



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**FINANCIAL MANAGEMENT AND COMPTROLLER**  
**109 ARMY PENTAGON**  
**WASHINGTON DC 20310-0109**

SAFM-CE

15 December 2020

MEMORANDUM FOR Commanding General, US Army Installation Management Command,  
2405 Gun Shed Road, Joint Base San Antonio Fort Sam Houston, TX 78234-1223

SUBJECT: USAG Miami/SOUTHCOM Military Housing Economic Analysis (EA)

1. I reviewed the subject EA (encl) and find it sufficient to support decision-making.
2. The subject EA was conducted in accordance with DoDI 7041.03 Economic Analysis for Decision-Making. It evaluates a robust set of locations and acquisition strategies as investment alternatives for meeting USAG Miami housing requirements. Cost estimates for the Courses of Action (COA) evaluated are based on DD1391s, OMB Circular A-94 discount rates, official DoD cost factors, relevant industry sources, and applicable market analyses.
3. The EA documents rationale for evaluation of all COAs, including the recommendation of a Federal Transfer of land, currently owned by the Federal Aviation Administration, in combination with a Military Housing Privatization Initiative at a 30-year present value cost of \$418M. The scoring method used for benefit to cost comparison and COA recommendation is defensible and documented as to provide for transparent trade-off evaluation and affordability considerations. Sensitivity analysis conducted further supports the robustness of the results.
4. This memorandum does not constitute HQDA approval for resourcing.
5. My point of contact for this review is Mr. David Molinari, [david.p.molinari.civ@mail.mil](mailto:david.p.molinari.civ@mail.mil).

Encl

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(Cost and Economics)

CF:  
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