

Analyze Return on Investment

The DLA BRAC Working Group evaluated potential realignment and closure scenarios using the Cost of Base Realignment Actions (COBRA) model. Data for the model consists of DoD standard factors, DLA standard factors, static base data, and scenario-specific data which describes the actions and costs involved in a realignment or closure scenario. DoD standard factors used in the model were developed by a DoD Joint Process Action Team. Agency-wide standard factors were developed from field-certified data and data collected and certified by Headquarters organizations. Activity static information was gathered from field-certified data and OSD policy memo guidance.

Develop Recommendations

After base realignment and closure scenarios were evaluated with the COBRA model, the analysis results were reviewed by the BRAC Working Group and presented to the Executive Group for further consideration.

Each scenario was considered in terms of its overall risk, benefit, and cost to the strategic direction of DLA and the interests of DoD. Based on its review and best military judgment, the Executive Group made individual recommendations to the Director. After the approval of the Director, the recommendations were then returned to the Working Group for economic, community infrastructure, and environmental impact assessments. The Working Group reported its findings to the Executive Group for further consideration as appropriate.

Role of Internal Controls and External Audits

An Internal Control Plan for the collection and analysis of data was developed for the BRAC 95 process. The plan, issued 23 May 1994, was reviewed and approved by the DoD Inspector General (IG) and the General Accounting Office (GAO).

DoDIG personnel were responsible for data validation, and fully participated in the Executive and Working Group meetings and observed the Working Group analysis process.

GAO representatives also participated in the DLA BRAC 95 process and attended Executive Group meetings, observed the Working Group analysis process, and visited selected field activities to observe the data collection and data validation process.

Finalize Recommendations

Upon completion of the impact assessments, recommendations were returned to the Executive Group. The Working Group presented the results of the impact analyses and supported additional Executive Group deliberations. The Executive Group discussed the impact assessments, conducted an extensive review of each recommendation, and approved selected recommendations.