installation is a relative measure of military value only within the context of the subcategory in which that installation was analyzed, in order to compare one installation in a subcategory against another installation in that category.

The results of the capacity analyses and military value analyses were then combined in that stage of the process called configuration analysis. The purpose of configuration analysis was to identify, for each subcategory of installations, sets of installations that best meet the needs of the Navy and Marine Corps, in light of future requirements, while eliminating the most excess capacity. Multiple solutions were generated that would satisfy capacity requirements for the future force structure while maintaining the average military value of the retained installations at a level equal to or greater than the average military value for all of the installations in the subcategory.

The configuration analysis solutions were then used by the BSEC as the starting point for the application of military judgment in the development of potential closure and realignment scenarios to undergo return on investment analysis. Scenario development was an iterative process in which results of COBRA analyses and inputs from the senior Defense leadership were used to generate additional options. The input received from the Fleet CINC's, the major claimants (including the SYSCOM Commanders), and the DON civilian leadership was an integral part of scenario development. The CINCs and major claimants provided input both directly, during meetings, and indirectly, through COBRA scenario data call responses. Additionally, the Joint Cross-Service Groups generated numerous alternatives derived from their analysis of data and information provided by the Military Departments. From alternatives proposing closure or realignment of DON activities, all but one of the Depot Maintenance alternatives, all of the significant Laboratory alternatives, all of the Military Treatment Facilities alternatives, all of the significant Test and Evaluation alternatives, and all of the Undergraduate Pilot Training alternatives resulted in COBRA scenario data calls. As a result of the scenario development portion of the process, the BSEC developed 174 scenarios involving 119 activities.

COBRA scenario data calls from the chains of command of affected installations and their tenants. In analyzing these responses, the BSEC aggressively challenged cost estimates to ensure both their consistency with standing policies and procedures and their reasonableness. With reductions in budgets, numbers of programs, and numbers of systems being produced, the BSEC reviewed the data call responses to ensure that outyear requirements were appropriately reduced in terms of personnel, facilities, and capacities of remaining facilities. The BSEC used the COBRA algorithms as a tool to ensure that its recommendations were cost effective. As a result, the estimated upfront costs are the lowest of any round of base closure, and the longest period for return on investment of any recommendation is four years. Most recommendations will obtain an immediate return on investment, with savings offsetting costs of closure within the closure period.

The impact on the local economic area for each DON installation considered for closure or realignment was calculated using the DoD BRAC 95 Economic Impact Data Base. The DON is very concerned about economic impact and has made every effort to fully understand all of the