Grand Prairie, TX. Realign the 490th Civil Affairs Battalion from the Grimes United States Army Reserve Center and relocate the unit into the new AFRC. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Arlington, TX, and California Crossing, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Pasadena, TX, and relocate units to a new Armed Forces Reserve Center with a Field Maintenance Shop in (East) Houston, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Baytown, Pasadena, and Ellington Field, TX, and the Texas Army National Guard Field Maintenance Shop located on Ellington Field, TX, if the state decides to relocate those National Guard units.

Close United States Army Reserve Center #2, Perimeter Park, TX, and United States Army Reserve Center #3, Houston, TX, and relocate units to a new Armed Forces Reserve Center with a consolidated Field Maintenance Shop in (Northwest) Houston, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Beaumont, Port Arthur, Port Neches, and Orange, TX, and the Texas Army National Guard Field Maintenance Shop located in Port Neches, TX, if the state decides to relocate those National Guard units.

Close the Miller United States Army Reserve Center, Huntsville, TX, and relocate units to a new Armed Forces Reserve Center in Huntsville, TX, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the Texas ARNG Readiness Center in Huntsville, TX, if the state decides to relocate those National Guard units.

Close the Muchert United States Army Reserve Center, Dallas, TX, and relocate units to a new Armed Forces Reserve Center Lewisville, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Denton, Irving, and Denison, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Lufkin, TX, and relocate units to a new Armed Forces Reserve Center in Lufkin, TX, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Lufkin and Nacogdoches, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Alice, TX, and the United States Army Reserve Center, NAS Kingsville, TX, and relocate units to a new Armed Forces Reserve Center on NAS Kingsville, TX, if the Army determines the property is suitable for construction. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Alice and Kingsville, TX, if the state decides to relocate those National Guard units.

Close the Watts-Guillot United States Army Reserve Center, Texarkana, TX, and realign the Hooks Army Reserve Center on Red River Army Depot by relocating units to a new Armed Forces Reserve Center on or in the vicinity of Red River Army Depot, TX. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Atlanta, and Texarkana, if the state decides to relocate those National Guard units.

Close Round Rock United States Army Reserve Center (leased) and relocate units to a new Armed Forces Reserve Center with a consolidated Field Maintenance Shop in Round Rock, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the Texas ARNG Readiness Centers in Austin and Taylor, TX, and the Texas Army National Guard Field Maintenance Shop in Austin, TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, San Marcos, TX, and relocate units to a new Armed Forces Reserve Center in San Marcos, TX, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: San Marcos, Sequin, and New Braunfels, TX, if the state decides to relocate those National Guard units. Close the Hanby-Hayden United States Army Reserve Center, Mesquite, TX, and relocate units to a new Armed Forces Reserve Center with an Organizational Maintenance Shop on United States Army Reserve property in Seagoville, TX. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Dallas #2,

Kaufman and Terrell (including the Organizational Maintenance Shop), TX, if the state decides to relocate those National Guard units.

Close the United States Army Reserve Center, Tyler, TX, and the United States Army Reserve Center, Marshall, TX, and relocate units to a new Armed Forces Reserve Center with a Field Maintenance Shop in Tyler, TX, if the Army is able to acquire suitable land for the construction of the facilities. The new AFRC shall have the capability to accommodate Texas National Guard Units from the following Texas ARNG Readiness Centers: Athens, Tyler, Henderson, Kilgore, Marshall, and Corsicana, TX, and the Field Maintenance Shop in Marshall, TX, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Texas. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters Department of the Army, the Office of the State Adjutant General and the Army Reserve Regional Readiness Command.

The recommendation closes twenty-four Army Reserve centers and one equipment concentration site, realigns one Army Reserve Center, and constructs seventeen multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs), throughout the State of Texas capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing seventy-seven geographically separated facilities into seventeen modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of Texas will close forty-three Texas Army Guard Armories: Abilene, Alice, Amarillo, Arlington, Atlanta, Athens, Austin, Baytown, Beaumont, Brownsville, California Crossing, Coleman, Corsicana, Dallas #2, Denison, Denton, Ellington Field, Fort Bliss, Henderson, Hondo, Hondo Pass, Huntsville, Irving, Kaufman, Kilgore, Kingsville, Lufkin, Marshall, Nacogdoches, New Braunfels, Orange, Pampa, Pasadena, Hale Co, Port Arthur, Port Neches, San Marcos, Sequin, Snyder, Taylor, Terrell, Texarkana and Tyler, TX; close six Army National Guard Field Maintenance Facilities in Abilene, Austin, Marshall, Ellington Field, Port Neches and Terrell; and realign Camp Bullis. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$231.3M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN VERMONT

RECOMMENDATION # 45 (ARMY 95)

ONE-TIME COST:	\$61.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$1.4M)
20-YEAR NET PRESENT VALUE:	\$41.7M
PAYBACK PERIOD:	100+ YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Chester Memorial Army Reserve Center and Organizational Maintenance Shop, Chester, VT, and Berlin Army Reserve Center, Berlin, VT, and relocate all units to a new Armed Forces Reserve Center with an Organizational Maintenance Facility in the vicinity of White River Junction, VT, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC and OMS shall have the capability to accommodate units from the following facilities: Vermont Army National Guard Armories in Ludlow, North Springfield and Windsor, VT, if the state decides to relocate those National Guard units.

Close Army Reserve Center, Courcelle Brothers and associated Organizational Maintenance Shop, Rutland, VT; close Army Reserve Army Maintenance Support Activity, Rutland, VT, and relocate all units to a new Armed Forces Reserve Center and Organizational Maintenance Facility in the vicinity of Rutland, VT, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC and Maintenance Activity shall have the ability to accommodate units from the following facility: Vermont Army National Guard Armory Rutland, VT, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Vermont. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

The recommendation closes four US Army Reserve Centers, one Area Maintenance Support Activity and two Organizational Maintenance Shops throughout the State of Vermont and constructs two Armed Forces Reserve Centers and collocated Organizational Maintenance facilities capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing eleven geographically separated facilities into two modern Armed Forces Reserve Centers with maintenance facilities. These new facilities will significantly reduce operating costs and create improved business practices. The Department understands that the State of Vermont will close four Vermont Army National Guard Centers: Ludlow, North Springfield, Windsor and Rutland, VT. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$30.1M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN WASHINGTON

RECOMMENDATION # 46 (ARMY 97)

ONE-TIME COST:	\$61.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$8.2M)
20-YEAR NET PRESENT VALUE:	(\$46.1M)
PAYBACK PERIOD:	9 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Mann Hall Army Reserve Center, Area Maintenance Support Shop #80 and Walker Army Reserve Center in Spokane, WA, and relocate units to a new consolidated Armed Forces Reserve Center and Organizational Maintenance Shop on Fairchild Air Force Base. The new AFRC shall have the capability to accommodate units from the following Washington ARNG facilities: Washington ARNG Armory and Organizational Maintenance Shop, Geiger Field, WA, if the state decides to relocate those units.

Close Wagenaar Army Reserve Center Pasco, WA, and relocate units to a new consolidated Armed Forces Reserve Center on Yakima Training Center. Realign Pendleton Army Reserve Center on Yakima Training Center by moving all assigned units to the new Armed Forces Reserve Center on Yakima Training Center. The new AFRC shall have the capability to accommodate units from the following Washington ARNG facility: Washington ARNG Ellensburg Readiness Center if the state decides to relocate those units.

Close the Oswald United States Army Reserve Center, Everett, WA, and relocate units to a new Armed Forces Reserve Center in the Everett, WA, area if the Army is able to acquire suitable land for construction of the new facility. The new AFRC shall have the capability to accommodate units from the following Washington ARNG facilities: Washington ARNG Everett Readiness Center and Snohomish Readiness Center, if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of Washington. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four US Army Reserve Centers and one Area Maintenance Support Activity, realigns one Army Reserve Center and constructs three multicomponent, multifunctional Armed Forces Reserve Center (AFRCs)

throughout the State of Washington, capable of accommodating National Guard and Reserve units. This recommendation also reduces military manpower and associated costs for maintaining existing facilities by collapsing nine geographically separated facilities into three modern Armed Forces Reserve Centers. These joint-use facilities will significantly reduce operating costs and create improved business practices. The Department understands that the State of Washington will close four Washington Army National Guard Centers: Geiger Field, Everett, Snohomish and Ellensburg; and one Organizational Maintenance Shop, Geiger Field, WA. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$24.5M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN WEST VIRGINIA

RECOMMENDATION # 47 (ARMY 99)

ONE-TIME COST:	\$29.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$7.6M)
20-YEAR NET PRESENT VALUE:	(\$77.0M)
PAYBACK PERIOD:	3 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Elkins US Army Reserve Center and its supporting Maintenance Shop in Beverly, WV, and re-locate units into a new Armed Forces Reserve Center in the vicinity of Elkins, WV, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate West Virginia Army National Guard Units from the Readiness Center in Elkins, WV, if the state decides to relocate those National Guard units.

Close the 1LT Harry Colburn US Army Reserve Center and its supporting Maintenance Shop in Fairmont, WV, and re-locate units into a new Armed Forces Reserve Center in the vicinity of Fairmont, WV, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate West Virginia Army National Guard Units from the Readiness Center in Fairmont, WV, if the state decides to relocate those National Guard units.

Close SSG Roy Kuhl US Army Reserve Center and Maintenance Facility in Ripley and the MAJ Elbert Bias USAR Center, Huntington, WV, and re-locate units into a new Armed Forces Reserve Center in the vicinity of Ripley, WV, if the Army is able to acquire land suitable for the construction of the facilities. The new AFRC shall have the capability to accommodate West Virginia National Guard Units from the West Virginia Army National Guard Readiness Center in Spencer, WV, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities throughout the State of West Virginia. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes four Army Reserve centers, three supporting Maintenance Shops and constructs three multicomponent, multifunctional Armed Forces Reserve Centers (AFRCs), throughout the State of West Virginia, capable of accommodating National Guard and Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing ten separate facilities into three modern Armed Forces Reserve Centers. These multicomponent facilities will significantly reduce operating costs and create improved business processes. The Department understands that the State of West Virginia will close three West Virginia Army Guard Armories: Spencer, Fairmont, and Elkins, WV. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into the new AFRCs.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$43.6M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN WISCONSIN

RECOMMENDATION # 48 (ARMY 102)

ONE-TIME COST:	\$10.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$10.8M)
20-YEAR NET PRESENT VALUE:	(\$139.7M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE RECOMMENDATION

Close the Truman Olson and G.F. O'Connell US Army Reserve Centers in Madison, WI, and relocate units to a new Armed Forces Reserve Center (AFRC) in Madison, WI, if the Army can acquire suitable land for the construction of the new facilities. The new AFRC shall have the capability to accommodate Army National Guard units from the following Wisconsin Army National Guard Armories; the Madison Armory (Bowman Street), Madison Armory / OMS 9, and the Madison Armory (2400 Wright Street) if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Wisconsin. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters Department of the Army, the Office of the State Adjutant General and the Army Reserve Regional Readiness Command.

This recommendation closes two Army Reserve Centers and realigns three Wisconsin Army National Guard Armories and constructs a multi-service, multifunctional Armed Forces Reserve Center (AFRC) in Madison, WI. The Department understands that the State of Wisconsin will realign the Madison Armory (Bowman Street) by relocating the 64th Troop Command; the Madison Armory / OMS 9, by re-locating the 54th Civil Support Team, the Madison Armory (2400 Wright Street) by re-locating the 641st Troop Command. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these facilities to the new AFRC.

This is a joint proposal with the Navy that supports actions to close the Navy and Marine Corps Reserve Center, Madison, WI, the Navy Reserve Center, La Crosse, WI, and the Navy Reserve Center in Dubuque, IA. This recommendation reduces costs for maintaining existing facilities by collapsing two separate facilities and units from three overcrowded facilities into one modern AFRC.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$12.7M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found DoD's recommendation consistent with the final selection criteria and the Force Structure Plan. The Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

RESERVE COMPONENT TRANSFORMATION IN WYOMING

RECOMMENDATION # 49 (ARMY 103)

ONE-TIME COST:	\$72.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$4.5M)
20-YEAR NET PRESENT VALUE:	\$9.0M
PAYBACK PERIOD:	21 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Wyoming Army National Guard (WYARNG) Army Aviation Support Facility (AASF) in Cheyenne, WY (DA leased facility) and relocate Army National Guard units and aviation functions to a new WYARNG AASF, Readiness Center, and Field Maintenance Shop (FMS) on F.E. Warren Air Force Base, WY. The new readiness center/FMS shall have the capability to accommodate Army National Guard units from the Joint Force Headquarters Complex in Cheyenne, WY, if the state decides to relocate those units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities in the State of Wyoming. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a state-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation closes a WYARNG AASF, two WYARNG armories and constructs an AASF, readiness center and FMS on F.E. Warren Air Force Base, WY. This recommendation reduces costs for maintaining existing facilities by collapsing an AASF and consolidating with other units in the Cheyenne area into a single facility onto an existing Air Force Base. The Department understands that the State of Wyoming will close the Thermopolis Armory (vacant- no units relocating) and the Joint Force Headquarters Armory (adjacent to F.E. Warren Air Force Base). The new facility will have the capability to accommodate these units if the state decides to relocate those units.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$22.2M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. In addition, the Commission notes that the Army's process was well thought-out and inclusive of the leadership of the Reserve Components and the State.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

SINGLE DRILL SERGEANT SCHOOL

RECOMMENDATION # 50 (ARMY 105)

ONE-TIME COST:	\$1.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.5M)
20-YEAR NET PRESENT VALUE:	(\$31.4M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Benning, GA, and Fort Leonard Wood, MO, by relocating the Drill Sergeant School at each location to Fort Jackson, SC.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation consolidates Drill Sergeant's Training from three locations (Fort Benning, Fort Jackson, and Fort Leonard Wood) to one location (Fort Jackson), which fosters consistency, standardization and training proficiency. It enhances military value, supports the Army's Force Structure Plan, and maintains sufficient surge capability to address unforeseen requirements. This recommendation supports Army Transformation by collocating institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and engage training. It improves training capabilities while eliminating excess capacity at institutional training installations and provides the same or better level of service at a reduced cost.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found DoD's proposal to consolidate drill sergeant training at one site to be consistent with the final selection criteria and the Force Structure Plan. Fort Jackson has adequate facilities for consolidation of all three existing drill sergeant schools when augmented with proposed construction. Savings occur rapidly, reflecting the efficiencies of collocation. The Commission views the consolidation as desirable so long as the ability to foster consistency and proficiency in this critical Army asset is not affected during implementation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

US ARMY GARRISON MICHIGAN (SELFRIDGE)

RECOMMENDATION # 51 (ARMY 106)

ONE-TIME COST:	\$9.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$18.1M)
20-YEAR NET PRESENT VALUE:	(\$260.9M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE RECOMMENDATION

Close United States Army Garrison Michigan at Selfridge, which is located on Selfridge Air National Guard Base. Retain an enclave to support the Dynamic Structural Load Simulator (Bridging) Laboratory and the Water Purification Laboratory on Selfridge.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation closes the US Army Garrison Michigan (USAG-M) at Selfridge, which is located on federally owned property at Selfridge Air National Guard Base. USAG-M at Selfridge is the primary provider of housing and other support and services to certain military personnel and their dependents located in the Detroit area. Sufficient housing is available in the Detroit Metropolitan area to support military personnel stationed in the area. Closing USAG-Michigan at Selfridge avoids the cost of continued operation and maintenance of other unnecessary support facilities. A Bridging Lab and Water Purification Lab located on Selfridge, which are part of the Tank Automotive Army Research and Development Center at Detroit Arsenal, will be retained and enclaved. Six garrison personnel (Garrison Commander and staff) will be relocated to Detroit Arsenal. This recommendation enhances military value, supports the Army's Force Structure Plan, and maintains sufficient surge capability to address unforeseen requirements.

COMMUNITY CONCERNS

The community asks that the Army land be transferred to the Air Force when the Army's activities cease to preclude private development that could lead to encroachment problems for the flight mission. They also expressed concern that the loss of housing areas, lodging operation, post exchange, commissary, and other Garrison activities would have a negative impact on recruiting and retention for the remaining units, and would negatively affect the retiree and veterans' community as well.

COMMISSION FINDINGS

The Commission carefully considered the community's expressed concerns that closure of the Army Garrison Activity creates the potential for future encroachment that could affect the continuing flying mission at Selfridge Air National Guard Base. The Commission found that the BRAC implementation screening process provides sufficient protections from development and possible encroachment. Federal and state agencies, – such as the US Air Force, US Air Force Reserve, National Guard Bureau, Michigan Air National Guard, or other federal or state agencies – have the opportunity to claim this land during the federal screening process. The Commission found that this, and community concerns for the effects of withdrawal of services provided by the Army Garrison, did not rise to the level of a substantial deviation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

USAR COMMAND AND CONTROL NEW ENGLAND

RECOMMENDATION # 52 (ARMY 107)

ONE-TIME COST:	\$96.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$8.4M)
20-YEAR NET PRESENT VALUE:	(\$21.8M)
PAYBACK PERIOD:	13 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close the Westover Armed Forces Reserve Center, Chicopee, MA, the MacArthur United States Army Reserve Center, Springfield, MA, the United States Army Reserve Area Maintenance Support Activity, Windsor Locks, CT, and realign the Malony United States Army Reserve Center on Devens Reserve Forces Training Area by disestablishing the 94th Regional Readiness Command, and relocate all units from the closed facilities to a new Armed Forces Reserve Center on Westover Air Reserve Base. Establish an Army Reserve Maneuver Enhancement Brigade headquarters in the new Armed Forces Reserve Center on Westover Air Reserve Base. Realign Devens Reserve Forces Training Area by relocating the 5th JTF, 654th ASG and the 382nd MP Battalion to the new Armed Forces Reserve Center on Westover Air Reserve Base. The new Armed Forces Reserve Center shall have the capability to accommodate Massachusetts Army National Guard units from the Massachusetts Army National Guard Armory in Agawam, MA, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities and command and control structure throughout the New England Region of the United States. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a nation-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation supports the Army Reserve's Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four by disestablishing one major peacetime administrative headquarters, the 94th Regional Readiness Command, and creating a new deployable headquarters on Westover Air Reserve Base.

This recommendation closes one Armed Forces Reserve Center in Chicopee, MA, one United States Army Reserve Center in Springfield, MA, one United States Army Reserve Area Maintenance Support Activity in Windsor Locks, CT, and constructs a multicomponent, multifunctional Armed Forces Reserve Center on Westover Air Reserve Base. The Marine Corps Reserve units located in the Armed Forces Reserve Center in Chicopee will relocate to the new AFRC on Westover Air Reserve Base. The Department understands that the State of Massachusetts will close one Massachusetts Army National Guard Armory in Agawam, MA. The Armed Forces Reserve Center will have the capability to accommodate these units if the state decides to relocate the units from the closed facilities into the new AFRC.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$21.6M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

USAR COMMAND AND CONTROL—NORTHEAST

RECOMMENDATION # 53 (ARMY 109)

ONE-TIME COST:	\$171.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$35.9M)
20-YEAR NET PRESENT VALUE:	(\$302.1M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Pitt USARC, Coraopolis, PA, by disestablishing the HQ 99th Regional Readiness Command and establishing a Northeast Regional Readiness Command Headquarters at Fort Dix, NJ. Close Camp Kilmer, NJ, and relocate the HQ 78th Division at Fort Dix, NJ. Realign Fort Totten, NY, by disestablishing the HQ 77th Regional Readiness Command and establishing a Sustainment Brigade at Fort Dix, NJ. Realign Fort Sheridan, IL, by relocating the 244th Aviation Brigade to Fort Dix, NJ. Realign Fort Dix, NJ, by relocating Equipment Concentration Site 27 to the New Jersey Army National Guard Mobilization and Training Equipment Site joint facility at Lakehurst, NJ. Close Charles Kelly Support Center and relocate units to Pitt US Army Reserve Center, Coraopolis, PA. Close Carpenter USARC, Poughkeepsie, NY, close McDonald USARC, Jamaica, NY, close Fort Tilden USARC, Far Rockaway, NY, close Muller USARC, Bronx, NY, and relocate units to a new Armed Forces Reserve Center at Fort Totten, NY. Close the United States Army Reserve Center on Fort Hamilton, NY and relocate the New York Recruiting Battalion Headquarters and Army Reserve units into a new Armed Forces Reserve Center on Fort Hamilton, NY. The new AFRC shall have the capacity to accommodate units from the NYARNG 47th Regiment Marcy Armory, Brooklyn and the Brooklyn Bedford Armory/OMS, Brooklyn, NY, if the state decides to relocate those National Guard units.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities and command and control structure throughout the Northeast Region of the United States. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a nation-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation transforms Army Reserve command and control by consolidating four major headquarters onto Fort Dix, NJ; this recommendation supports the Army Reserve's nationwide Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four. The realignment of Pitt USARC, Coraopolis, PA, by the disestablishment of the 99th Regional Readiness Command allows for the establishment of the Northeast Regional Readiness Command Headquarters at Fort Dix, NJ, which will further support the re-engineering and streamlining of the Command and Control structure of the Army Reserves throughout the United States. This restructuring will allow for the closure of Camp Kilmer, NJ, and the relocation of the HQ 78th Division to Fort Dix and establishment of one of the new Army Reserve Sustainment Units of Action, which establishes a new capability for the Army Reserve while increasing the support capabilities of the Army Reserve to the Active Army. To further support restructuring; the realignment of Fort Totten and the disestablishment of the HQ 77th RRC will enable the establishment of a Maneuver Enhancement Brigade at Fort Dix, resulting in a new operational capability for the Army Reserve. The realignment of Fort Sheridan, IL, by relocating

the 244th Aviation Brigade to Fort Dix coupled with the Department of the Navy recommendation to close NAS Willow Grove, PA, and relocate Co A/228th Aviation to Fort Dix consolidates Army aviation assets in one location. Other actions supporting restructuring include realigning maintenance functions on Fort Dix, the closure of Charles Kelly Support Center, PA, and relocation of multiple subordinate units to Pitt USARC, PA; and the closure of five US Army Reserve Centers in the greater New York City area with relocation of those units to Fort Totten. These actions will significantly enhance training, mobilization, equipment readiness and deployment.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by closing one Camp, five Army Reserve Centers, realigning five facilities and relocating forces to multiple installations throughout the Northeast Region of the United States. These actions will also improve business processes. The implementation of this recommendation and creation of these new command structures will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives. The Department understands that the State of New York will close NYARNG Armories: 47th Regiment Marcy Armory, Brooklyn and Brooklyn Bedford Armory/OMS 12. The Armed Forces Reserve Centers will have the capability to accommodate these units if the state decides to relocate the units from these closed facilities into a new AFRC on Fort Hamilton, NY.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$168.3M in mission facility renovation costs and procurement avoidance associated with meeting Anti Terror / Force Protection construction standards and altering existing facilities to meet unit training and communication requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period, and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

Community representatives from the area near the Kelly Support Center, in Pittsburgh, PA, expressed concerns about the base's Commissary and Exchange facilities. The next nearest comparable facilities are 188 miles away in Carlisle, PA. The community stated that 69,000 active and reserve military personnel, as well as retirees, are supported by these facilities. All other activities on the post will be moved to the nearby 99th RRC Reserve Center, but DoD has not indicated a plan to place the Commissary and Exchange facilities at nearby sites.

COMMISSION FINDINGS

The Commission found DoD's recommendation consistent with the final selection criteria and the Force Structure Plan. Community concerns were carefully weighed and considered, but the Commission did not find they rose to the level of substantial deviation. The Commission also notes that DoD will address the further requirements for the commissary and exchange at the Kelly Support Center after the BRAC recommendations are approved and the effects on the area population can be assessed.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

USAR COMMAND AND CONTROL—NORTHWEST

RECOMMENDATION # 54 (ARMY 112)

ONE-TIME COST:	\$80.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$11.1M)
20-YEAR NET PRESENT VALUE:	(\$65.0M)
PAYBACK PERIOD:	9 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Close Vancouver Barracks and relocate the 104th Division (IT) to Fort Lewis, WA. Relocate all other units to a new Armed Forces Reserve Center in Vancouver, WA. Close Fort Lawton by disestablishing the 70th Regional Readiness Command, relocate all other units to a new Armed Forces Reserve Center on Fort Lewis, WA, and establish a Maneuver Enhancement Brigade. Realign Fort Snelling, MN, by disestablishing the 88th Regional Readiness Command and establish the Northwest Regional Readiness Command Headquarters at Fort McCoy, WI. Realign the Wichita US Army Reserve Center by disestablishing the 89th Regional Readiness Command and establishing a Sustainment Unit of Action at the Wichita Army Reserve Center in support of the Northwest Regional Readiness Command at Fort McCoy, WI. Realign Fort Douglas, UT, by disestablishing the 96th Regional Readiness Command and establishing a Sustainment Unit of Action in support of the Northwest Regional Readiness Command at Fort McCoy, WI.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities and command and control structure throughout the Northwest Region of the United States. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a nation-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation supports the Army Reserve's Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four. This recommendation transforms Army Reserve command and control by consolidating two major headquarters onto Fort Lewis, WA. This sets the conditions for establishing one of three new operationally capable Army Reserve Maneuver Enhancement Brigades, which will increase the support capabilities of the Army Reserve to the Active Army and is a new operational capability for the Army Reserve. The realignment of Fort Snelling, MN, by the disestablishment of the 88th Regional Readiness Command allows for the establishment of the Northwest Regional Readiness Command Headquarters at Fort McCoy, WI, which will support the re-engineering and streamlining of the Command and Control structure of the Army Reserves throughout the United States.

This recommendation also realigns Fort Douglas, UT, and the Wichita Army Reserve Center, establishing Sustainment Units of Action in those locations in support of the Northwest Regional Readiness Command Headquarters. Relocation of multiple subordinate units from Vancouver Barracks and Fort Lawton, WA, to new Armed Forces Reserve Centers contributes significantly to enhanced training, mobilization and deployment.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by closing two Reserve facilities and relocating the units onto an Active component installation and thereby significantly reducing operating costs and creating improved business processes.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$70.7M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs

and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

USAR COMMAND AND CONTROL—SOUTHEAST

RECOMMENDATION # 55 (ARMY 115)

ONE-TIME COST:	\$29.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$2.4M)
20-YEAR NET PRESENT VALUE:	(\$1.5M)
PAYBACK PERIOD:	16 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Birmingham Armed Forces Reserve Center, AL, by disestablishing the 81st Regional Readiness Command and establishing the Army Reserve Southeast Regional Readiness Command in a new Armed Forces Reserve Center on Fort Jackson, SC. Close Louisville United States Army Reserve Center and relocate the 100th DIV(IT) headquarters to Fort Knox, KY.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities and command and control structure throughout the Southeast Region of the United States. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a nation-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation supports the Army Reserve's Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four. This recommendation transforms Army Reserve command and control by relocating one major headquarters from inadequate facilities in Birmingham, AL, to Fort Jackson, SC. This supports the initiative to consolidate command structure and responsibilities on Active Army installations, which will in turn increase the support capabilities of the Army Reserve to the Active Army while establishing a new operational capability for the Army Reserve. The relocation of the 100th Division (Institutional Training) to Fort Knox, KY, supports the re-engineering and streamlining of support delivered by Army Reserve training base units in order to significantly enhance training in support of mobilization and deployment.

This recommendation reduces military manpower and associated costs for maintaining existing facilities by closing one Armed Forces Reserve Center, and moving two major commands onto Active Army installations, thus significantly reducing operating costs and creating improved business processes.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$13.1M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

USAR COMMAND AND CONTROL—SOUTHWEST

RECOMMENDATION # 56 (ARMY 117)

ONE-TIME COST:	\$55.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$3.4M)
20-YEAR NET PRESENT VALUE:	\$9.8M
PAYBACK PERIOD:	23 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign the Joint Force Training Base Los Alamitos, CA, by disestablishing the 63rd Regional Readiness Command (RRC) Headquarters, Robinson Hall, USARC and activating a Southwest Regional Readiness Command headquarters at Moffett Field, CA, in a new AFRC. Realign Camp Pike Reserve Complex, Little Rock, AR, by disestablishing the 90th RRC and activating a Sustainment Brigade. Close the Major General Harry Twaddle United States Armed Forces Reserve Center, Oklahoma City, OK, and relocate the 95th DIV (IT) to Fort Sill, OK. Realign Camp Parks Reserve Forces Training Area, CA, by relocating the 91st Div (TSD) to Fort Hunter Liggett, CA.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation transforms Reserve Component facilities and command and control structure throughout the Southeast Region of the United States. The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

This recommendation is the result of a nation-wide analysis of Reserve Component installations and facilities conducted by a team of functional experts from Headquarters, Department of the Army, the Office of the State Adjutant General, and the Army Reserve Regional Readiness Command.

This recommendation supports the Army Reserve's Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four. This recommendation transforms Army Reserve command and control by eliminating nondeployable command and control headquarters, transforming excess spaces into deployable units and moving institutional training units onto major training areas. It supports the Army Reserve's Command and Control restructuring initiative to reduce Regional Readiness Commands from ten to four by disestablishing two major peacetime administrative headquarters—the 63d Regional Readiness Command in Los Angeles, CA, and the 90th Regional Readiness Command in Little Rock, AR,—and creating a new consolidated headquarters in their place at Moffett Field, CA. It supports the transformation of Army Reserve Operational Force Structure by activating a sustainment brigade in Little Rock, AR in the place of the 90th RRC, which will increase the deployable capability of the Army Reserve to support the Active Army. The Sustainment brigade is a new operational capability for the Army Reserve. This proposal transforms the Army's training support to the Reserve Component by re-locating the 95th DIV (Institutional Training) from the Major General Harry Twaddle United States Army Reserve Center, Oklahoma City, OK, to Fort Sill, OK, and relocating the 91st Div (Training Support) from Camp Parks Reserve Forces Training Area, CA, to Fort Hunter Liggett, CA which improves operational effectiveness by putting these Training Divisions at major training sites in their regions.

This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The sites selected were determined as the best locations because they optimize the Reserve Components' ability to recruit and retain Reserve Component soldiers and to train and mobilize units affected by this recommendation.

Although not captured in the COBRA analysis, this recommendation avoids an estimated \$16.8M in mission facility renovation costs and procurement avoidances associated with meeting AT/FP construction standards and altering existing facilities to meet unit training and communications requirements. Consideration of these avoided costs would reduce costs and increase the net savings to the Department of Defense in the 6-year BRAC implementation period and in the 20-year period used to calculate NPV.

This recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance homeland security and homeland defense at a reduced cost to those agencies.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and force structure plan. Therefore, the Commission approved the recommendation of the Secretary.

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