Department of the Navy
IAT

INFRASTRUCTURE ANALYSIS TEAM
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RP-0242
IAT/REV
25 October 2004

MEMORANDUM FOR THE DON ANALYSIS GROUP (DAG)

Subj: REPORT OF DAG DELIBERATIONS OF 14 OCTOBER 2004

Encl: (1) 14 October 2004 DAG Agenda
(2) Optimization Modeling Specifications and Output Brief for the HSA DON Regional Support Activities Installation Management Category of 14 October 2004
(3) HSA DON-Specific Reserve Centers Scenario Development Phase Two Brief of 14 October 2004

1. The eleventh deliberative session of the Department of the Navy (DON) Analysis Group (DAG) convened at 1410 on 14 October 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the DAG were present: Ms. Anne R. Davis, Chair; RADM Christopher E. Weaver, USN, Member; Mr. Thomas Crabtree, Member; Ms. Carla Liberatore, Member; Mr. Paul Hubbell, Member; Mr. Michael Jaggard, Member; RDML Mark T. Emerson, USN, Member; and Debra Edmond, Member. RDML (sel) Charles Martoglio, USN, Member, did not attend the deliberative session. Additionally, Mr. Ronnie J. Booth, Navy Audit Service, Representative; and the following members of the IAT were present: Mr. Dennis Biddick, Chief of Staff; CAPT Jason A. Leaver, USN, Mr. David LaCroix, Senior Counsel; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC, Recorder. Mr. Michael Akin, Mr. Mark Anthony, and Kathleen Reid, CNI, also attended the deliberative session. All attending DAG members were provided enclosures (1) through (3).

2. Ms. Davis provided the DAG a synopsis of the IEG meeting and deliberative session held earlier this day. She stated that the IEG reviewed and approved the scenarios developed by the DAG during its 5, 7, and 12 October 2004 deliberative sessions. The IEG noted that the DAG had developed a scenario to close NAVSTA Ingleside, realign NAS Corpus Christi, and relocate the forces to NAVSTA San Diego. The IEG directed the DAG to develop a comparable scenario to single site the NAVSTA Ingleside and realigned NAS Corpus Christi forces to an East Coast base. Additionally, the IEG instructed the DAG to assess the feasibility of relocating East Coast based SSNs to Portsmouth

Naval Shipyard. Ms. Davis informed the DAG that the IAT Operations Team will develop the new NAVSTA Ingleside scenario for the DAG's review. Additionally, the IAT Operations Team will assess the feasibility of relocating SSNs to Portsmouth Naval Shipyard and report its findings to the DAG.

3. MajGen Emerson N. Gardner Jr., USMC, Member, entered the deliberative session at 1430. Ms. Ariane Whittemore, Member, entered the deliberative session at 1440. Mr. Crabtree departed the deliberative session at 1445 and was replaced by Mr. Anthony.

4. Ms. Davis reminded the DAG that, at its 7 October 2004 deliberative session, it approved the optimization model rules for the Navy Installation Management Regions (IM) category within the HSA Regional Support Activities Function and directed the IAT HSA Team to run the optimization model. CAPT Matthew R. Beebe, CEC, USN, the IAT HSA Team lead, used enclosure (2) to recap the approved optimization model construct, data, rules, and constraints and restrictions. See slides 2 through 4 of enclosure (2). He reminded the DAG that it directed the IAT HSA Team to provide capacity measure value averages, conduct iterative optimization model runs that reduced the number of regions from the current 12 to range between nine and five regions (seven to three for the regions within CONUS), and conduct a post-run staff review to ensure that regions are appropriately balanced.

5. CAPT Beebe informed the DAG that optimization model runs for the 12 Navy IM Regions required size limitations in order to produce possible solutions. Accordingly, the IAT HSA Team added an additional requirement that the largest region could not be three times the size of the average sized region and the smallest region could not be less than 1/3 the size of the average sized region. The DAG approved the use of these additional requirements.

6. CAPT Beebe then presented the capacity measure values for the twelve Navy IM regions and various capacity measure average values. See slide 6 of enclosure (2). He reminded the DAG that it directed that the optimization model runs force open the Commander, Navy Region Hawaii (CNRH) and Commander, Navy Region Guam (CNM) IM regions, and enable Commander, Naval District Washington (CNDW) IM Region to remain distinct. Currently, CNDW is distinct in that it is independent of state boundaries. Accordingly, the IAT HSA Team calculated the capacity measure average for all 12 Navy IM regions and another average for the

10 Navy IM regions located within CONUS. Additionally, the IAT HSA Team conducted and presented iterative optimization model runs that reduced the number of Navy IM regions within CONUS from 10 to eight and, eventually, to four regions. See slides 7 through 18 of enclosure (2).

7. The DAG noted that each iterative optimization model run contained the capacity measure value average for all 10 CONUS IM regions as well as the average of the reduced number of CONUS IM regions. CAPT Beebe stated that the optimization model runs recommended closing the CNDW IM Region for the seven and six CONUS Navy IM region solutions. In order for the DAG to evaluate the impact that CNDW would have on these solutions if it were to remain open, the IAT HSA Team provided the capacity measure value average, both with and without NDW, on the optimization model runs.

8. The DAG reviewed the workforce, Plant Replacement Value, average distance, and fenceline data and capacity measure value averages for each optimization model run. The DAG identified a significant increase in workforce and fenceline managed between the six and five region IM Region solutions and attributed the increases in span of control and geographic responsibilities. The DAG determined that CNDW should remain a Navy IM region for the reasons it provided in the 7 October 2004 deliberative session. The DAG also determined that realignment of CNM IM responsibilities to CNRH could eliminate duplicate regional responsibilities while maintaining essential operational responsibilities at CNM. Accordingly, the DAG proposed scenarios to realign three CONUS IM Regions, four CONUS IM Regions, and realign one IM Region within the Pacific Area of Responsibility. The DAG directed the IAT HSA Team to conduct Phase Two scenario development analysis, including application of the Scenario Alignment Assessment tool, and provide the results to the DAG. Upon review of the Phase Two analysis, the DAG will forward the scenarios to the IEG for approval. The proposed scenarios are as follows:

a. Realign Commander, Navy Region Gulf Coast (CNRGC), Commander, Navy Region South (CNRS), and Commander, Naval Reserve Forces Command IM Function into remaining CONUS IM regions and Disestablish CNRGC and CNRS.

b. Realign Commander, Navy Region Gulf Coast (CNRGC), Commander, Navy Region South (CNRS), Commander, Navy Region Northeast, and Commander, Naval Reserve Forces Command IM

Function into remaining CONUS IM regions and Disestablish CNRGC CNRS, and CNRNE.

c. Realign Commander, Navy Region Guam IM Function into Commander, Navy Region Hawaii.

9. CAPT Beebe provided an update concerning the Phase Two scenario development analysis for HSA DON-Specific Reserve Centers. He informed the DAG that the IAT HSA Team has continued to consult with Commander, Naval Reserve Force (COMNAVRESFOR) and Marine Forces Reserve (MARFORRES) during its Phase Two scenario development analysis. As a result of these consultations, the IAT HSA Team re-reviewed the capacity and military value data, optimization model results, and COMNAVRESFOR 50 State Review in order to identify additional scenarios.

10. The DAG reviewed the results for the Navy Reserve Centers (NRC) and Navy & Marine Corps Reserve Centers (NMCRC). See slides 3 and 4 of enclosure (3). CAPT Beebe informed the DAG that the IAT HSA Team and COMNAVRESFOR identified 13 possible additional scenarios, which are highlighted in yellow on slides 2 and 3 of enclosure (3). He explained that a NRC or NMCRC was a possible candidate for closure if it did not conflict with the 50 State Review or the NRC or NMCRC had low military value and the optimization model recommended closure. CAPT Beebe informed the DAG that MARFORRES concurred with the six I&I scenarios contained on slides 5 and 6 of enclosure (3).

11. The DAG approved the recommended scenarios and directed the IAT HSA Team to conduct Phase Two scenario development analysis, including application of the Scenario Alignment Assessment tool, and provide the results to the DAG. Upon review of the Phase Two analysis, the DAG will forward the scenarios to the IEG for approval. The activities are: NRC Glens Falls, New York; NRC Bangor, Maine; NRC Dubuque, Iowa, NRC Watertown, New York; NRC Lubbock, Texas; NRC Forest Park, Illinois; NRC Saint Petersburg, Florida; NRC Cleveland, Ohio; NRC Orange, Texas; NRC Fort Dix, New Jersey; NMCRC Tacoma, Washington; NMCRC Encino, California; NMCRC Grissom Air Reserve Base, Indiana (the Navy building onboard the installation only); I&I Rome, Georgia; I&I Wilmington, North Carolina; I&I West Trenton, New Jersey; I&I Charleston, South Carolina; MWSS 473 Det A; and, I&I Memphis, Tennessee.

Subj: REPORT OF DAG DELIBERATIONS OF 14 OCTOBER 2004

12. The deliberative session ended at 1602.

ROBERT E. VINCENT II
CDR, JAGC, U.S. Navy
Recorder, IAT

TAB 1

DON Analysis Group

14 October 2004
1400-1600
Crystal Plaza 6, 9th Floor

Meeting called by:	Chairman	Recorder:	CDR Vincent

----- Agenda Topics -----

Deliberative Session:

- Regional Support Phase One cont — Team Leads
- Reserve Centers Phase Two
- Recruiting Phase Two
- Officer Accessions (Navy)
- Recruit Training (Marine Corps)

Administrative

- Next meeting 19 Oct 2004, 1000-1400

Other Information

Read ahead for deliberative discussions.

TAB 2

Optimization Modeling Specifications and Output

Installation Management Regions

14 October 2004

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IM Regions

- **Meeting Objective: Present DAG with Optimization Model for IM Regions**
- **Model is not based on "excess" infrastructure capacity**
- **Model Data:**
  - **Fencelines managed/served**
  - **Workforce by fenceline location**
  - **Plant Replacement Value (PRV) by fenceline**
  - **Distance to fenceline locations**
  - **Fenceline location by State and FEMA Region**
  - **Military Value by activity**

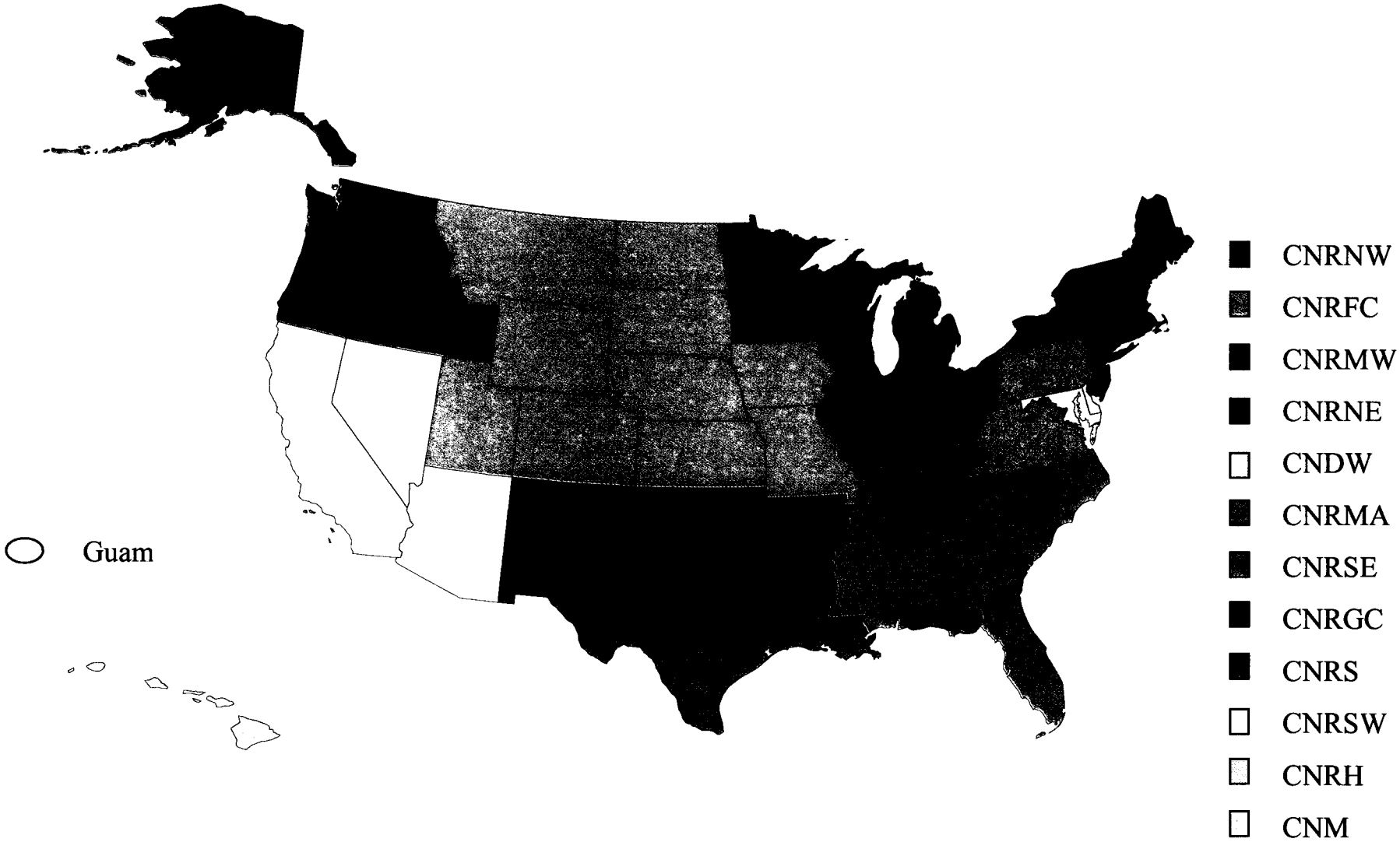
IM Regions 2nd Run Optimization Model Rules

- **Objective: Highest MILVAL and least distance between Regional HQ and customers (personnel and properties)**
- **Constraints/Restrictions**
  - Number of sites
  - Regional boundaries correlate with State boundaries
  - NDW properties treated normally and as an exclusion
  - Identify AK property as located in Seattle for analysis
  - Maintain Guam and Hawaii as independent Regions
  - Balance PRV/Personnel distribution within limits
- **Post-run Staff Review**
  - Examine Regional Balance
  - Look for conflicts with FEMA/EPA, etc.

IM Regions Initial Optimization Model Output

- **Output**
  - 12 current Regions – iterative runs to reduce number of Regions
- **Capacity Measures for each run**
  - Shows projected scope of management and balance
  - Compare scope of management and balance
- **Objective: 2-3 Options**
  - to generate scenario datacalls
  - to model alignment options for the phase II analysis of Regional Support Activities.

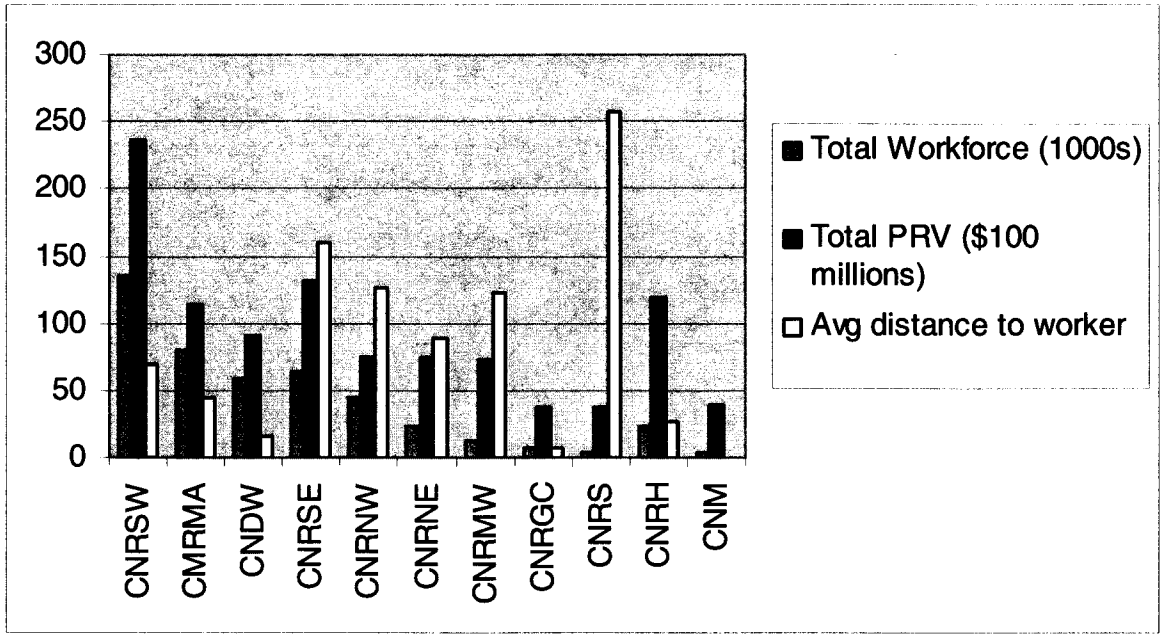
Twelve Navy Regions



Twelve Navy Regions

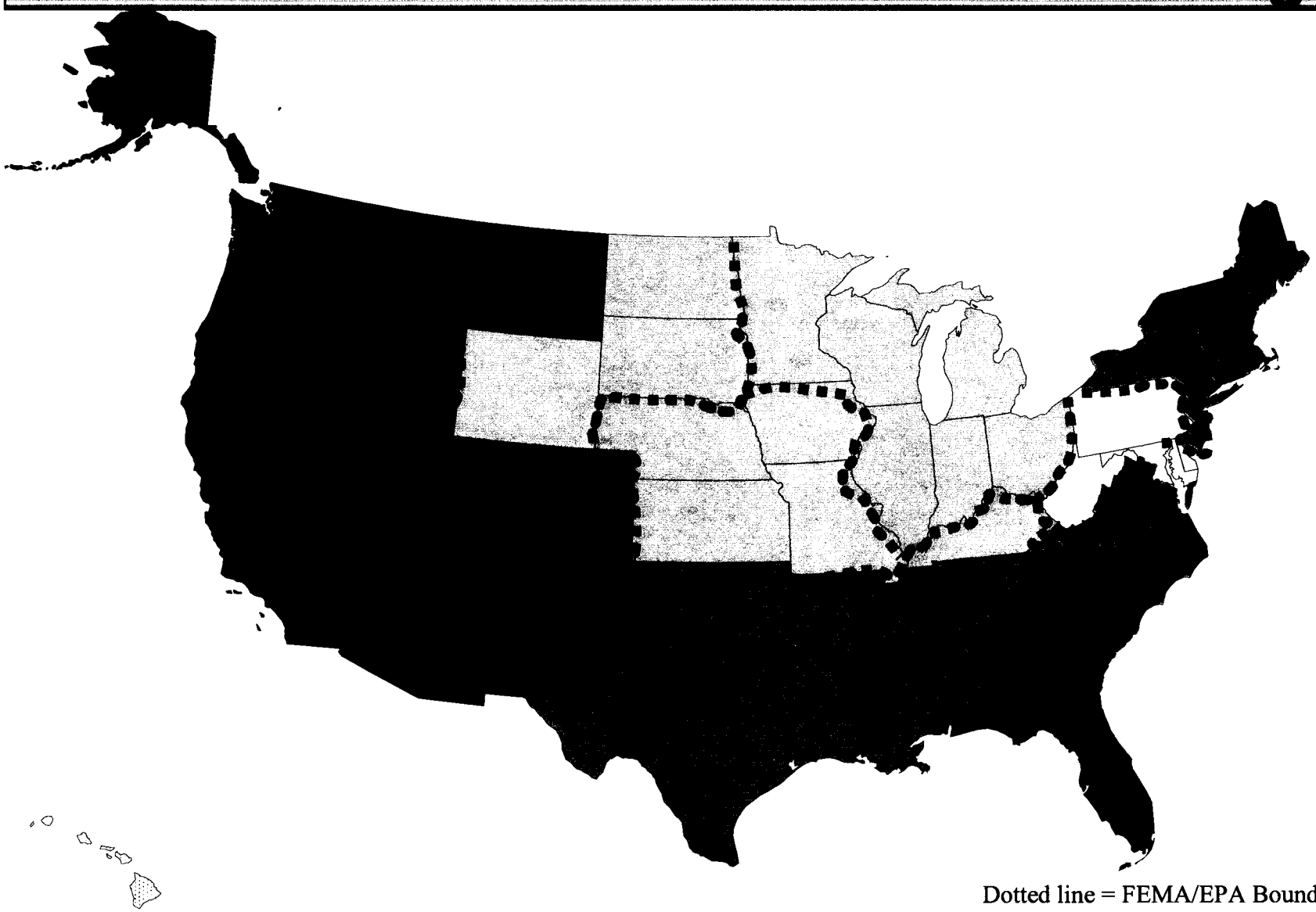
	CNRSW	CMRMA	CNDW	CNRSE	CNRNW	CNRNE	CNRMW	CNRGC	CNRS	CNRH	CNM	CNRFC
Total Workforce (K)	135	81	58	63	44	23	13	7	3	24	3	0
Total PRV ($100M)	235	114	90	131	74	75	72	37	37	119	38	0
Avg distance	69	44	16	160	126	89	122	7	257	26	0	928
Fencelines	38	33	28	55	20	35	32	6	27	6	3	20

	Workforce	PRV	AVG Dist	Fenceline	
Average	38	85	152	25	
Average	37	72	152	24	Excludes HI and GU



CNRFC is not shown on the graph due to distortion

Eight Navy CONUS Regions

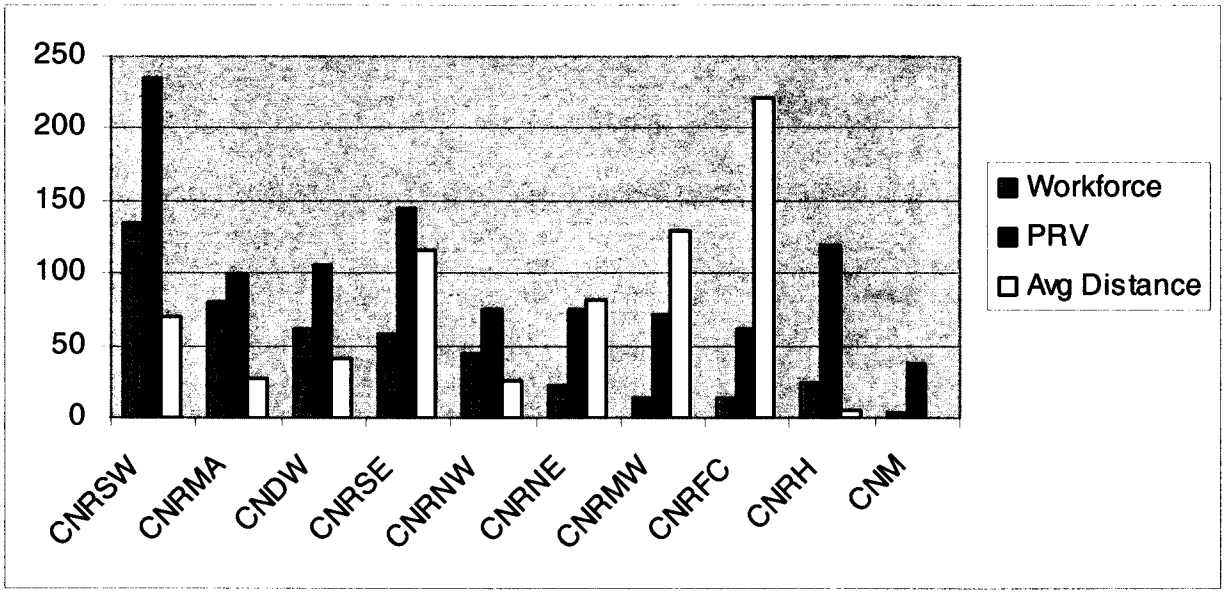


Dotted line = FEMA/EPA Boundaries

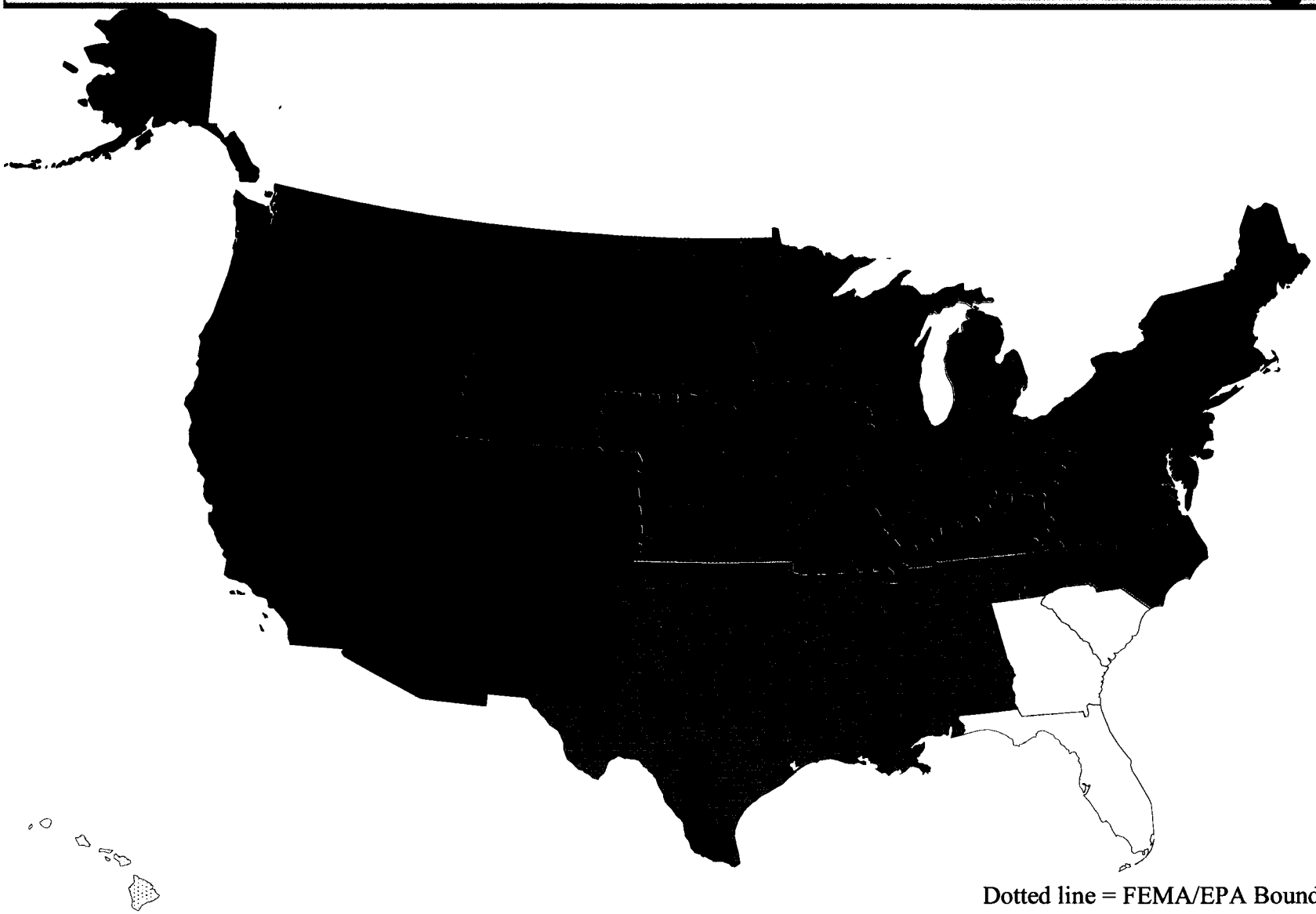
Eight Navy CONUS Regions

	CNRSW	CNRMA	CNDW	CNRSE	CNRNW	CNRNE	CNRMW	CNRFC	CNRH	CNM
Total Workforce (K)	135	80	61	58	44	22	13	13	24	3
Total PRV ($100M)	235	98	106	144	74	75	72	61	119	38
Avg distance	70	28	41	116	25	82	129	221	5	0
Fencelines	44	29	43	35	22	30	50	37	6	3

	Workforce	PRV	AVG Dist	Fenceline
8 CONUS Avg	53	108	67	36
CONUS Avg	37	72	152	24



Seven Navy CONUS Regions

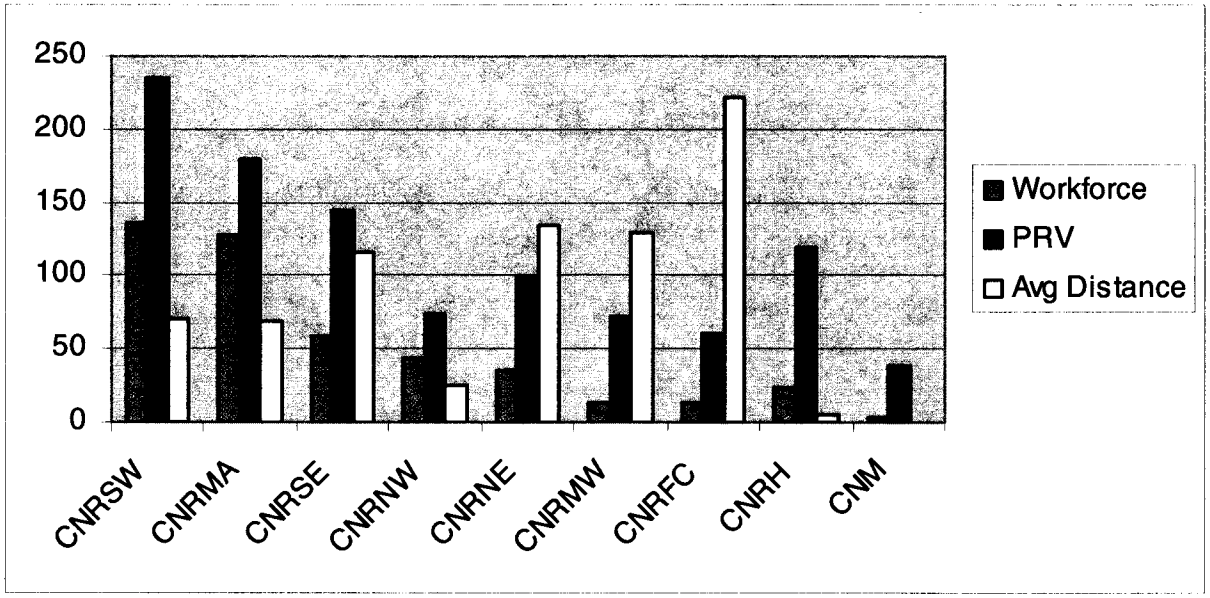


Dotted line = FEMA/EPA Boundaries

Seven Navy CONUS Regions

	CNRSW	CNRMA	CNRSE	CNRNW	CNRNE	CNRMW	CNRFC	CNRH	CNM
Total Workforce (K)	135	127	58	44	36	13	14	24	3
Total PRV ($100M)	235	180	144	74	98	72	61	119	38
Avg distance	70	68	116	25	134	129	221	5	0
Fencelines	44	56	35	22	46	50	37	6	3

	Workforce	PRV	AVG Dist	Fenceline
7 CONUS Avg	61	125	83	41
7 CONUS + NDW	61	124	77	41
CONUS Avg	37	72	152	24



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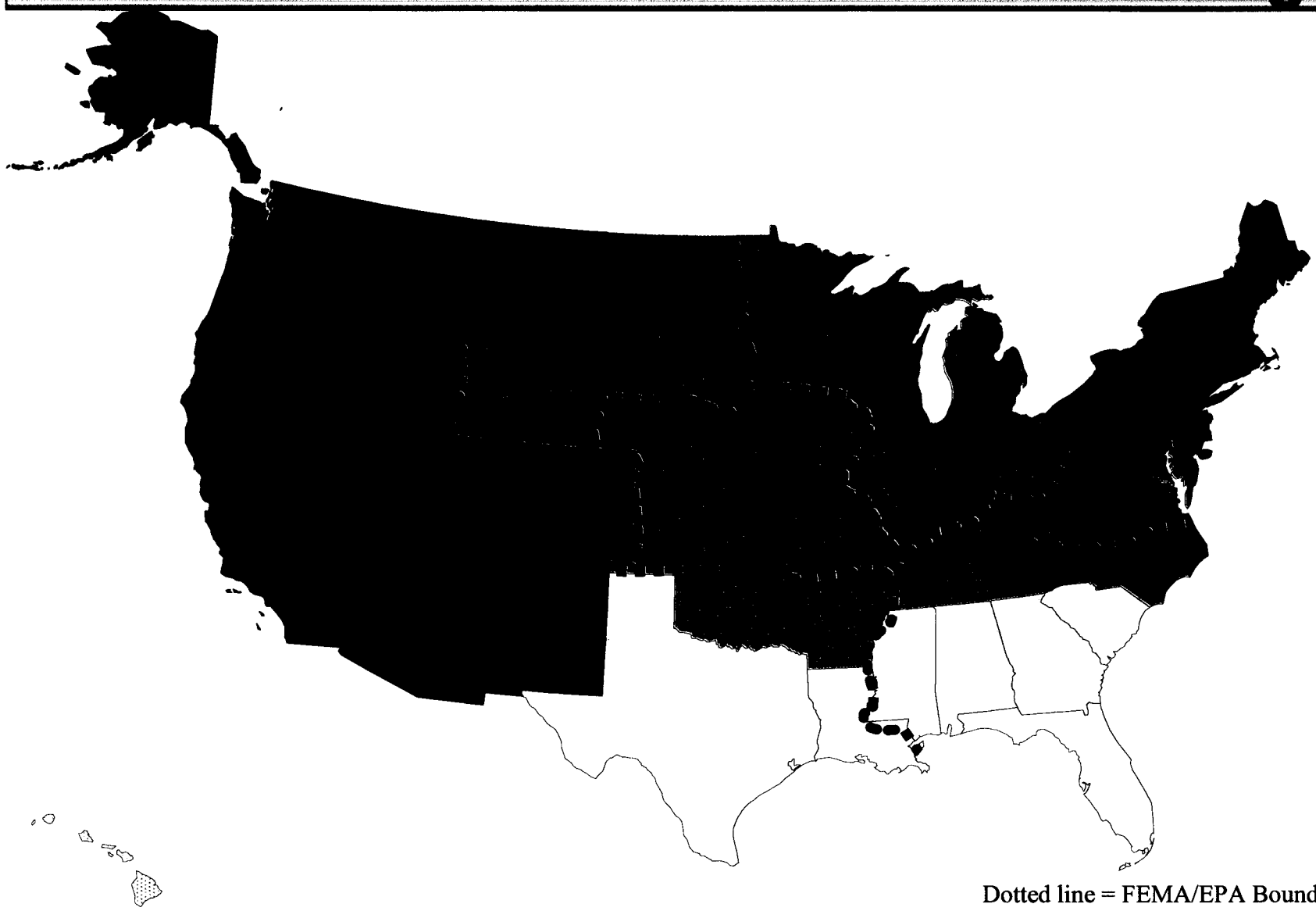
Six Navy CONUS Regions

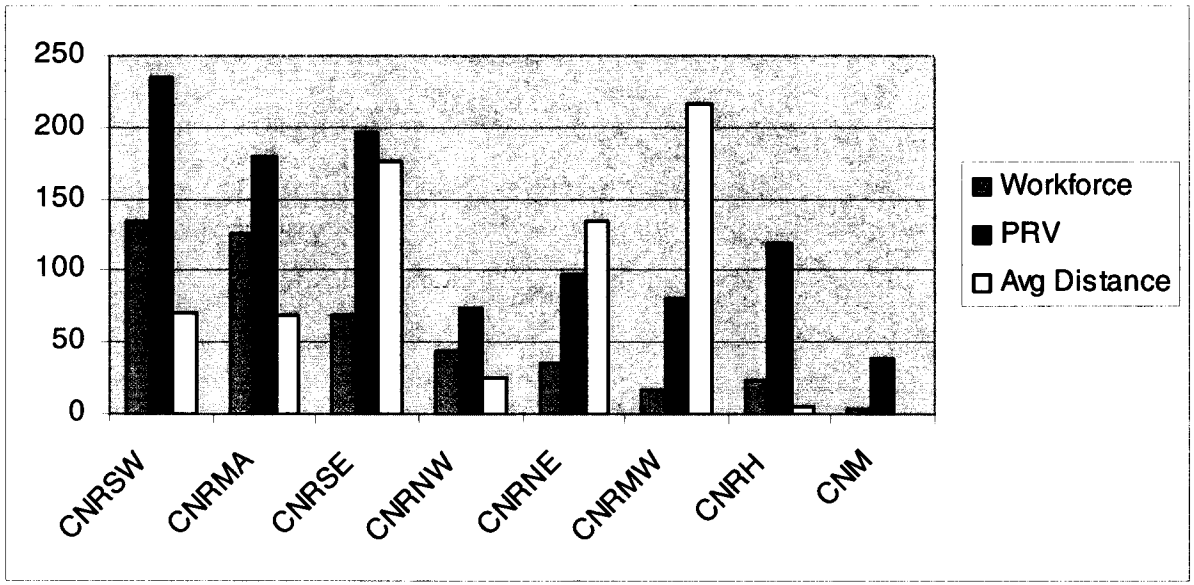


Dotted line = FEMA/EPA Boundaries

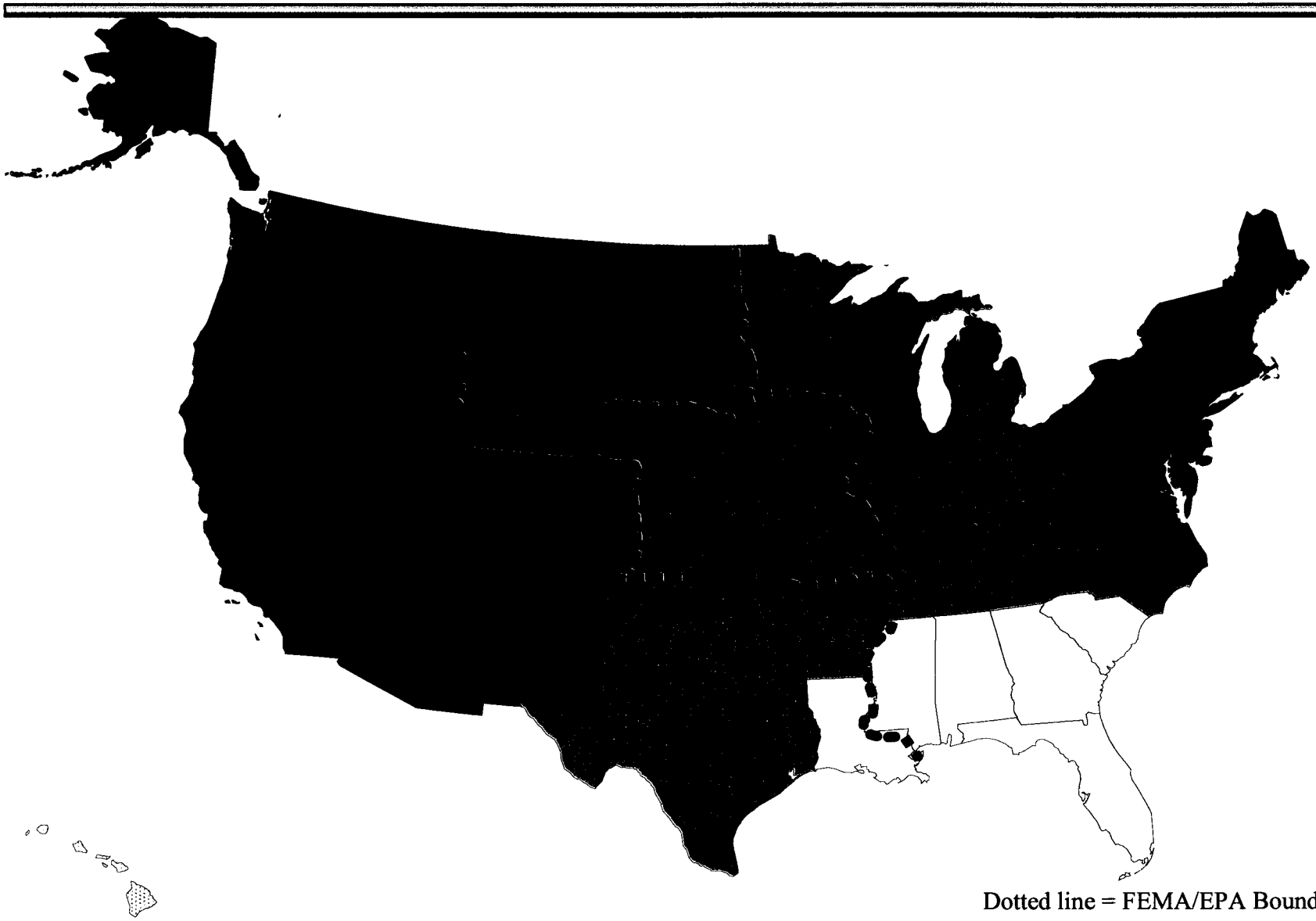
Six Navy CONUS Regions

	CNRSW	CNRMA	CNRSE	CNRNW	CNRNE	CNRMW	CNRH	CNM
Total Workforce (K)	135	126	68	44	36	17	24	3
Total PRV ($100M)	235	180	196	74	98	81	119	38
Avg distance	70	68	177	25	134	216	5	0
Fencelines	44	56	64	22	46	58	6	3

	Workforce	PRV	AVG Dist	Fenceline
6 CONUS Avg	71	144	93	48
6 CONUS + NDW	71	144	95	48
CONUS Avg	37	72	152	24



Six Navy Regions – Extra Balanced

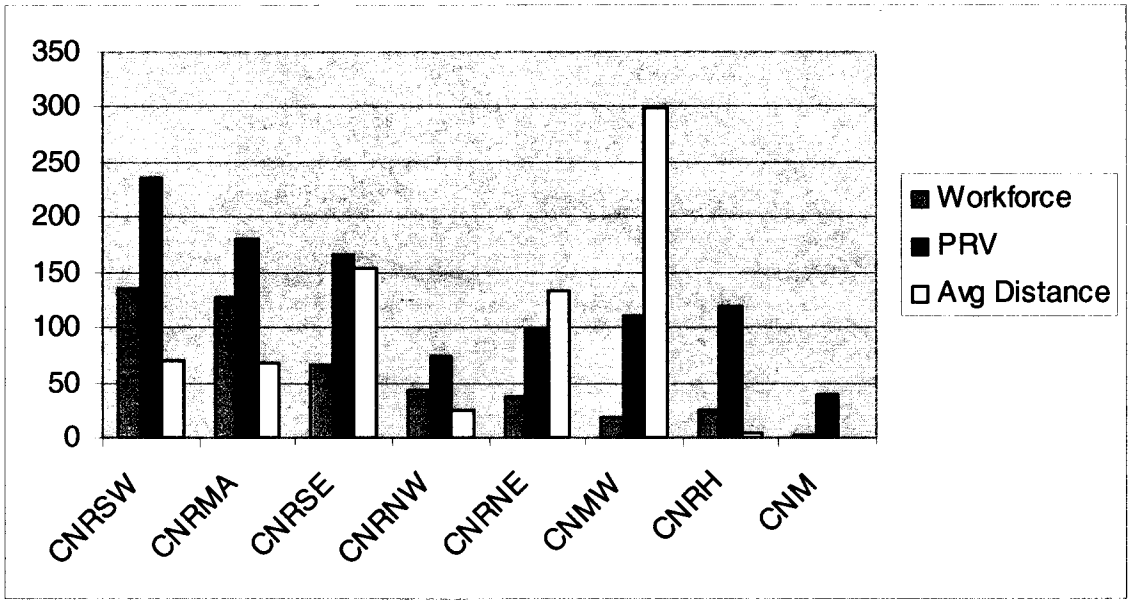


Dotted line = FEMA/EPA Boundaries

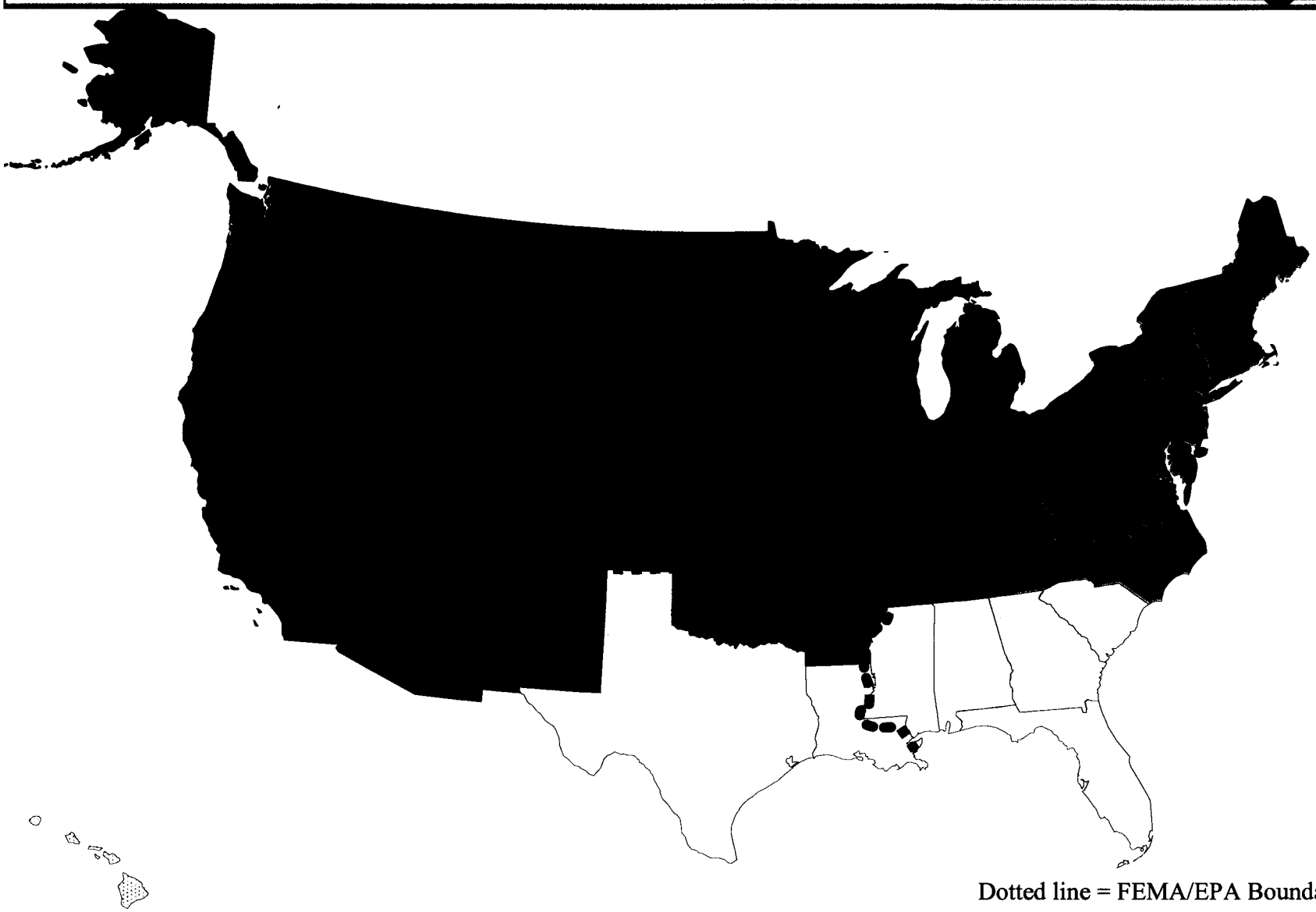
Six Navy Regions – Extra Balanced

	CNRSW	CNRMA	CNRSE	CNRNW	CNRNE	CNMW	CNRH	CNM
Total Workforce (K)	135	127	66	44	36	19	24	3
Total PRV ($100M)	235	180	166	74	98	111	119	38
Avg distance	70	68	154	25	134	299	5	0
Fencelines	44	56	49	22	46	73	6	3

	Workforce	PRV	AVG Dist	Fenceline
6 CONUS Avg	71	144	93	49
6 CONUS + NDW	71	144	95	48
CONUS Avg	37	72	152	24



Five Navy CONUS Regions

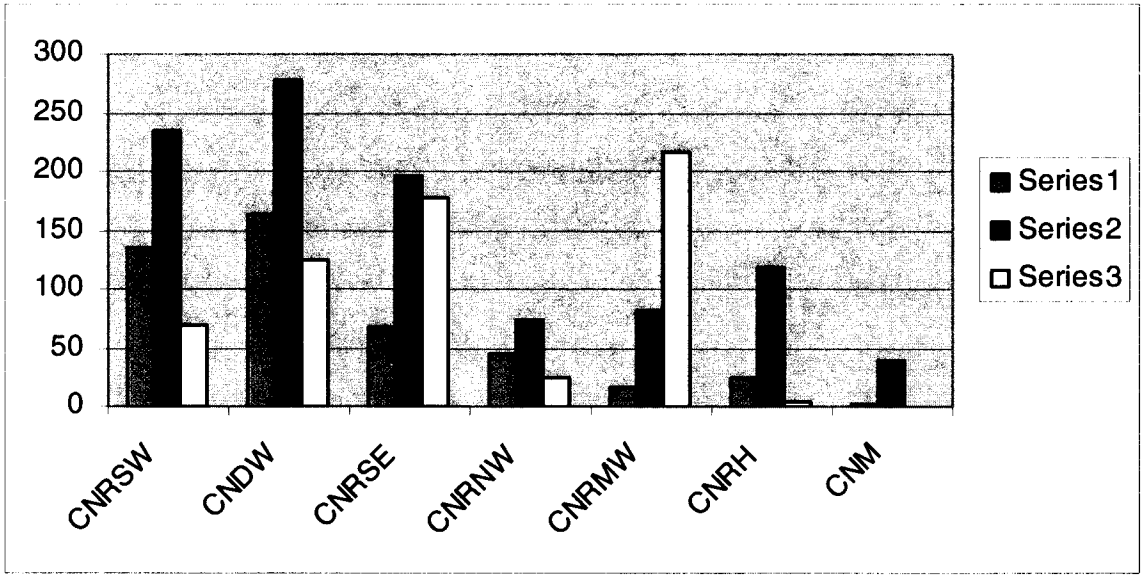


Dotted line = FEMA/EPA Boundaries

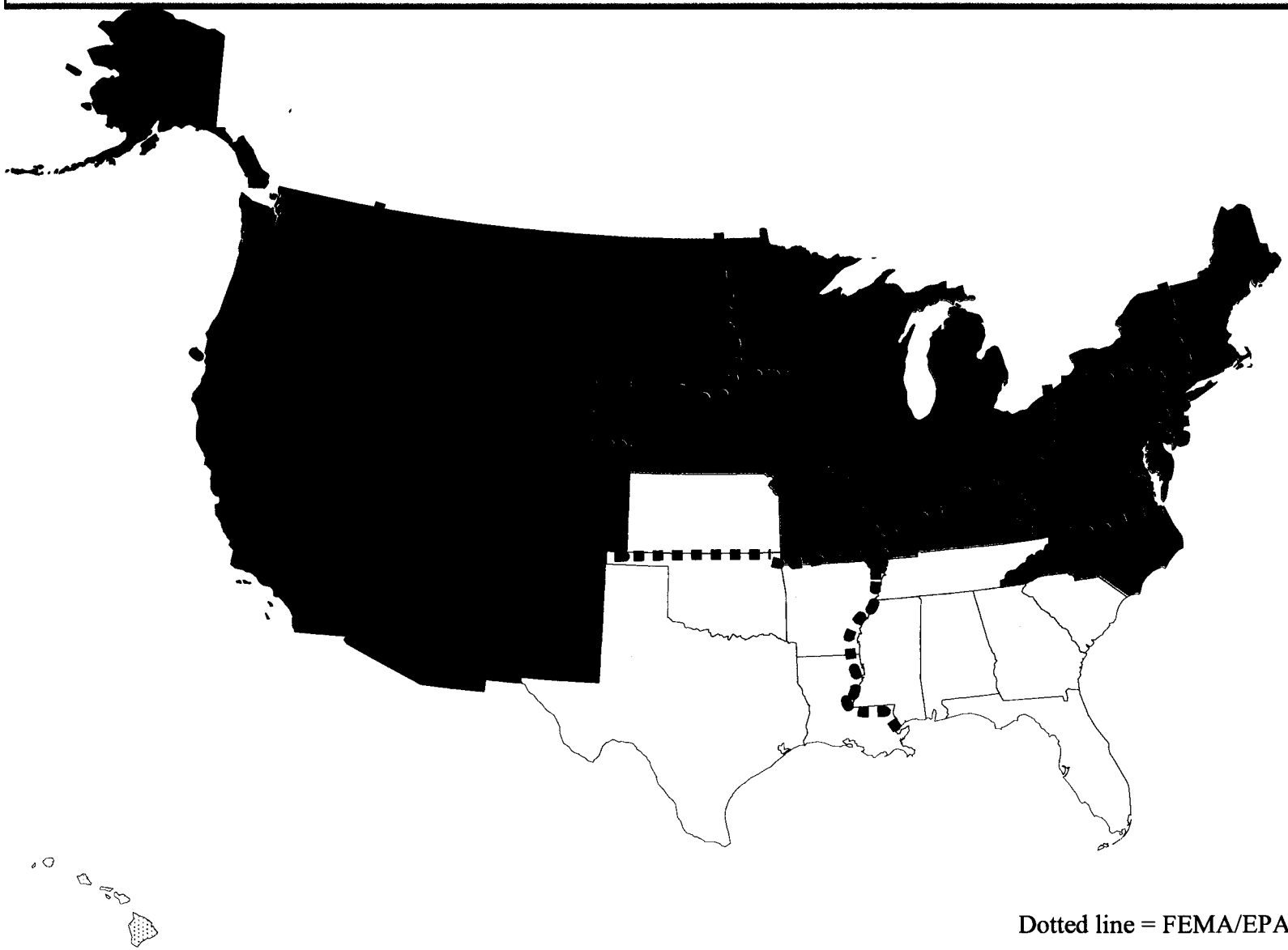
Five Navy CONUS Regions

	CNRSW	CNDW	CNRSE	CNRNW	CNRMW	CNRH	CNM
Total Workforce (K)	135	163	68	44	17	24	3
Total PRV ($100M)	235	278	196	74	81	119	38
Avg distance	70	125	177	25	216	5	0
Fencelines	44	102	64	22	58	6	3

	Workforce	PRV	AVG Dist	Fenceline
5 CONUS Avg	85	173	109	58
5 CONUS + NDW	86	173	114	58
CONUS Avg	37	72	152	24



Four Navy CONUS Regions

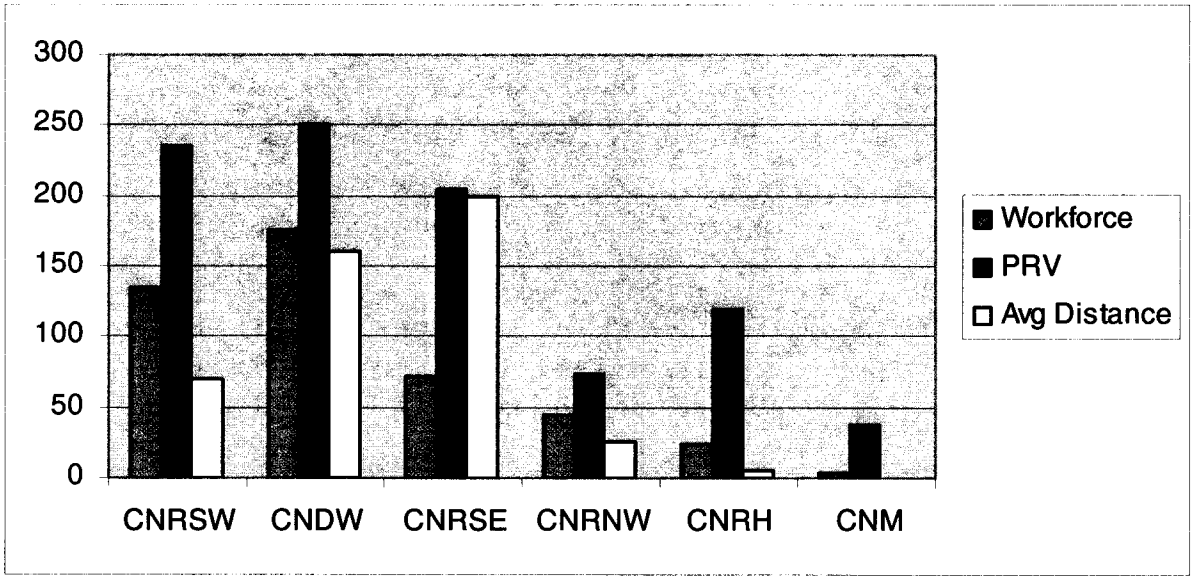


Dotted line = FEMA/EPA Boundaries

Four Navy CONUS Regions

	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNM
Total Workforce (K)	135	176	72	44	24	3
Total PRV ($100M)	235	251	205	74	119	38
Avg distance	70	161	200	25	5	0
Fencelines	45	150	73	22	6	3

	Workforce	PRV	AVG Dist	Fenceline
4 CONUS Avg	107	216	125	72
4 CONUS + NDW	107	216	186	72
CONUS Avg	37	72	152	24



Balance Changes in Regions

High	Workforce	PRV	AVG Dist	Fenceline
Twelve	135	235	928	55
Ten CONUS	135	235	928	55
Eight CONUS	135	235	221	50
Seven CONUS	135	235	221	56
Six CONUS	135	235	216	64
Six more balanced	135	235	299	73
Five CONUS	163	278	216	102
Four CONUS	176	251	200	150

Average	Workforce	PRV	AVG Dist	Fenceline
Twelve	38	85	152	25
Ten CONUS	37	72	152	24
Eight CONUS	53	108	67	36
Seven CONUS	61	125	83	41
Six CONUS	71	144	93	48
Six more balanced	71	144	93	49
Five CONUS	85	173	109	58
Four CONUS	107	216	125	725

Low	Workforce	PRV	AVG Dist	Fenceline
Twelve	0	0	0	3
Ten CONUS	0	0	7	6
Eight CONUS	13	61	25	22
Seven CONUS	13	61	25	22
Six CONUS	17	74	25	22
Six more balanced	19	74	25	22
Five CONUS	17	74	25	22
Four CONUS	44	74	25	22

Suggestions for Scenarios

- **Six + CNDW CONUS Regions**
  - Remove CNRGC, CNRFC and CNRS
  - Easiest but no real manpower savings
  - No Region's span of control exceeds current max
- **Six CONUS Regions**
  - Remove CNRGC, CNRFC, CNRS and CNDW
  - CNDW consolidates with CNRMA
  - No Region's span of control exceeds current max
  - Six "More Balanced" may be preferred if Gulf Coast presence reduced
- **Five CONUS Regions**
  - Remove CNRGC, CNRFC, CNRS, CNDW and CNRNE
  - Flag pole can be at CNDW, CNRMA or CNRNE
  - Increase in max span of control

Needed Decisions

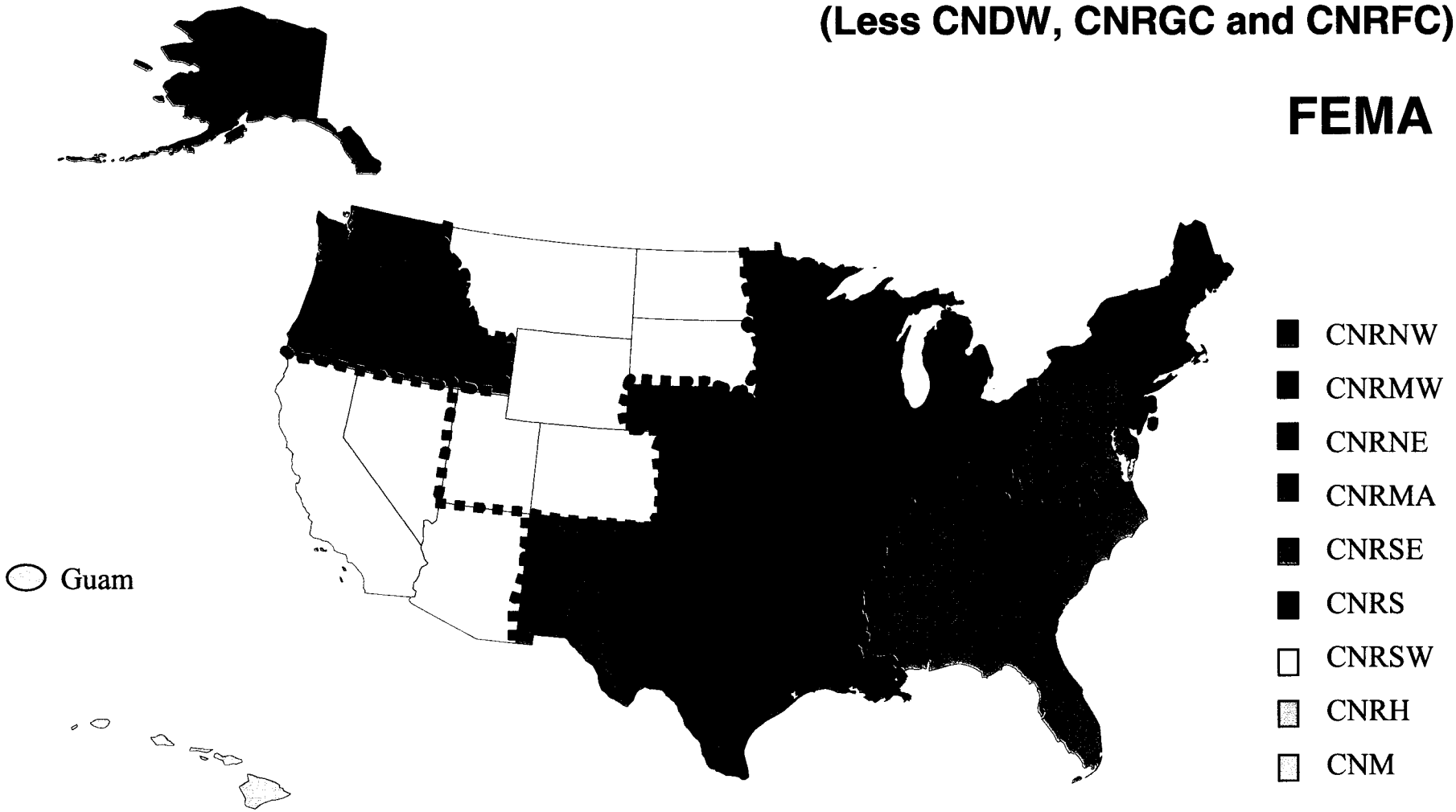
- How to treat CNDW and other areas requiring flag presence?
- Importance of alignment to other DoD/Federal agencies' boundaries?
- How much balance is achievable in relation to other factors?
- Should Hawaii and Guam be considered for consolidation?
- What scenario(s) should be proposed to the IEG?

Backup

Nine Navy Regions (Eight CONUS plusNDW)

(Less CNDW, CNRGC and CNRFC)

FEMA

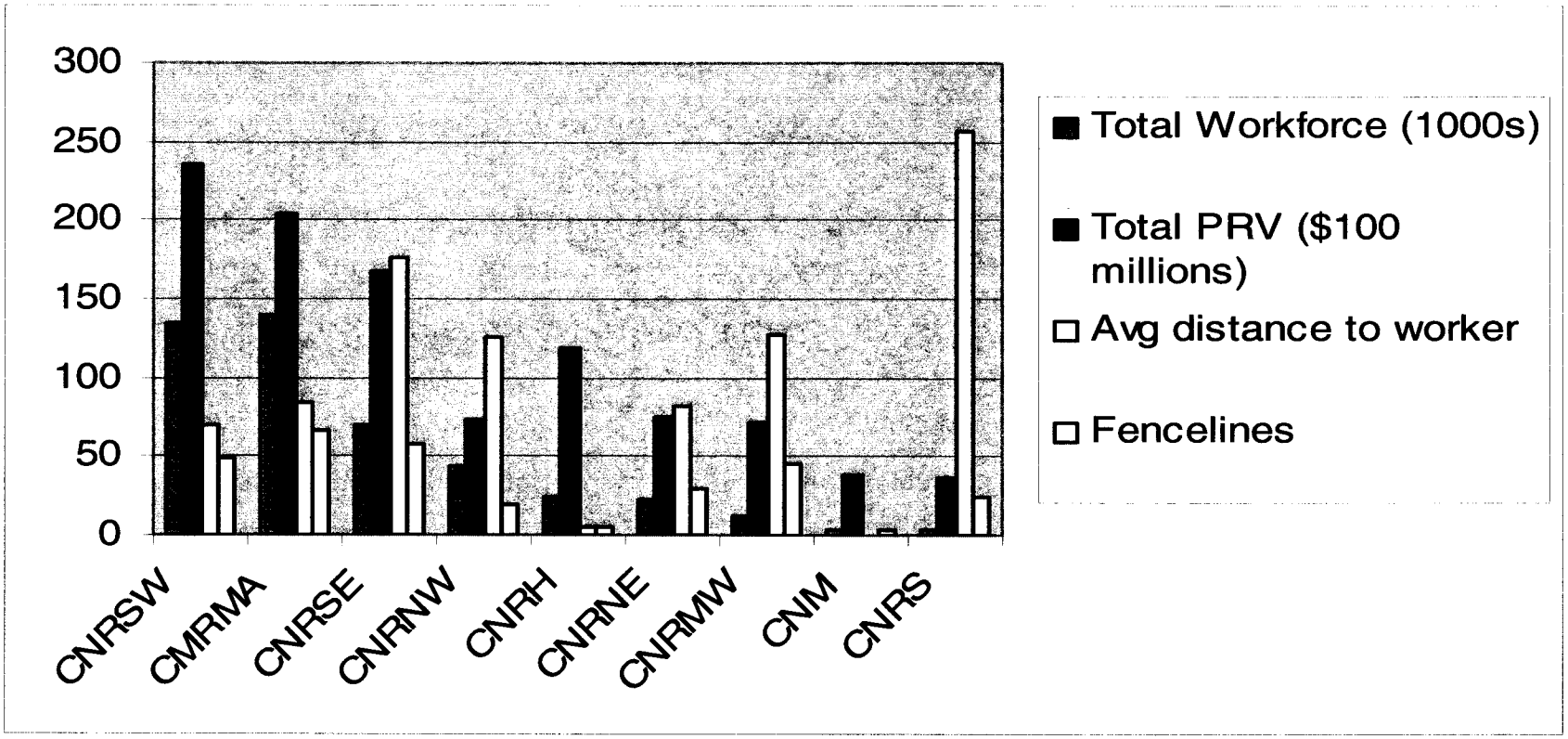


FEMA

Nine Navy Regions (Eight CONUS plus NDW)

FEMA

	CNRSW	CMRMA	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNM	CNRS
Total Workforce (1000s)	135	140	70	44	24	22	13	3	3
Total PRV ($100 millions)	236	204	168	74	119	75	72	38	37
Avg distance to worker	70	84	176	126	5	82	128	0	257
Fencelines	48	66	57	20	6	30	45	3	24



Nine Navy Regions (Seven CONUS)

(Less CNDW, CNRGC and CNRFC)

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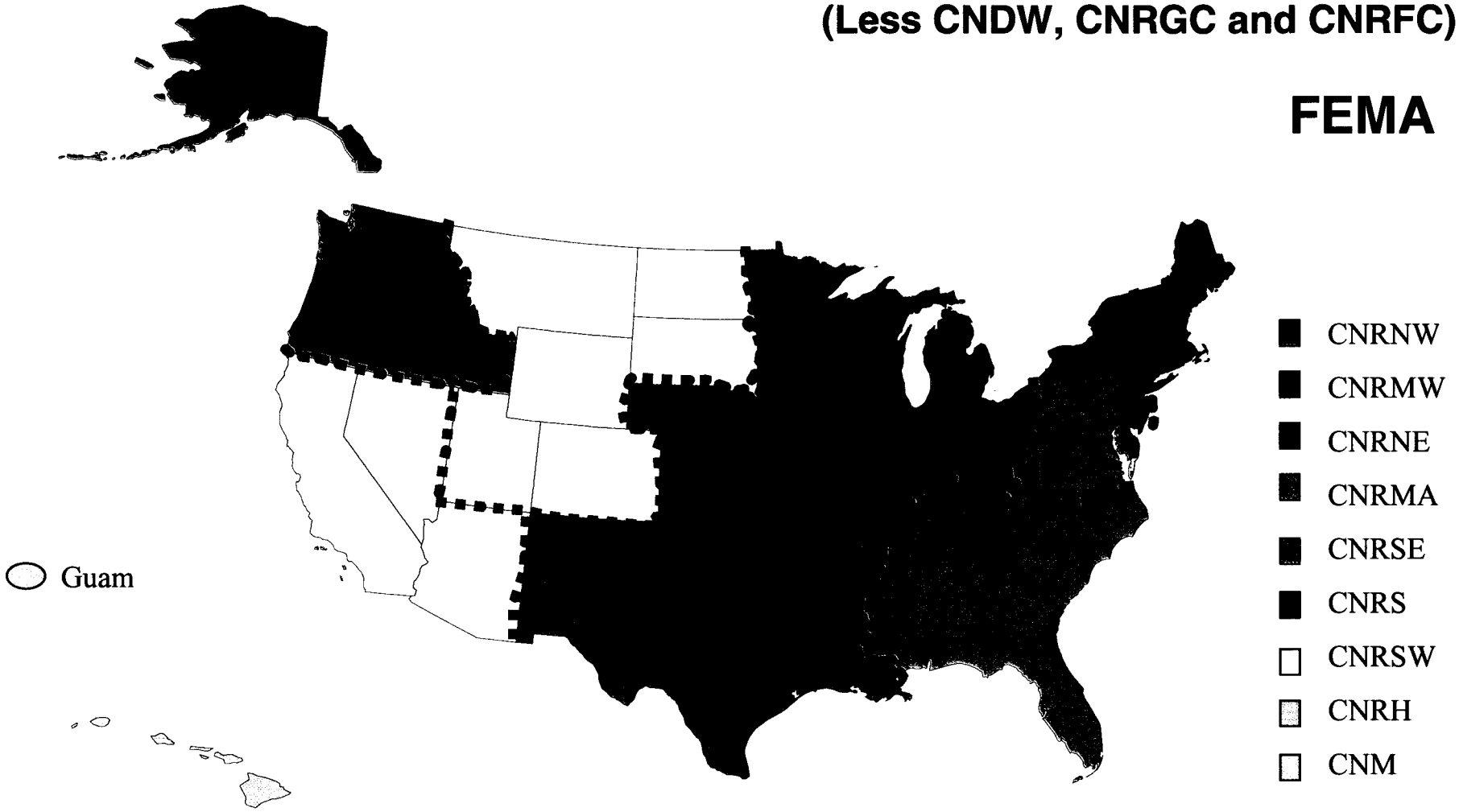
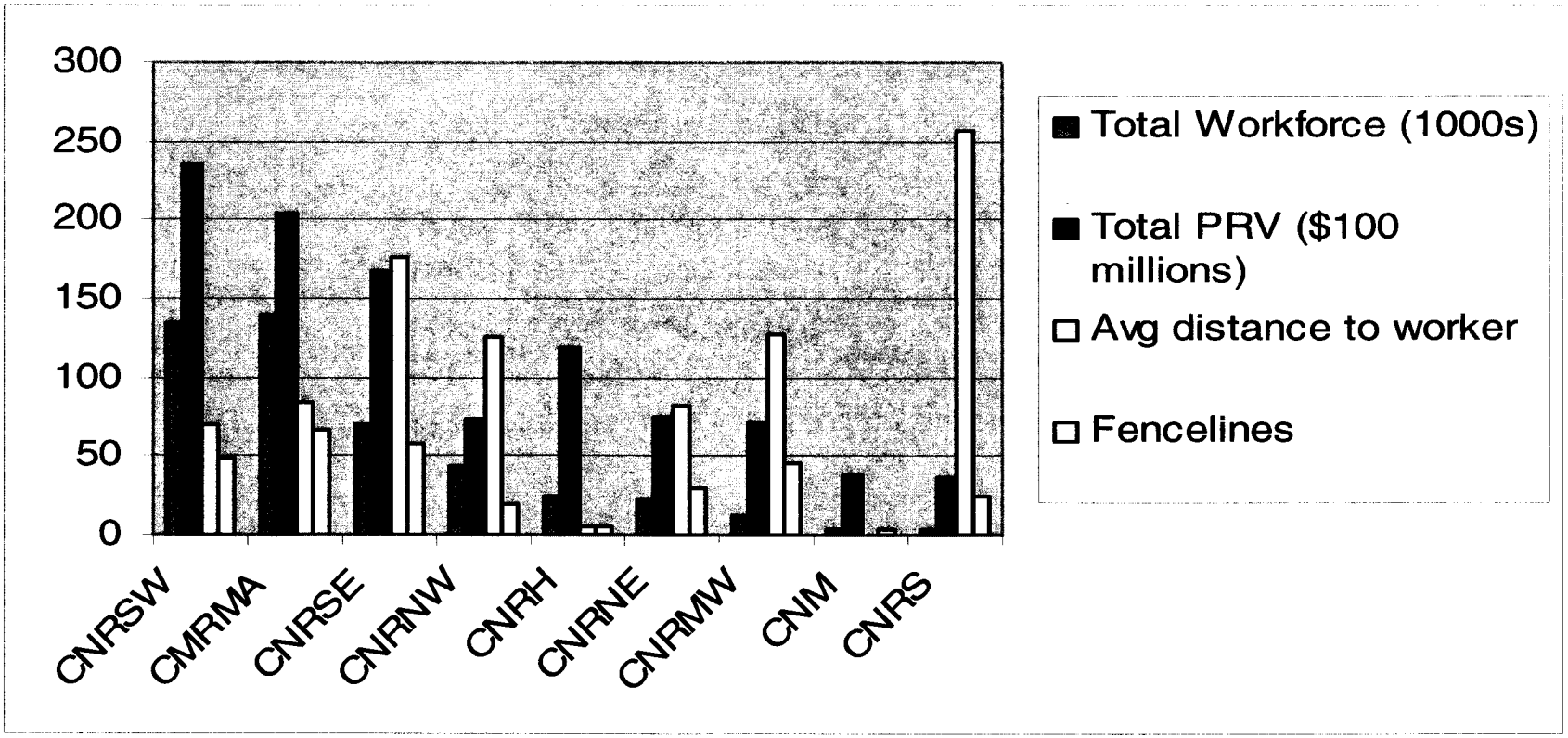


FEMA

Nine Navy Regions (Seven CONUS)

FEMA

	CNRSW	CMRMA	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNM	CNRS
Total Workforce (1000s)	135	140	70	44	24	22	13	3	3
Total PRV ($100 millions)	236	204	168	74	119	75	72	38	37
Avg distance to worker	70	84	176	126	5	82	128	0	257
Fencelines	48	66	57	20	6	30	45	3	24



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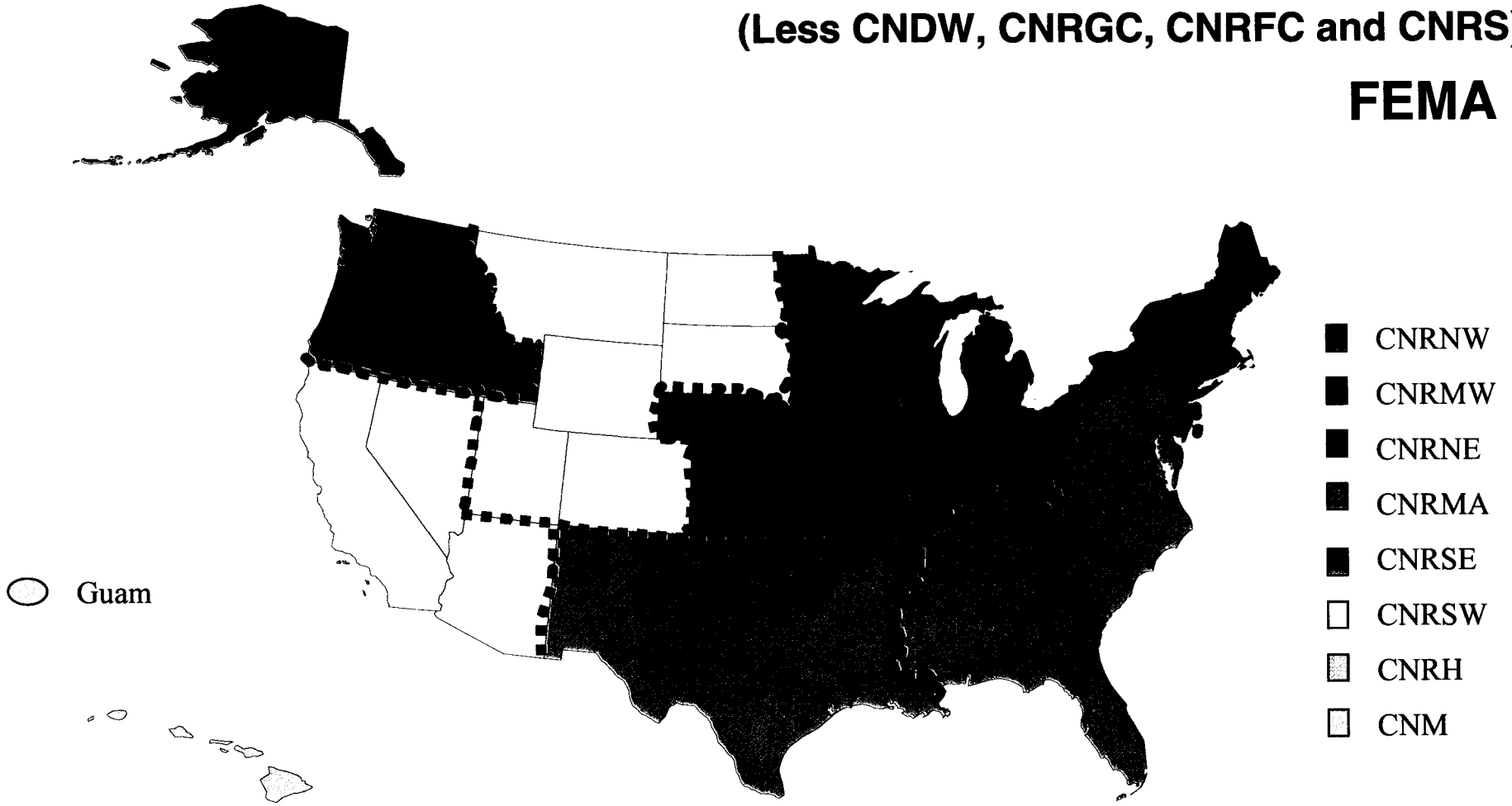
Eight Navy Regions (Six CONUS)

(Less CNDW, CNRGC, CNRFC and CNRS)

FEMA

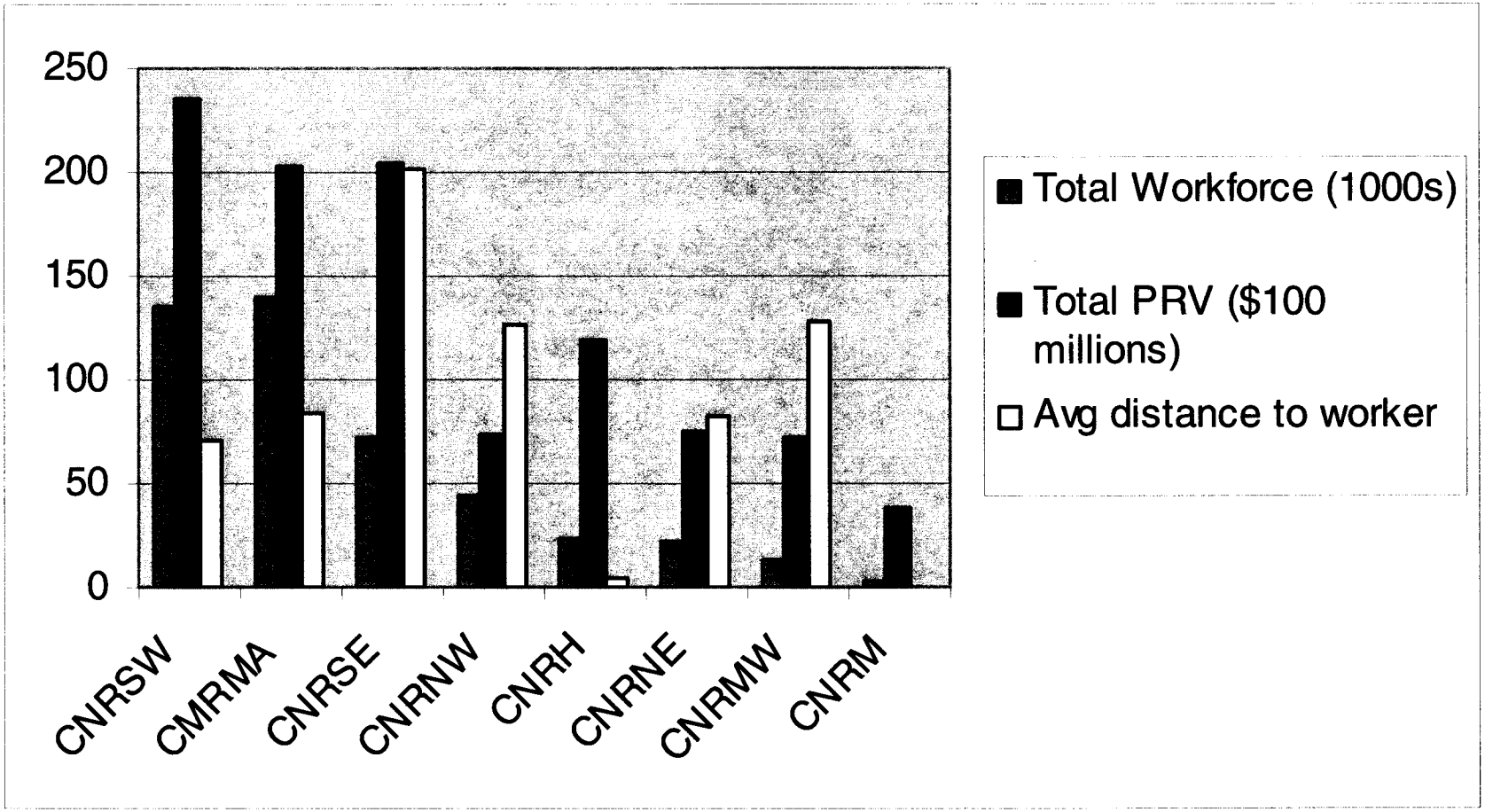


FEMA

Eight Navy Regions (Six CONUS)

FEMA

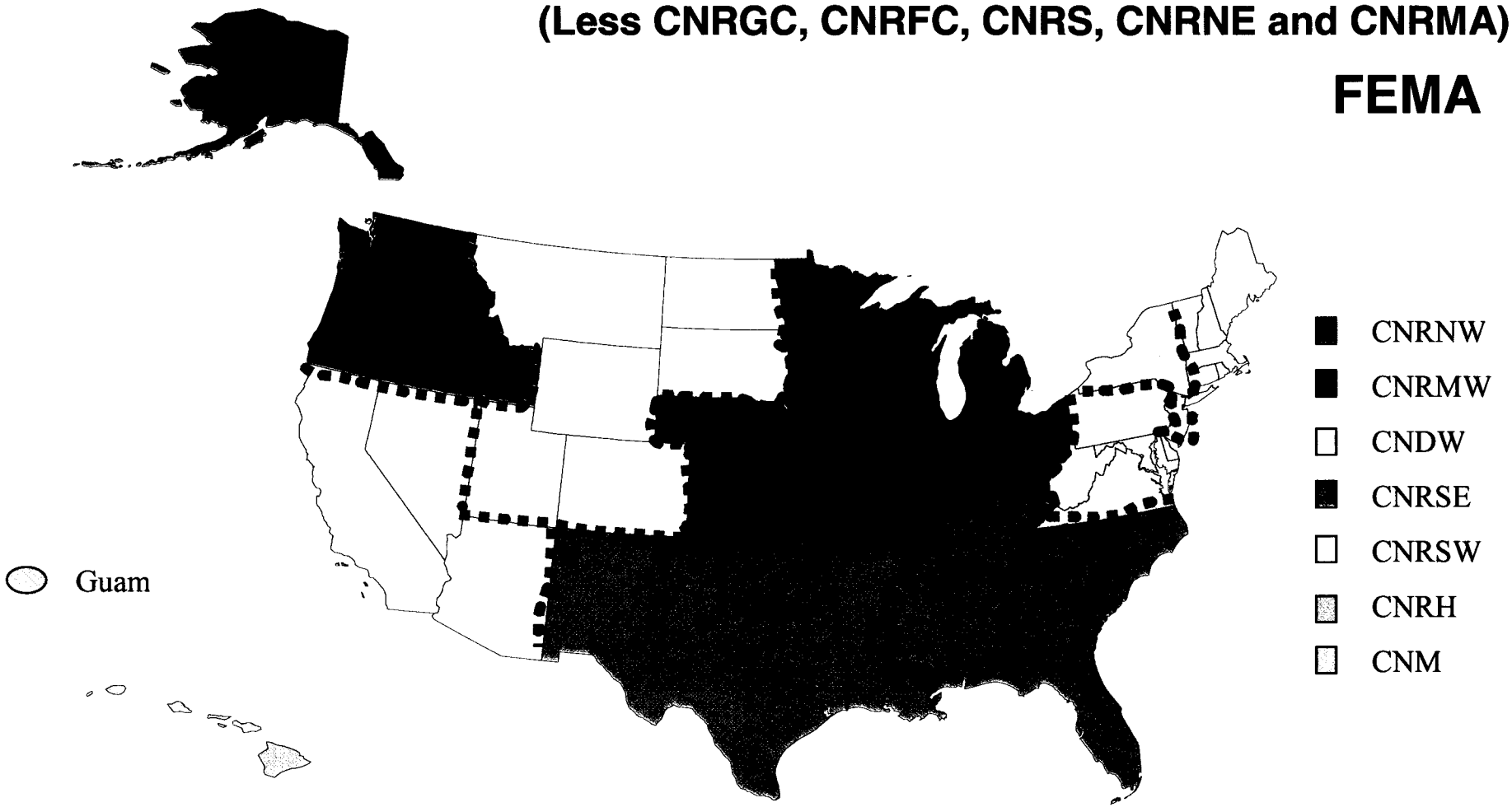
	CNRSW	CMRMA	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNRM
Total Workforce (1000s)	135	140	72	44	24	22	13	3
Total PRV ($100 millions)	236	203	205	74	119	75	72	38
Avg distance to worker	70	84	201	126	5	82	128	0
Fencelines	48	66	81	20	6	30	45	3



Seven Navy Regions (Five CONUS)

(Less CNRGC, CNRFC, CNRS, CNRNE and CNRMA)

FEMA

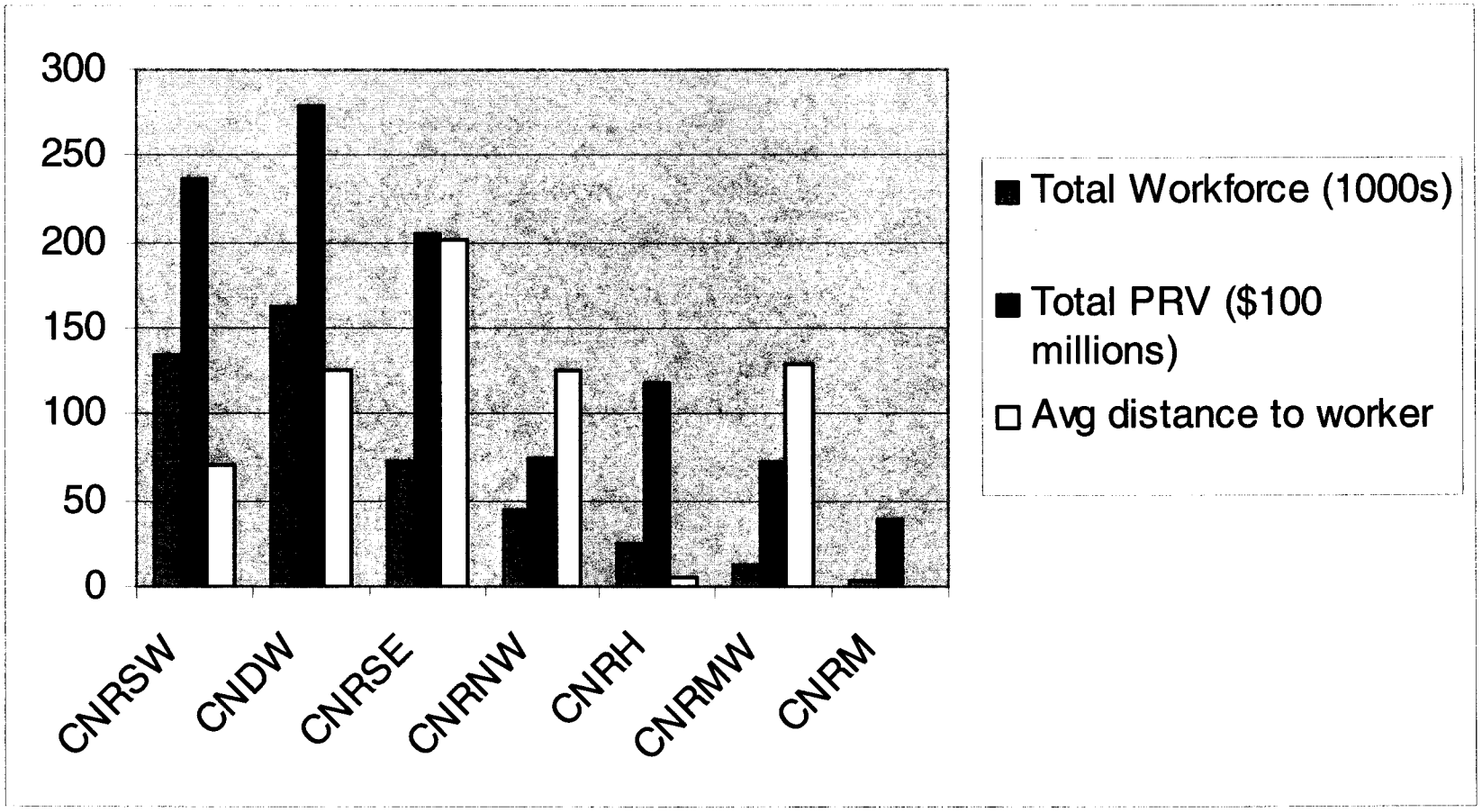


FEMA

Seven Navy Regions (Five CONUS)

FEMA

	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNRMW	CNRM
Total Workforce (1000s)	135	162	73	44	24	13	3
Total PRV ($100 millions)	236	278	205	74	119	72	38
Avg distance to worker	70	125	201	126	5	128	0
Fencelines	48	96	81	20	6	45	3



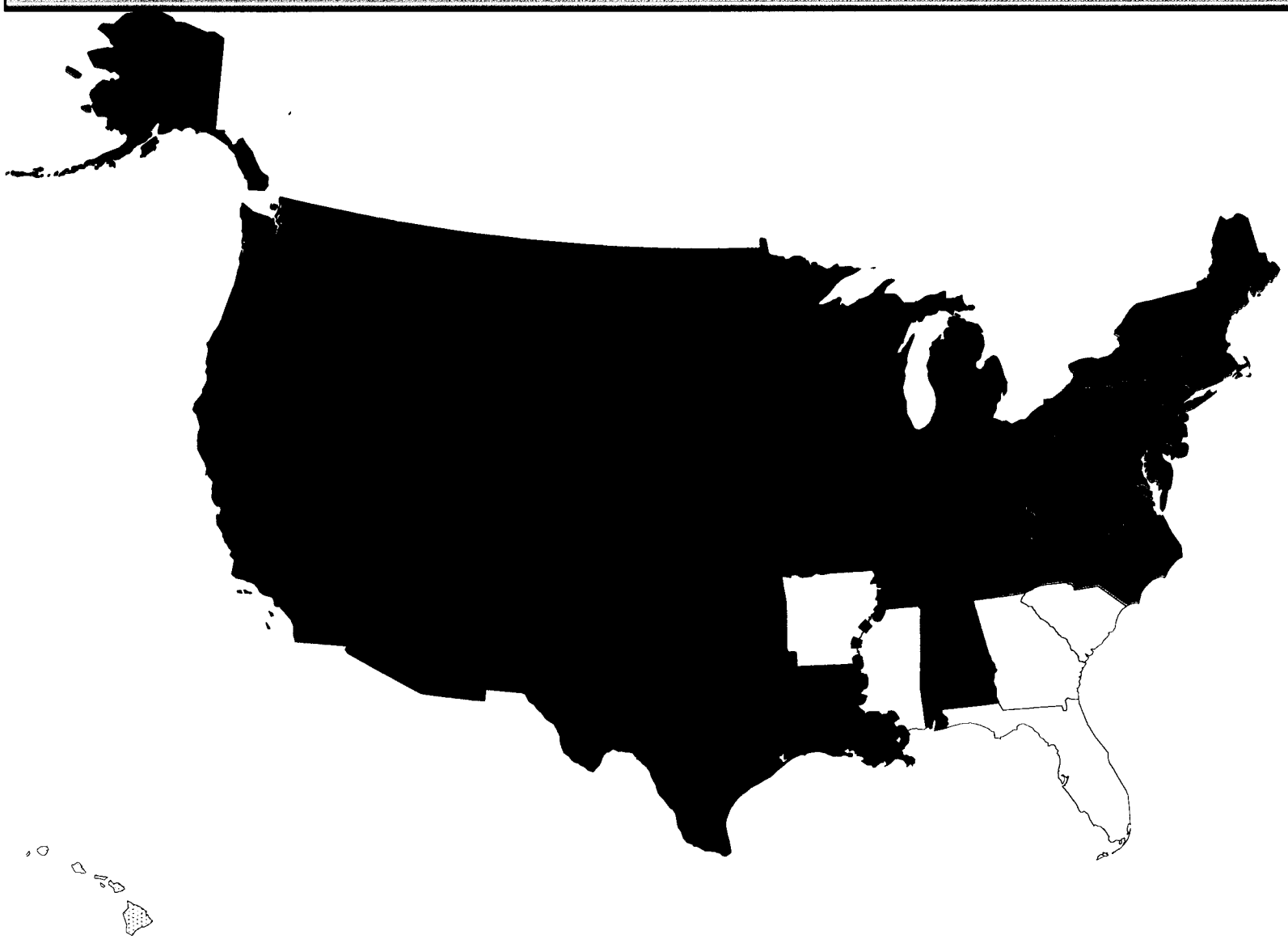
Balance Changes in FEMA Aligned Regions

High	Workforce	PRV	AVG Dist	Fenceline
Twelve	135	235	928	55
Seven CONUS	140	236	257	66
Six CONUS	140	236	201	81
Five CONUS	163	279	216	102
Four CONUS	175	351	201	141

Average	Workforce	PRV	AVG Dist	Fenceline
Twelve	38	85	152	25
Seven CONUS	61	124	132	41
Six CONUS	71	144	115	48
Five CONUS	85	173	130	58
Four CONUS	107	217	140	73

Low	Workforce	PRV	AVG Dist	Fenceline
Twelve	0	0	0	3
Seven CONUS	3	37	70	20
Six CONUS	13	72	70	20
Five CONUS	17	74	70	22
Four CONUS	44	74	70	20

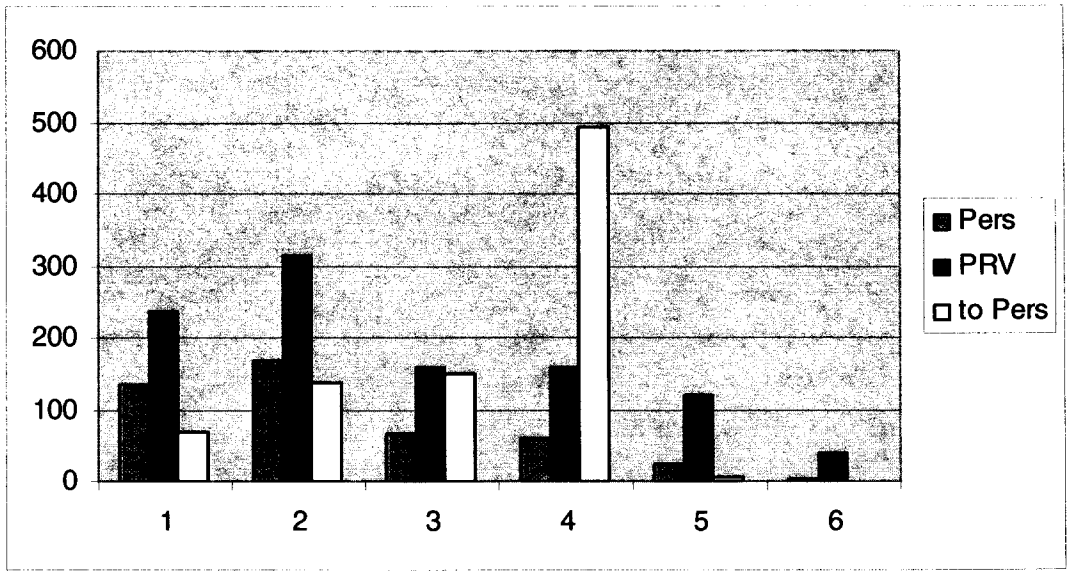
Four Very Balanced Navy CONUS Regions

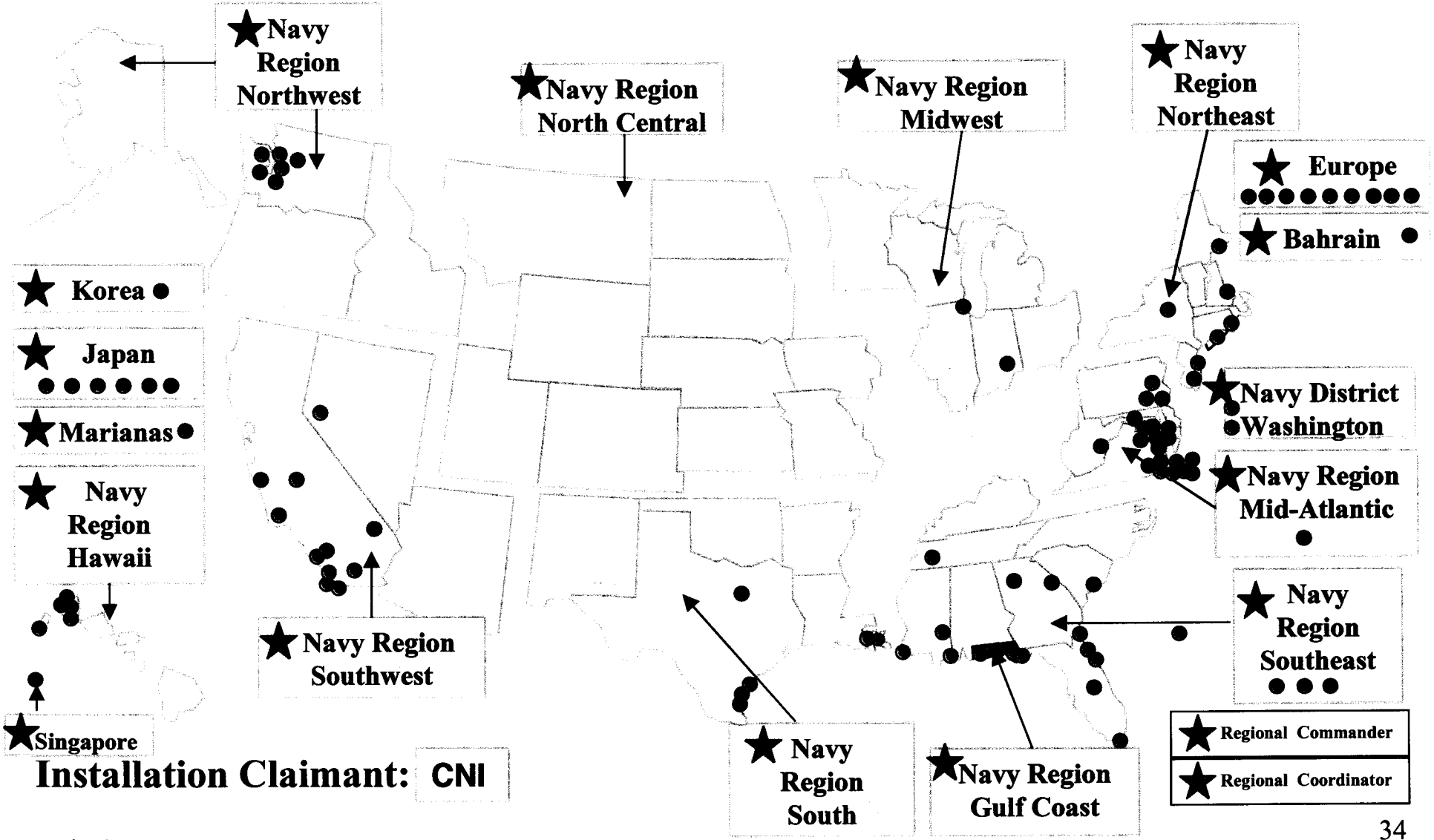


Four Very Balanced Navy CONUS Regions

	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNM
Total Workforce (K)	135	167	65	61	24	3
Total PRV ($100M)	235	312	159	158	119	38
Avg distance	69	136	149	494	5	0
Fencelines	34	105	41	110	6	3

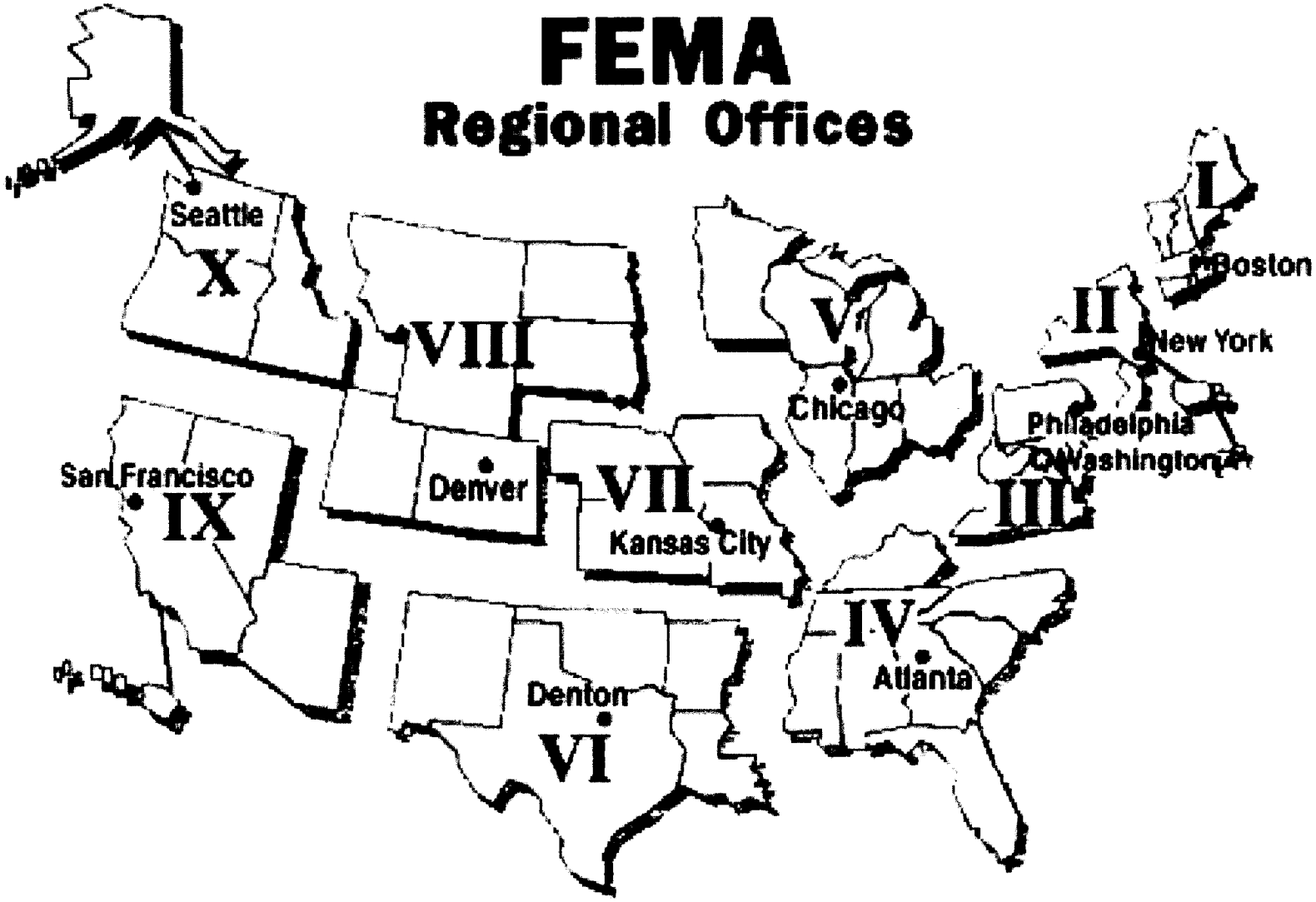
	Workforce	PRV	AVG Dist	Fenceline
4 CONUS Avg	107	216	212	72
4 CONUS + NDW	107	216	186	72
CONUS Avg	37	72	152	24



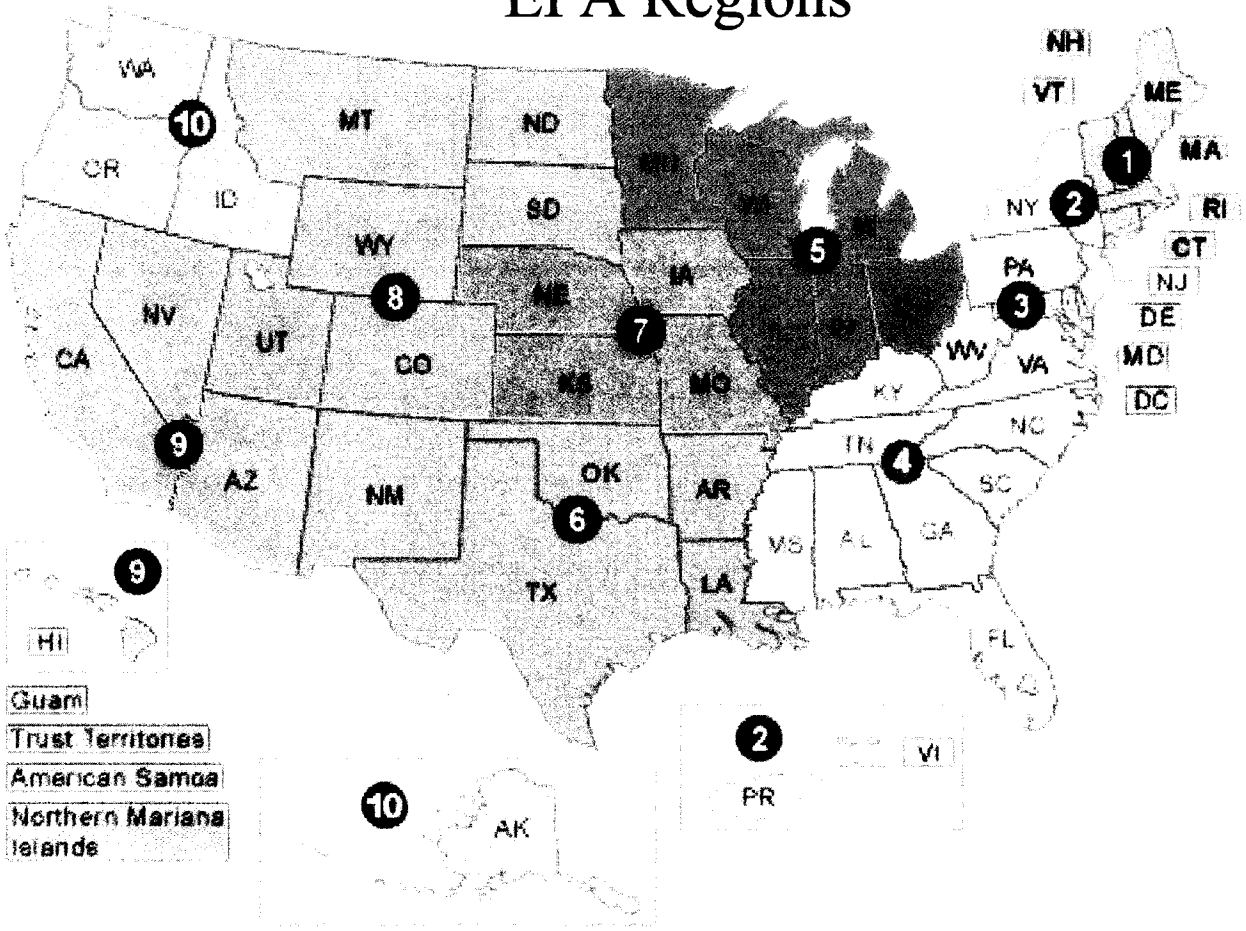


Installation Claimant: CNI

FEMA


FEMA
Regional Offices
Seattle
X
VIII
V
Chicago
I
Boston
II
New York
Philadelphia
Washington
III
San Francisco
IX
Denver
VII
Kansas City
IV
Atlanta
Denton
VI

EPA Regions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NJ
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MD
DC
FL
HI
AK
PR
VI
Guam
Trust Territories
American Samoa
Northern Mariana Islands
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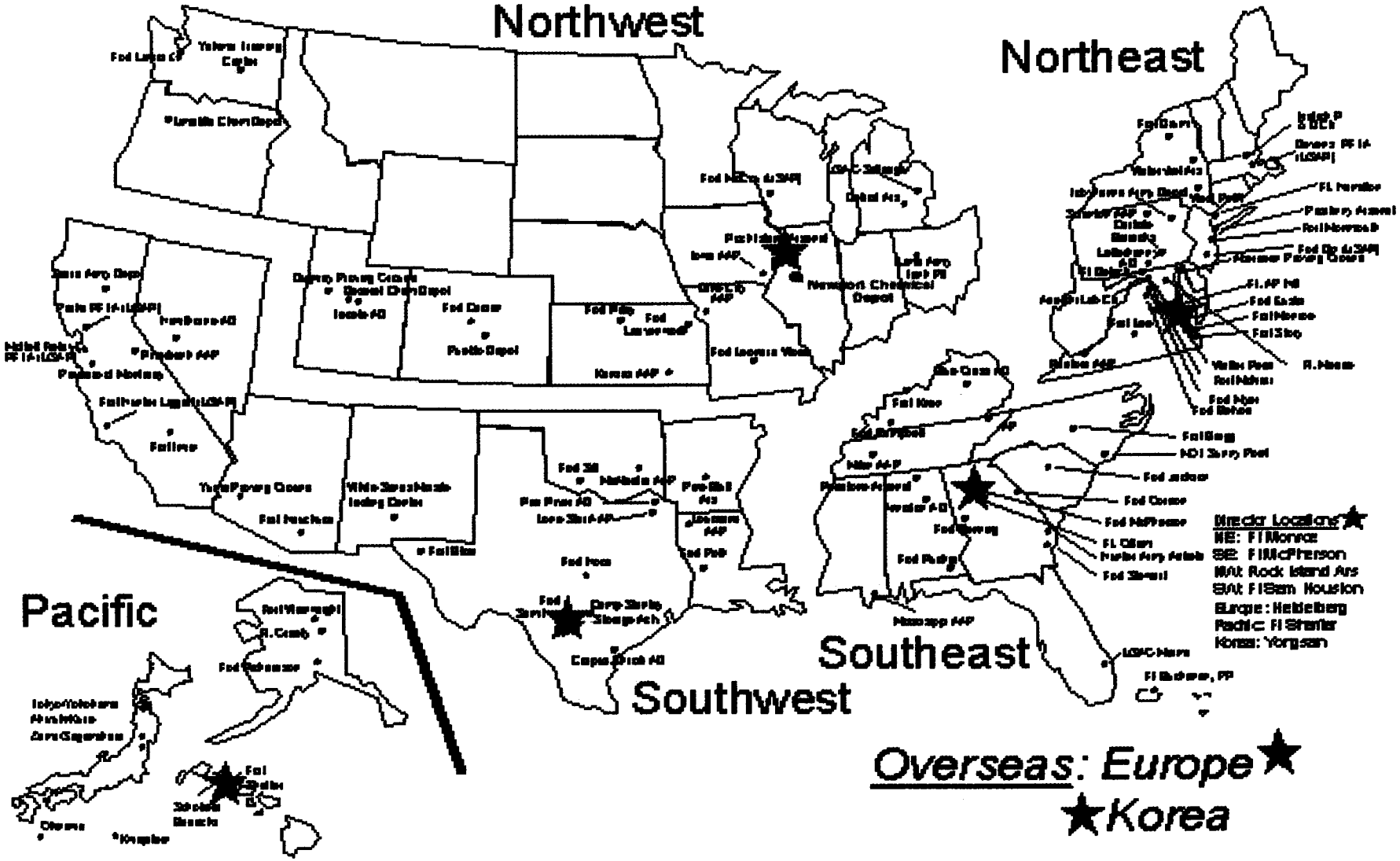
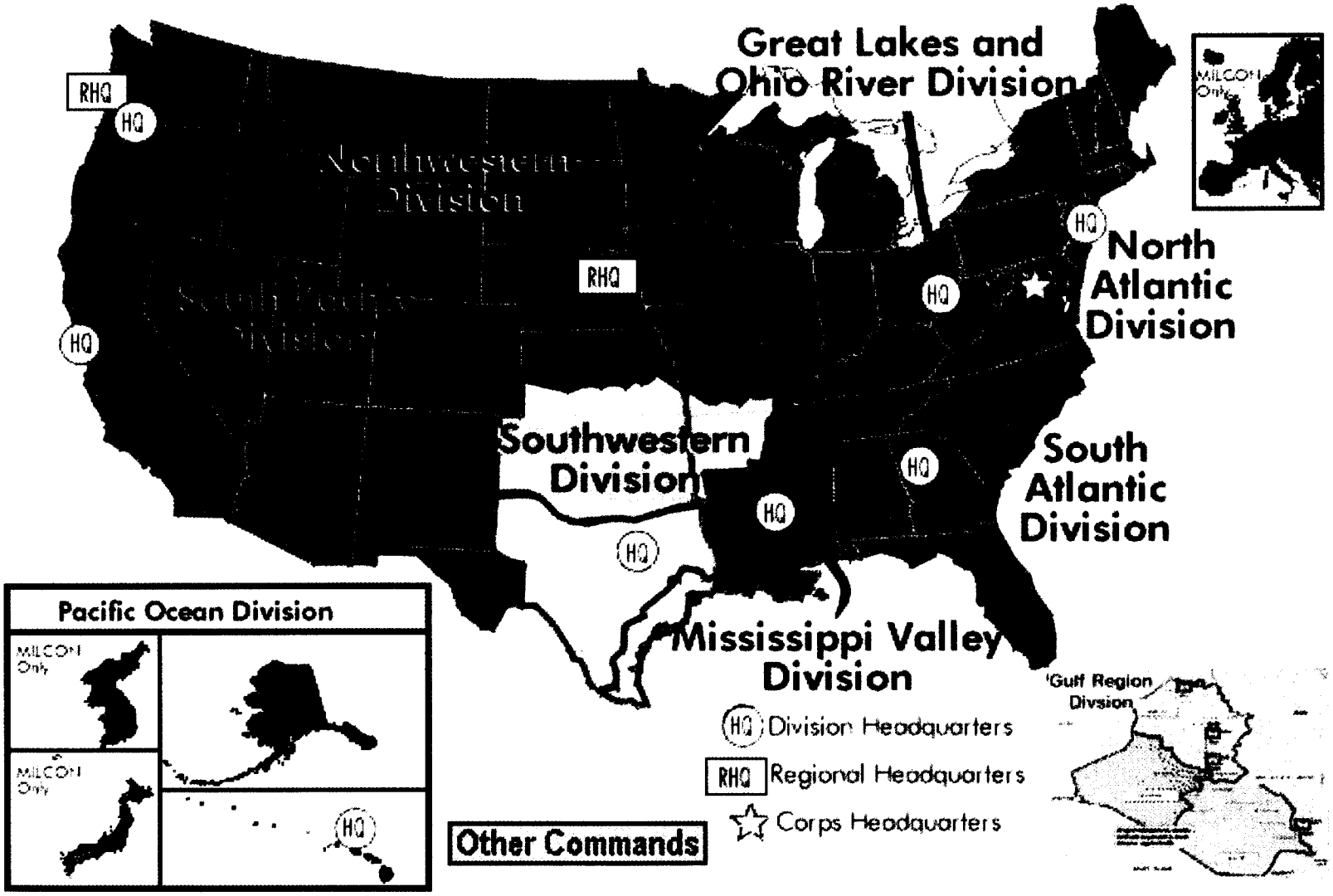
US Army IMA Regions



ACOE


Great Lakes and Ohio River Division
RHQ
HQ
Northwestern Division
RHQ
HQ
HQ
North Atlantic Division
Southwestern Division
HQ
HQ
HQ
South Atlantic Division
Mississippi Valley Division
Pacific Ocean Division
MILCON Only
MILCON Only
HQ
Gulf Region Divsion
HQ Division Headquarters
RHQ Regional Headquarters
Corps Headquarters
Other Commands

TAB 3

Reserve Center Function

Scenario Development Phase Two

14 October 2004

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Reserves Scenario Development

IEG			9 SEP	16 SEP	23 SEP	30 SEP	7 OCT	14 OCT	21 OCT	28 OCT	4 NOV
DAG	31 AUG	1 SEP	7 SEP	14 S	21 SEP	28 SEP	5 OCT	12 O	19 OCT	26 OCT	2 NOV

PHASE ONE

- Capacity Analysis revealed excess
  - 7% I&I
  - 14% NRC/NMCRC
  - 8% NAR
- NARs will follow Ops- Phase III
- Milval ranked within those 3 groups
- 18 proposed NRC/NMCRC closures
  - Opt model recommended
  - MV below average
  - 50 State Review recommended
- Phase I scenarios could reduce excess by 5.9 % for NRC/NMCRC
- I&Is – waited for clearer capacity data, 7% excess changed to 1.4% deficit

PHASE TWO

- Review additional options presented by:
  - Optimization model
  - Low Military Value
  - 50 State Review
  - Dialog w/ NAVRES & MARFORES
- Consider Navy / Marine Corps consolidation opportunities.

PHASE THREE

- JCSG analysis / linkages.
- Consolidated scenarios and deconfliction.
- Incorporate JAST inputs.
- Joint basing opportunities.
- Alignment assessment.

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Phase Two: USN Data Summary

Reserve Centers	MV	Capacity Reduction	# of SELRES	On Base	Opt model	50 State Review	IAT Rec	Comments
NRC_FT_DIX_NJ_____	71.3	2.20%	781	Y	1	Y	Y	Discussed with NAVRES
NMCRC_TACOMA_WA_____	68.0	1.11%	650	N	0	Y	Y	Discussed with NAVRES
NMCRC_MOBILE_AL_____	62.8	0.75%	423	N	1	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_ENCINO_CA_____	61.7	1.37%	470	N	1	Y	Y	Discussed with NAVRES and MFR, both agree with possibility of moving.
NRC_ORANGE_TX_____	61.5	1.22%	165	N	1	Y	Y	Discussed with NAVRES
NRC_CLEVELAND_OH____	61.2	1.00%	423	N	1	Y	Y	Discussed with NAVRES
NMCRC_BATON_ROUGE_LA	60.5	0.75%	255	N	0	Y	Possible	More data/coordination required. USMC wants to stay. Substandard building. Possible RC PAT scenario.
NRC_ST_PETERSBURG_FL_	60.2	0.69%	462	N	0	Y	Y	Discussed with NAVRES
NMCRC_WACO_TX_____	60.1	0.63%	270	N	0	Y	N	More data/coordination required. USMC wants to stay.
NMCRC_AUSTIN_TX_____	60.0	0.14%	568	Y	1	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_RALEIGH_NC____	59.1	0.84%	552	N	1	Y	N	More data/coordination required. USMC wants to stay.
NMCRC_CHATTANOOGA_TN	59.1	0.82%	353	N	0	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_EBENSBURG_PA__	58.6	0.73%	393	N	1	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NRC_FOREST_PARK_IL__	58.6	1.71%	534	N	0	N	Y	Discussed with NAVRES. 50 state review didn't close due to Army NG tenant.
NMCRC_RENO_NV_____	58.1	0.74%	184	N	1	Y	N	More data/coordination required. USMC wants to stay.
NMCRC_WORCESTER_MA_	57.8	0.85%	291	Y	1	N	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_PROVIDENCE_RI_	57.7	1.43%	888	N	1	N	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.

Phase Two: USN Data Summary (cont)

Reserve Centers	MV	Capacity Reduction	# of SELRES	On Base	Opt model	50 State Review	IAT Rec	Comments
NMCRC_GRAND_RAPIDS_M	57.5	0.93%	383	N	1	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_AKRON_OH_____	56.8	0.88%	322	N	1	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_WEST_PALM_BEAC	56.6	0.94%	306	N	0	Y	N	More data/coordination required. USMC wants to stay.
NRC_LUBBOCK_TX_____	55.9	0.23%	170	Y	1	Y	Y	Discussed with NAVRES
NMCRC_NEW_HAVEN_CT__	55.1	0.46%	534	N	1	N	Possible	More data/coordination required. USMC wants to stay. National Guard may assume ownership of building.
NRC_WATERTOWN_NY____	55.0	0.10%	79	Y	1	Y	Y	Discussed with NAVRES
NMCRC_ROCHESTER_NY__	55.0	0.60%	348	N	0	Y	N	More data/coordination required. USMC wants to stay.
NMCRC_LANSING_MI____	54.1	0.65%	236	N	0	Y	Possible	More data/coordination required. USMC wants to stay. Possible RC PAT scenario.
NMCRC_GRISSOM_ARB_IN	51.9	0.11%	169	Y	1	Y	Y	Discussed with NAVRES. Close Navy building only. USMCR will stay with Army as host.
NMCRC_TALLAHASSEE_FL	51.6	0.45%	263	N	1	Y	N	More data/coordination required. USMC wants to stay.
NMCRC_PLAINVILLE_CT_	51.5	0.71%	318	N	0	Y	Possible	More data/coordination required. USMC wants to stay. National Guard may assume ownership of building.
NRC_DUBUQUE_IA_____	51.1	0.75%	120	N	1	Y	Y	Discussed with NAVRES
NRC_BANGOR_ME_____	49.2	0.21%	101	Y	1	Y	Y	Discussed with NAVRES
NMCRC_AUGUSTA_GA____	46.8	0.68%	255	N	0	Y	N	More data/coordination required. USMC wants to stay.
NRC_GLENS_FALLS_NY__	46.0	0.42%	94	N	0	N	Y	Discussed with NAVRES. NAVRES already has plan to combine with NMCRC Albany when center in Schenectedy is built.

Phase II
USMC Consolidation

Close I&I Rome, relocate units to NAS Atlanta

- Consolidates detachment with unit's HHQ
- 119 Reserves would be relocated less than 50 miles away

Close I&I Wilmington NC, relocate units to Camp Lejeune

- Current building in Wilmington is a maintenance burden
- 86 Reserves would be relocated less than 50 miles away
- Training for Wilmington (4th LSB), is done at Camp Lejeune.
- Force Structure plan will locate a MFR Tank unit aboard Camp Lejeune, while reducing size of 4th LSB (which Wilmington is part of). The units will share a facility built for the tank unit.

Close I&I West Trenton NJ, relocate units to Ft Dix

- All training currently done at Ft Dix
- Equipment currently stored at Ft Dix
- 139 Reserves would be relocated less than 20 miles away
- Current capacity available with NRC Ft Dix is 68 ksf, with I&I requiring 27 ksf

Phase II
USMC Consolidation

Close I&I Charleston, SC, relocate units to NAVWEPSTA Charleston

- Gets USMC out of a stand-alone facility; facility under-capacity
- 115 Reserves would be relocated less than 6 miles away
- Achieves ATFP compliance

Close MWSS 473 Det A, relocate units to NAS Lemoore

- 137 Reserves would be relocated less than 40 miles away
- Local community wants USMC out of Fresno to accommodate airport expansion
- Gets USMC out of leased space in Fresno; no opportunity for real property exchange (RPX)

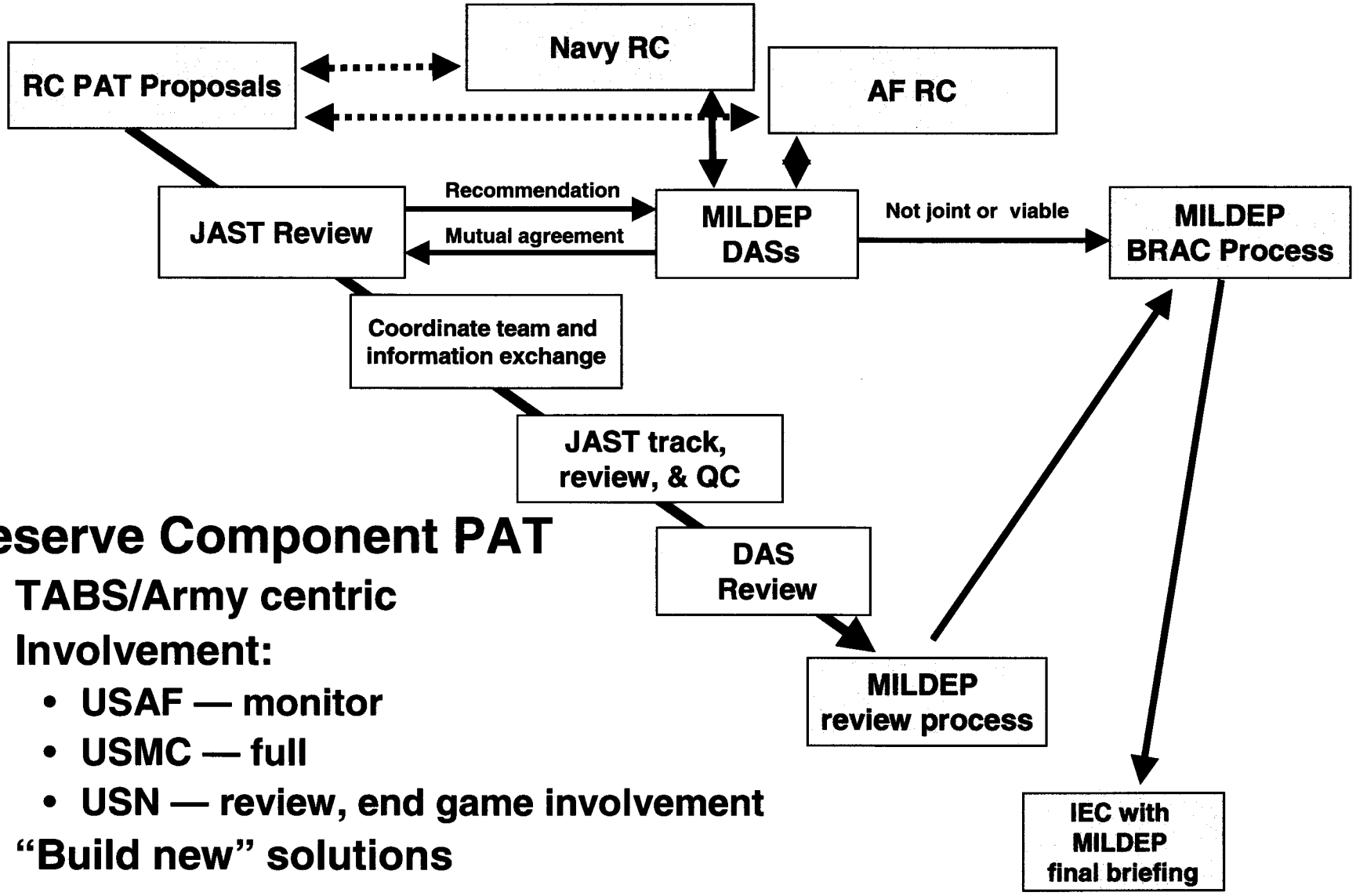
Close I&I Memphis, TN, relocate units to NSA Millington

- Gets USMC out of a stand-alone facility
- Current facility is rated C4 (substandard, serious mission impact), high crime area
- 181 Reserves would be relocated less than 20 miles away
- Achieves ATFP compliance

Phase Two: Reserve Centers

- **Close**
  - NRC Glens Falls NY
  - NRC Bangor ME
  - NRC Dubuque IA
  - NRC Watertown NY
  - NRC Lubbock TX
  - NRC Forest Park IL
  - NRC St Petersburg FL
  - NRC Cleveland OH
  - NRC Orange TX
  - NMCRC Tacoma WA
  - NRC Ft Dix NJ
  - NMCRC Encino CA
  - NMCRC Grissom ARB IN (Navy bldg only)
  - I&I Rome GA
  - I&I Wilmington NC
  - I&I West Trenton NJ
  - I&I Charleston SC
  - MWSS 473 Det A
  - I&I Memphis TN

Phase Three: Address RC PAT 'Ideas'



- **Reserve Component PAT**
  - TABS/Army centric
  - Involvement:
    - USAF — monitor
    - USMC — full
    - USN — review, end game involvement
  - "Build new" solutions

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Phase Three: Address RC PAT 'Ideas'

- 77 "Ideas" submitted via JAST
  - 42 involve USN/USMC ResCen closures
  - 8 desire Navy land solution only
  - 2 Navy Lead agent:
    - Expand NMCR Roanoke, VA
    - Close NMCR Center Akron, OH
  - Overlap with Reserves, Ops, others scenarios, will need to be deconflicted

Department of the Navy
Infrastructure Analysis Team

Phase One: Reserve Centers

- Close
  - NRC Asheville NC
  - NRC Cedar Rapids IA
  - NRC Tuscaloosa AL
  - NRC Pocatello ID
  - NRC Cape Girardeau MO
  - NRC La Crosse WI
  - NRC Horseheads NY
  - NRC Central Point OR
  - NMCRC Reading PA
  - NRC Evansville IN
  - NRC Adelphi MD
  - NRC Duluth MN
  - NRC Lexington KY
  - NRC Lincoln NE
  - NRF Marquette WI
  - NRC Sioux City IA
  - NMCRC Moundsville WV
  - NMCRC Peoria IL

2

Department of the Navy
Infrastructure Analysis Team

Phase Two: Reserve Centers

- Close
  - NRC Glens Falls NY
  - NRC Bangor ME
  - NRC Dubuque IA
  - NRC Watertown NY
  - NRC Lubbock TX
  - NRC Forest Park IL
  - NRC St Petersburg FL
  - NRC Cleveland OH
  - NRC Orange TX
  - NRC Tacoma WA
  - NRC Ft Dix NJ
  - NMCRC Encino CA
  - NMCRC Grissom ARB IN (Navy bldg only)
  - I&I Rome GA
  - I&I Wilmington NC
  - I&I West Trenton NJ
  - I&I Charleston SC
  - MWSS 473 Det A
  - I&I Memphis TN

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