Department of the Navy
IAT

INFRASTRUCTURE ANALYSIS TEAM
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RP-0239
IAT/REV
14 October 2004

MEMORANDUM FOR THE DON ANALYSIS GROUP (DAG)

Subj: REPORT OF DAG DELIBERATIONS OF 5 OCTOBER 2004

Encl: (1) 05 October 2004 DAG Agenda
(2) Scenario Descriptions and Alignment Assessments Brief of 05 October 2004

1. The eighth deliberative session of the Department of the Navy (DON) Analysis Group (DAG) convened at 1007 on 05 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; Ms. Ariane Whittemore, Member; Mr. Michael G. Akin, alternate for RADM Christopher E. Weaver, USN, Member; Mr. Thomas Crabtree, Member; Ms. Carla Liberatore, Member; Mr. Paul Hubbell, Member; BGen Martin Post, USMC, alternate for RDML Mark T. Emerson, USN, Member; Mr. Michael Jaggard, Member; and RDML (sel) Charles Martoglio, USN, Member. MajGen Emerson N. Gardner Jr., USMC, Member, and Debra Edmond, Member, did not attend the deliberative session. Additionally, Mr. Ronnie J. Booth, Navy Audit Service, Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel, 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; Ron Nickel, CNA; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC, Recorder. Ms. Kathleen Reid, CNI, Mr. Mark Anthony, CAPT David W. Mathias, CEC, USN, and Maj Anthony A. Wienicki, USMC, also attended the deliberative session. All attending DAG members were provided enclosures (1) and (2).

2. Ms. Davis reminded the DAG that it had directed the IAT to apply the DON Scenario Alignment Assessment tool to all approved scenarios during the Phase Two scenario development process. She explained that, in accordance with this directive, the IAT Operations Team applied the tool to the Surface/Subsurface and Ground Operations scenarios and the IAT HSA Team applied the tool to the HSA DON-Specific Reserve Centers and DON-Specific Recruiting Districts and Stations scenarios approved by the IEG. Enclosure (2) pertains.

3. Ms. Davis initiated the discussion by recapping the revised DAG and IEG Scenario Development and Scenario Analysis/Recommendation Development timelines. See slides 2 and 3 of enclosure (2). She explained that the IAT had established a DON BRAC Scenario Tracking Tool and that each approved scenario has been assigned a tracking number. When a scenario receives final approval, it will be uploaded into the OSD Scenario Tracking Tool.

4. Ms. Davis informed the DAG that it would review three slides for each approved scenario. The first slide contains the scenario description, identified by a unique DON BRAC Scenario Tracking Tool number, as well as the actions resulting from, and assumptions associated with, the scenario. The second slide contains a quad chart depicting the (1) scenario; (2) justification for, and impact of, the scenario; (3) applicable DOD Principles and DON Objectives and Considerations that operate as drivers and/or assumptions for the scenario; and, (4) potential conflicts associated with the scenario. The third slide provides the recommended Scenario Alignment Assessment score for the scenario. The score is derived by numerically assessing a scenario's divergence from Excess Capacity Reduction, DOD Principles and DON Objectives and Considerations, Transformational Options, other Functions and Scenario Alignments, and Expansion Capability/Flexibility opportunities.

5. CAPT Christopher T. Nichols, USN, and the IAT Operations Team used Tab A of enclosure (2) to present recommended Scenario Alignment Assessment scores and results for the Surface/Subsurface and Ground Operations Function scenarios approved by the IEG. The DAG approved the Scenario Descriptions, including the Quad Charts, and Scenario Alignment Assessment results, subject to the following adjustments for each scenario:

a. Close NAVSTA Pascagoula and relocate forces to NAVSTA Norfolk.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that it will need to coordinate the consolidation of Shore Intermediate Maintenance Activity (SIMA), Pascagoula, at SIMA, Norfolk, with the Industrial JCSG. Additionally, the DAG directed the IAT Operations Team to revise the "Assumption" section of the scenario description slide to reflect that the U.S. Coast Guard has the discretion to receive transfer of property as necessary to maintain operations or relocate its assets.

(2) Quad Chart. The DAG indicated that the Justification/Impact section should denote that, notwithstanding the closure of NAVSTA Pascagoula, NAS Key West and NAS Pensacola will enable DON to maintain a presence in the U.S. Gulf Coast. Additionally, the DAG stated that the Potential Conflicts section should reference the U.S. Coast Guard presence, denote that this scenario, coupled with the NAVSTA Ingleside closure scenario, would mean that DON lacked a Surface Operations homeport presence in the U.S. Gulf Coast, and indicate that this scenario requires coordination with the Industrial JCSG.

b. Close NAVSTA Pascagoula and relocate forces to NAVSTA Mayport. The DAG indicated that the scenario description slide and quad chart should contain the same changes as the relocation to NAVSTA Norfolk (see subparagraph 5(a) above). Additionally, the DAG indicated that the Justification/Impact section of the Quad chart should also denote that "NAVSTA Mayport better supports ships mission in support of JIATF South operations".

c. Close NAVSTA Ingleside and relocate forces to NAVSTA San Diego and NAB Little Creek. The DAG noted that this scenario included relocation of the Mine Warfare Training Center to Fleet ASW Training Center, San Diego. The DAG further noted that this scenario could result in a potential conflict with the disposition of the Commander, Mine Warfare Command (COMINEWARCOM) and HM-15 assets currently based at NAS Corpus Christi. Accordingly, the DAG directed the IAT Operations Team to modify this scenario to include realignment of NAS Corpus Christi assets. The DAG also directed the IAT Operations Team to develop two additional scenarios. The first additional scenario would close NAVSTA Ingleside and relocate forces to NAVSTA San Diego and NAVSTA Mayport (instead of NAB Little Creek) and realign NAS Corpus Christi assets. The DAG reasoned that NAVSTA Mayport had excess capacity to absorb some of NAVSTA Ingleside's assets and, furthermore, this scenario would allow the capacity at NAB Little Creek to be used for future platforms. The second additional scenario would close NAVSTA Ingleside and single site all NAS Ingleside assets to NAVSTA San Diego. This scenario would also include the realignment of NAS Corpus Christi assets.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that it will need to coordinate the consolidation of SIMA, Ingleside, at SIMA, Norfolk, and SIMA, San Diego, with the Industrial JCSG. The DAG indicated that it will need to coordinate the relocation of the Mine Warfare Training Center with the E&T JCSG. Finally, the

DAG recognized that the U.S. Coast Guard has a presence at NAVSAT Ingleside and directed the IAT Operations Team to revise the "Assumption" section of the scenario description slide to reflect that the U.S. Coast Guard has the discretion to receive transfer of property as necessary to maintain operations or relocate its assets.

(2) Quad Chart. The DAG indicated that the Justification/Impact section should denote that this scenario would support homeland security by providing forces on both coasts and within Fleet Concentration Areas. Additionally, the DAG stated that the Potential Conflicts section should reference the U.S. Coast Guard presence, and indicate that this scenario requires coordination with the Industrial JCSG.

d. Closure of waterfront SUBASE New London and relocate forces to NAVSTA Norfolk. The DAG reviewed the three slides concerning this scenario. The DAG noticed that the Scenario Alignment Assessment score was very high. The DAG determined that this scenario would not result in any significant capacity reduction, was not aligned with any DOD Principles or DON Objectives or Considerations, or other Function/Scenario Alignments, and did not provide any opportunity to increase footprint. Accordingly, the DAG decided not to post this scenario at this time. Ms. Davis indicated that the IAT Operations Team would provide a SSN Basing Status Briefing at the next deliberative session and the DAG decided to readdress this scenario, and explore additional scenario possibilities, at that deliberative session.

e. Relocate NAVSTA Norfolk SSNs to SUBASE New London.

(1) Scenario Description Slide and Quad Chart. The DAG noted this scenario includes relocation of SIMA assets. Accordingly, the Potential Conflicts section of the Quad chart should indicate that this scenario requires coordination with the Industrial JSCG.

(2) Scenario Alignment Assessment Slide. The IAT Operations Team briefed the Scenario Alignment Assessment score and explained that the alignment matrix depicted a lower military value risk score since this scenario did not result in closure, but a relocation of forces.

f. Close NAVSTA Everett and relocate a CVN and T-AE to NAVSTA Bremerton and other forces to NAVSTA San Diego. The DAG discussed the available capacity at NAVSTA Bremerton and

directed the IAT to develop an additional scenario to relocate the CVN and T-AE to NAS North Island (instead of NAVSTA Bremerton) and the other forces to NAVSTA San Diego. The DAG reasoned that NAS North Island appeared to possess the capability to homeport a CVN, although this would require pier modifications.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that it will need to coordinate the consolidation of NAVIMFAC Pacific Northwest Detachment Everett, with SIMA, San Diego, with the Industrial JCSG in order to support the assets relocated at NAVSTA San Diego. Additionally, the DAG directed the IAT Operations Team to revise the "Assumption" section of the scenario description slide to reflect that the U.S. Coast Guard has the discretion to receive transfer of property as necessary to maintain operations or relocate its assets. The DAG also directed the IAT Operations Team to list all remaining support activities in the "Assumption" section.

(2) Quad Chart. The DAG indicated that the Potential Conflicts section should denote that this scenario would result in the loss of a deep-water nuclear port, reference the U.S. Coast Guard presence, and indicate that this scenario requires coordination with the Industrial JCSG.

g. Close SUBASE San Diego and relocate forces to NAVSTA Pearl Harbor.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that it will need to coordinate the consolidation of Intermediate Maintenance Puget Sound Detachment Point Loma, CA, at SIMA, Pearl Harbor, with the Industrial JCSG. The DAG also directed the IAT Operations Team to assess whether this scenario impacted the SPAWAR, Fleet ASW Training Center, FISC, and FCTCPAC Complexes and revise the "Assumptions" section accordingly.

(2) Quad Chart. The DAG directed the IAT Operations Team to recommend applicable DON Objectives or Considerations for the Drivers/Assumptions section. Additionally, the DAG stated that the Potential Conflicts section should denote that the relocation of SSNs and CSG to NAVSTA Pearl Harbor would affect NAVSTA Pearl Harbor's capacity for transient ships and indicate that this scenario requires coordination with the Industrial JCSG.

h. Close SUBASE San Diego and relocate forces to NAVSTA San Diego.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that it will need to coordinate the consolidation of Intermediate Maintenance Puget Sound Detachment Point Loma, CA, at SIMA, San Diego, with the Industrial JCSG. The DAG also directed the IAT Operations Team to assess whether this scenario impacted the SPAWAR and Fleet ASW Training Center and revise the "Assumptions" section accordingly.

(2) Quad Chart. The DAG directed the IAT Operations Team to recommend applicable DON Objectives or Considerations for the Drivers/Assumptions section. Additionally, the DAG indicated that the Potential Conflicts section should denote this scenario requires coordination with the Industrial JCSG.

i. Close CBC Gulfport and relocate forces to Camp Lejeune.

(1) Scenario Description Slide. The DAG reviewed the scenario description slide and noted that the scenario did not identify a relocation site for the Navy-Marine Corps Reserve Center located at CBC Gulfport. Ms. Davis informed the DAG that the IAT HSA Team was reviewing this issue and would provide an update to the DAG at a later deliberative session. The DAG also noted that it will need to consult with the E&T JCSG in order to determine receiving sites for the Naval Construction Training Center.

6. The DAG recessed at 1212 and reconvened at 1230.

7. CAPT Matthew R. Beebe, CEC, USN, and the IAT HSA Team used Tab B of enclosure (2) to present recommended Scenario Alignment Assessment scores and results for the HSA DON-Specific Reserve Centers scenarios approved by the IEG. He reminded the DAG that the IEG previously approved 18 DON-Specific Reserve Centers scenarios, consisting of 15 Navy Reserve Centers and three Navy-Marine Corps Reserve Centers.

8. The DAG approved the Scenario Descriptions, including the Quad Charts, and Scenario Alignment Assessment results, subject to the following adjustments for all 18 scenarios:

a. Quad Chart - Justification/Impact. Recognizing each approved scenario reduces excess capacity, the DAG indicated that the Justification/Impact portion of the quad chart should state, "Reduces excess capacity."

b. Quad Chart, Potential Conflicts. Recognizing that closure of a Reserve Center can adversely impact retention, the DAG indicated that the Potential Conflicts portion of the quad chart should depict the specific number of reservists potentially affected by closure for each approved scenario.

c. Scenario Alignment Assessment slide.

(1) Excess Capacity Reduction. The DAG reviewed the Excess Capacity Reduction section of the Scenario Alignment Assessment Tool and concurred with the IAT HSA's recommendation that significant capacity was reduced when 20,000 square feet or more was eliminated by a scenario.

(2) Principles, Objectives, and Considerations Alignment. The DAG reviewed the Principles, Objectives, and Considerations Alignment section and concurred with the IAT HSA's recommendation that the scenarios would be operationally aligned if reserve centers were combined with similar functions. The DAG determined that it was unclear at this time whether Commander, Naval Reserve Force would assign assets resulting from closure to the nearest and most similar reserve function. Accordingly, all 18 scenarios should be assigned a score of "1" under the Principles, Objectives, and Considerations Alignment section to indicate that the scenario was aligned independently of operational considerations.

(3) Transformational Options. The DAG reviewed the Transformational Options section and concurred with the IAT HSA's recommendation that consolidation of nearby reserve centers was the most applicable transformation option for these scenarios. The DAG determined that, since it was unclear at this time whether Commander, Naval Reserve Force would automatically move assets resulting from closure to nearby reserve centers, all 18 scenarios would be assigned a score of "1" under the Transformational Options section.

(4) Expansion Capability/Flexibility. The DAG reviewed the Expansion Capability/Flexibility section and directed the IAT HSA Team to analyze the capacity data for gaining activities in order to assess its capacity to absorb assets.

9. CAPT Beebe and the IAT HSA Team used Tab C of enclosure (2) to present recommended Scenario Alignment Assessment scores and results for the HSA DON-Specific Navy Recruiting Districts scenarios approved by the IEG. He reminded the DAG that the IEG previously approved four DON-Specific Navy Recruiting Districts scenarios. He also reminded the DAG that the IEG decided not to approve scenarios to close five Marine Corps Recruiting Stations at this time. Rather, the DAG is consulting with Marine Corps Recruiting Command to ensure potential scenarios do not conflict with current Marine Corps recruiting transformation plans. Accordingly, the DAG reviewed the Scenario Alignment Assessment results for Navy Recruiting District (NRD) Indianapolis, NRD Omaha, NRD Buffalo, and NRD Montgomery.

10. The DAG approved the Scenario Descriptions, including the Quad Charts, and Scenario Alignment Assessment results, subject to the following adjustments for all four scenarios:

a. Quad Chart - Justification/Impact. Recognizing each approved scenario reduces excess capacity, the DAG indicated that the Justification/Impact portion of the quad chart should indicate that capacity is reduced and that the scenario comports with Commander, Navy Recruiting Command Transformation Plan.

b. Scenario Alignment Assessment slide. The DAG reviewed the Scenario Alignment Assessment Tool and concurred with the IAT HSA's recommendation that significant capacity was reduced when less than 130 recruiters were assigned to a closing activity. The DAG reviewed the Function/Scenario Alignment section and determined that it should indicate that the scenarios comport with Commander, Navy Recruiting Command Transformation Plan. Accordingly, all four scenarios would be assigned a score of "0" under the Function/Scenario Alignment section.

11. Ms. Davis informed the DAG that the ISG directed the Services to provide an update concerning scenario development on 8 October 2004. She noted that the IAT would prepare a presentation incorporating the IEG and DAG's decisions to date concerning scenario development and requested the DAG members to provide any additional comment to her by Thursday, 7 October 2004.

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12. The deliberative session ended at 1410.

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

TAB 1

DON Analysis Group

05 October 2004
1000-1400
Crystal Plaza 6, 9th Floor

Meeting called by:	Chairman	Recorder:	CDR Vincent

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

Status Updates :	Ms. Davis
Deliberative Session:	

• Scenario Development
  o Review scenario descriptions & approve for posting
  o Alignment Assessments for all current scenarios
	Team Leads

• Review draft ISG Brief	Ms. Davis
• Regional Support Phase One Presentation	Team Leads

• Aviation Phase Two
  o Additional run
  o Aviation scenarios for discussion	

• RC PAT/Reserve Centers Phase Two	
Administrative	
• Next meeting 07 Oct 2004, 1000-1400	

Other Information

Read ahead for deliberative discussions.

TAB 2

Scenario Descriptions and Alignment Assessments

05 October 2004

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Scenario Development

21 OCT: Major Claimant status/updates

28 OCT: CNO/CMC/NCodes/DCs status/updates

4 NOV: SECNAV/ASNs status/update

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 SEP | 21 SEP 28 SEP 5 OCT 12 OCT | 19 OCT 26 OCT 2 NOV

PHASE ONE
- Capacity Analysis
- Military Value Analysis
- Optimization parameters
- Scenarios

Goal: Technically feasible alternatives based on preliminary data analysis

PHASE TWO
- Capacity data – refined look
- Mil Val data – refined look
- Principles, objectives, considerations, transformational options - active incorporation
- Business rules/outcomes
- Refined/additional scenarios (revisit Phase One scenarios)
- Alignment assessment

Goal: More mature alternatives based on data and objectives

PHASE THREE
- Capacity Data – combined look with JCSG's
- MilVal data- combined look with JCSG's
- Principles, objectives, considerations, transformational options-combined look with JCSG's
- JCSG analysis/linkages
- Consolidated scenarios (revisit Phase Two scenarios)
- Alignment assessment

Goal: Scenarios that synthesize DON & JCSG data analysis & objectives

Revised Process/Timeline

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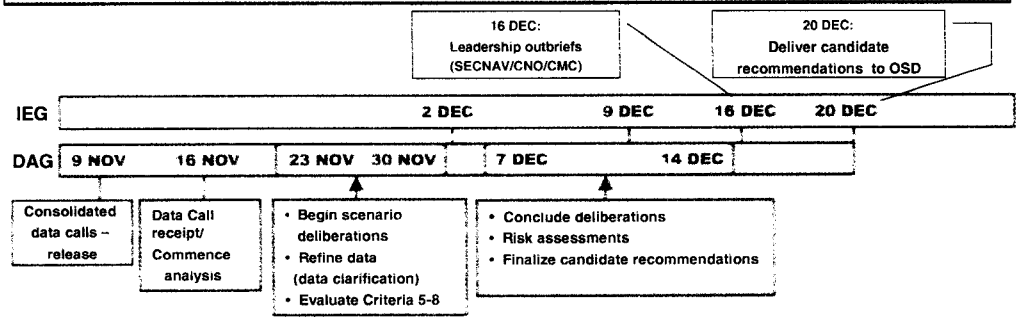
Scenario Analysis/ Recommendation Development



Notional/Worst Case

[redacted]

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Scenario Alignment Assessment

Scenario Divergence

Excess Capacity Reduction

- 0: Significant capacity reduction
- 1: Some capacity reduction
- 2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

- 0: Operationally aligned
- 1: Aligned but independent of operational considerations
- 2: Minimal alignment
- 3: No apparent alignment

Transformational Options

- 0: Resulting from a Transformational Option
- 1: Not resulting from a Transformational Option

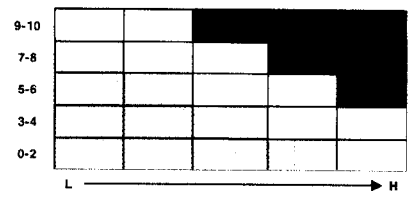
Function/Scenario Alignment

- 0: Aligned with other functions/scenarios
- 1: Not aligned with or independent of other functions/scenarios
- 2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

- 0: Significant ability to increase footprint
- 1: Limited ability to increase footprint
- 2: No ability to increase footprint

Alignment Matrix



Military Value
(Losing Activity)

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TAB A

Operations
Surface and Ground

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IAT-0001: Closure of NS Pascagoula (NS Norfolk Receives)

Actions:

1. Close base operations at Naval Station Pascagoula, MS.

2. Relocate 2 FFGs to Naval Station Norfolk, VA, to include required personnel, equipment, and support.

3. Consolidate Shore Intermediate Maintenance Activity Pascagoula, MS, at Shore Intermediate Maintenance Activity Norfolk, VA.

Assumptions:

Allow waterfront operations to continue until final homeported CG is decommissioned in FY06. US Coast Guard receives transfer of property as necessary to maintain operations or relocates Coast Guard assets (at the discretion of US Coast Guard). All remaining support activities at Naval Station Pascagoula, MS, to be closed.

Close NAVSTA Pascagoula (*IAT-0001*)

Scenario

- **Close NAVSTA Pascagoula**
  - **Remaining Ships (2 FFG) relocate to NAVSTA Norfolk**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **NAS Key West and Pensacola allow for presence in Gulf Coast**

Potential Conflicts

- **Impact with loss of support of Pre-Comm units at Ingalls**
- **With NAVSTA Ingleside scenario, no homeported Surface presence in US Gulf Coast**
- **USCG Station and one WMEC**
- **Requires IJCSG coordination (SIMA)**

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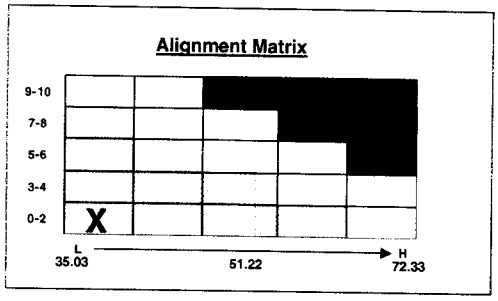
Closure of NS Pascagoula (NS Norfolk Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 2*



Military Value Score: 35.03

*Mean Military Value Score: 51.22

Military Value Ranking: 16 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Total Base Closure – 10% of remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Closer to Fleet Concentration Area/Maintenance/Training)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Other Gulf Coast initiatives; SSNs leave Norfolk)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Norfolk has limited excess capacity)

2: No ability to increase footprint

IAT-0001A: Closure of NS Pascagoula (NS Mayport, FL Receives)

Actions:

1. Close base operations at Naval Station Pascagoula, MS.

2. Relocate 2 FFGs to Naval Station Mayport, FL, to include required personnel, equipment, and support.

3. Consolidate Shore Intermediate Maintenance Activity Pascagoula, MS, at Shore Intermediate Maintenance Activity Mayport, FL.

Assumptions:

Allow waterfront operations to continue until final homeported CG is decommissioned in FY06. US Coast Guard receives transfer of property as necessary to maintain operations or relocates Coast Guard assets (at the discretion of US Coast Guard). All remaining support activities at Naval Station Pascagoula, MS, to be closed.

Close NAVSTA Pascagoula (*IAT-0001A*)

Scenario

- **Close NAVSTA Pascagoula**
  - **Remaining Ships (2 FFG) relocate to NAVSTA Mayport**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **Mayport better supports ships mission in support of JIATF South operations**
- **NAS Key West and Pensacola allow for presence in Gulf Coast**

Potential Conflicts

- **Impact with loss of support of Pre-Comm units at Ingalls**
- **With NAVSTA Ingleside scenario, no homeported Surface presence in US Gulf Coast**
- **USCG Station and one WMEC**
- **Requires IJCSG coordination (SIMA)**

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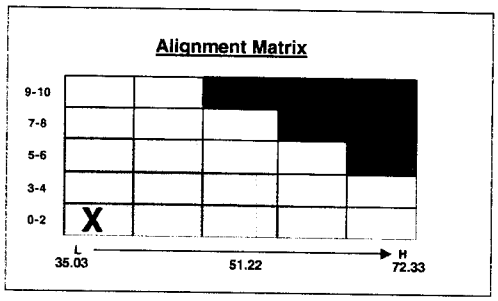
Closure of NS Pascagoula (NS Mayport Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 2*



Military Value Score: 35.03

*Mean Military Value Score: 51.22

Military Value Ranking: 16 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Total Base Closure – 10% of remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Closer to Fleet Concentration Area/Maintenance/Training)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Other Gulf Coast initiatives)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Mayport has limited excess capacity)

2: No ability to increase footprint

IAT-0002: Closure of NS Ingleside, TX (NS San Diego, CA, and NAB Little Creek, VA, Receives) and Realignment of NAS Corpus Christ, TX

Actions:

1. Close base operations at Naval Station Ingleside, TX.

2. Relocate 5 MHCs and 5 MCMs to Naval Station San Diego, CA, to include required personnel, equipment, and support.

3. Relocate 5 MHCs and 5 MCMs to Naval Amphibious Base Little Creek, VA, to include required personnel, equipment, and support.

4. Relocate Mine Warfare Training Center from Naval Station Ingleside, TX to Fleet ASW Training Center, San Diego, CA.

5. Consolidate Shore Intermediate Maintenance Activity Ingleside TX, with Shore Intermediate Maintenance Center San Diego, CA in order to support 5 MHCs and 5 MCMs.

6. Consolidate Shore Intermediate Maintenance Activity Ingleside TX, with Shore Intermediate Maintenance Center Norfolk, VA in order to support 5 MHCs and 5 MCMs.

7. Move COMINEWARCOM from NAS Corpus Christi, TX to NAVSTA San Diego, CA. (Ref IAT-0002C)

8. Move HM-15 from NAS Corpus Christi, TX to NAS North Island, CA. (Ref IAT-0002C)

9. Consolidate Aviation Intermediate Maintenance Detachment Corpus Christi, TX with Aviation Intermediate Maintenance Detachment Naval Air Station, North Island CA. (Ref IAT-0002C)

Assumptions:

US Coast Guard receives transfer of property as necessary to maintain operations or relocates Coast Guard assets (at the discretion of US Coast Guard). All remaining support activities at Naval Station Ingleside, TX, to be closed.

Close NAVSTA Ingleside (*IAT-0002*)

Scenario

- **Close NAVSTA Ingleside**
  - **–Move MHC/MCM forces to NAVSTA San Diego and NAVPHIBASE Little Creek (50% split)**
  - **–Move MINEWARTRACEN (MWTC) to Fleet ASW Trng Ctr San Diego (E&T)**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **Moves MINEWAR (MIW) forces to Fleet concentration areas for protection**
- **Enhances shift to organic MIW by move to Fleet concentration areas**
- **Support Homeland security with forces on both coasts and in FCA**

Potential Conflicts

- **With NAVSTA Pascagoula scenario, no homeported Surface presence in Gulf Coast**
- **Disposition of COMINEWARCOM and HM-15 (currently at NAS Corpus Christi)**
- **Single site MWTC will not avail all MIW sailors to local training opportunities**
- **Requires Ind (SIMA) and E&T JCSG coordination**
- **USCG Ships**
- **Requires IJCSG coordination (SIMA)**

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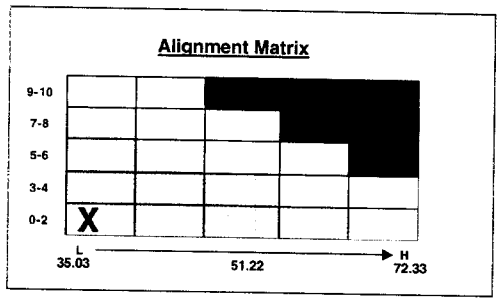
Closure of NS Ingleside
(NS SDGO and PHIBASE Little Creek Receive)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 1*



Military Value Score: 35.72

*Mean Military Value Score: 51.22

Military Value Ranking: 14 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Total Base Closure – 20% of remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Closer to Fleet Concentration Area/Maintenance/Training)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Other Gulf Coast initiatives; Organic MIW and shift to Fleet Concentration Areas)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (SDGO and LCREEK have capacity to receive)

1: Limited ability to increase footprint

2: No ability to increase footprint

IAT-0003: Closure of waterfront SUBASE New London, CT (NS Norfolk Receives)

Actions:

1. Close waterfront operations at SUBASE New London, CT.

2. Relocate 17 SSN to Naval Station Norfolk, VA, to include required personnel, equipment, and support.

3. Consolidate Naval Submarine Support Facility New London, CT, at Shore Intermediate Maintenance Activity Norfolk, VA.

4. Retain Naval Submarine School and Naval Security Group as enclaves.

Assumptions:
All remaining submarine support activities which do not support the Naval Submarine School at SUBASE NLON, CT, are to be closed.

Close Waterfront at SUBASE New London *(IAT-0003)*

Scenario

- **Close SUBASE New London berthing function only**
  - **Move SSNs to NAVSTA Norfolk**
- **NAVSUBSCOL and other non-operational support functions to remain**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Saves $$ by consolidating submarine support functions (but not a complete closure)**
- **Norfolk capacity can support 17 additional SSNs**

Potential Conflicts

- **Disposition of NAVSUBSCOL**
- **Single site East coast SSN forces**
- **Lost synergy of co-locating SUB school with large SSN force**
- **Reduces NAVSTA Norfolk capability to support future force structure.**
- **Requires IJCSG coordination (SIMA)**

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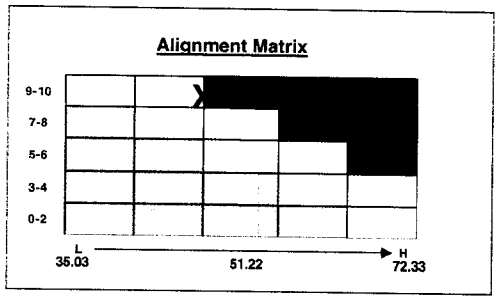
Closure of Waterfront SUBASE New London (NS Norfolk Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 2*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 3*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 1*
- *Expansion Capability/Flexibility*
  - *Score: 2*
- *Total Alignment Score: 9*



Military Value Score: 45.39

*Mean Military Value Score: 51.22

Military Value Ranking: 11 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction

2: Little or no capacity reduction (Waterfront retained)

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment (No forces at Sub School location-Refresher and pipeline training)

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios

1: Not aligned with or independent of other functions/scenarios (Independent Scenario)

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint

2: No ability to increase footprint (Significant number of subs into Norfolk)

IAT-0004: Relocate all SSNs from Naval Station Norfolk, VA, to SUBASE New London, CT

Actions:

1. Relocate 11 SSNs from Naval Station Norfolk, VA, to SUBASE New London, CT, to include required personnel, equipment, and support.

Assumptions:

All submarine support activity at Naval Station Norfolk, VA, is disestablished.

Relocate SSNs from Norfolk to New London (*IAT-0004*)

Scenario

- **Close NAVSTA Norfolk SSN berthing function**
  - **Move SSNs to New London**

Drivers/Assumptions

- **Principles:** Recruit and Train, Deploy and Employ.
- **DON Objectives:** Optimize access to critical training facilities and align DON infrastructure to efficiently and effectively support Fleet Response Plan and Seabasing concepts

Justification/Impact

- **Saves $$ by consolidating submarine support function**
- **Sufficient capacity for 11 additional SSNs in New London**
- **Synergy of Large SSN force co-located with NAVSUBSCOL**

Potential Conflicts

- **Single site East Coast SSN forces**
- **Overcrowding potential at New London**
- **Requires IJCSG coordination (SIMA)**

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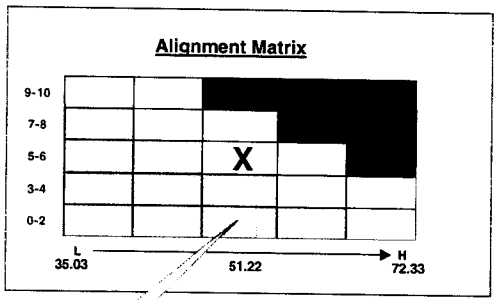
Relocation of SSNs from NS Norfolk (SUBASE New London Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 2*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 5*



Lower MilVal risk due to relocation vice closure scenario

Military Value Score: 64.19

*Mean Military Value Score: 51.22

Military Value Ranking: 2 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction

2: Little or no capacity reduction (No reduction in capacity)

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (increases NS Norfolk available capacity)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Limited capacity to receive in New London)

2: No ability to increase footprint

IAT-0005: Closure of NS Everett, WA (CVN to NS Bremerton, WA)

Actions:

1. Close base operations at Naval Station Everett, WA.

2. Relocate CVN and T-AE to Naval Station Bremerton to include required personnel, equipment, and support.

3. Relocate 1 DDG and 3 FFGs to Naval Station San Diego to include required personnel, equipment, and support.

4. Consolidate NAVIMFAC Pacific Northwest Detachment Everett with NAVIMFAC Pacific Northwest, Bremerton, WA, in order to support a CVN and T-AE.

5. Consolidate NAVIMFAC Pacific Northwest Detachment Everett with Ship Intermediate Maintenance Activity San Diego, CA, in order to support 1 DDG and 3 FFGs.

6. Consolidate Naval Reserve Center Everett, WA, with Naval Reserve Center Silverdale, WA, at SUBASE Bangor, WA.

Assumptions:

US Coast Guard receives transfer of property as necessary to maintain operations or relocates Coast Guard assets (at the discretion of US Coast Guard). All remaining support activities at Naval Station Everett, WA, including the Smokey Point Support Annex to be closed. Special Area NAVRADSTA JIM CREEK OSO WA not affected by this scenario. Two DDGs scheduled to homeport at Naval Station Everett by end of FY06 will be homeported at Naval Station San Diego.

Close NAVSTA Everett (*IAT-0005*)

Scenario

- **Close NAVSTA Everett**
  - **Move forces to NAVSTA Bremerton (CVN, T-AE) and NAVSTA San Diego (DDG, FFG)**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **NAVSTA Bremerton can homeport additional CVN**

Potential Conflicts

- **Loss of deep water nuclear port coupled with move of one East Coast CVN to Pacific Fleet**
- **NAVSTA Bremerton ability to homeport additional CVN (support infrastructure)**
- **USCG Ship**
- **Requires IJCSG coordination (SIMA)**

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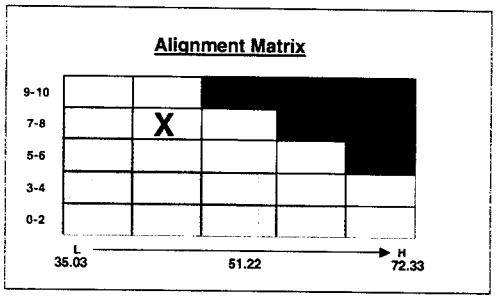
Closure of NS Everett (NS Bremerton and San Diego Receive)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 2*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 1*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 5*



Military Value Score: 43.67

*Mean Military Value Score: 51.22

Military Value Ranking: 13 of 16

Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Total Base Closure – 20% of remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Closer to Fleet Concentration Area/Maintenance/Training)

1: Aligned but independent of operational considerations

2: Minimal alignment (Loss of Deep Water Nuclear Port)

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Other Gulf Coast initiatives)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Bremerton CVN pier concerns)

2: No ability to increase footprint

IAT-0006: Close SUBASE San Diego CA (NS Pearl Harbor HI receives)

Actions:

1. Close base operations at SUBASE San Diego, CA.

2. Relocate 6 SSNs to Naval Station Pearl Harbor HI to include required personnel, equipment, and support.

3. Consolidate Intermediate Maintenance Puget Sound Detachment Point Loma, CA, at Navy Shipyard and Intermediate Maintenance Facility Pear Harbor, HI, in order to support 6 additional SSNs.

Assumptions:

This scenario does not affect SPAWAR complex, Fleet ASW Training Center complex, FISC Complex, and FCTCPAC Complex. All remaining support activities at SUBASE San Diego, CA, to be closed.

Close SUBASE San Diego NS Pearl Harbor (IAT-0006)

Scenario	Drivers/Assumptions
• Close SUBASE San Diego – Relocate SSNs to NAVSTA Pearl Harbor	• Principles: Consolidate bases yet retain flexible dispersal options.
Justification/Impact	**Potential Conflicts**
• Reduces Excess Capacity. Saves $$ by closing entire installation	• Relocation of SSNs and CSG to Hawaii Coast will affect capacity for transient ships • Requires IJCSG coordination (SIMA)

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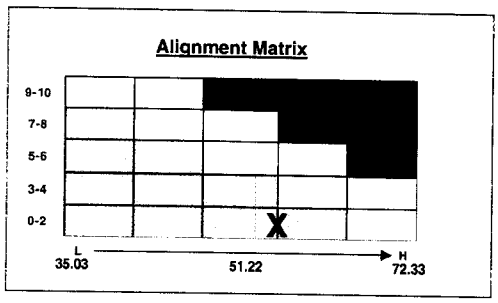
Closure of SUBASE San Diego (NS Pearl Harbor Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 1*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 2*



Military Value Score: 55.56

*Mean Military Value Score: 51.22

Military Value Ranking: 7 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Closure of entire base – 10% remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (More SSNs closer to theater)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios

1: Not aligned with or independent of other functions/scenarios (Independent Scenario)

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (Pearl Harbor has significant overall available capacity, limited available for SSNs)

1: Limited ability to increase footprint

2: No ability to increase footprint

IAT-0006A: Close SUBASE San Diego CA (NS San Diego CA receives)

Actions:

1. Close base operations at SUBASE San Diego, CA.

2. Relocate 6 SSNs to Naval Station San Diego, CA to include required personnel, equipment, and support.

3. Relocate Intermediate Maintenance Puget Sound Detachment Point Loma, CA, at Ship Intermediate Maintenance Activity San Diego, CA, in order to support 6 SSNs.

Assumptions:

SPAWAR complex and Fleet ASW Training Center complex not affected by this scenario. All remaining support activities at SUBASE San Diego, CA, to be closed.

Close SUBASE San Diego
NS San Diego Receives(IAT-*0006A*)

Scenario	Drivers/Assumptions
• Close SUBASE San Diego – Relocate SSNs to NAVSTA San Diego	• Principles: Consolidate bases yet retain flexible dispersal options.
Justification/Impact	**Potential Conflicts**
• Reduces Excess Capacity. Saves $$ by closing entire installation	• No submarine support capability at NAVSTA San Diego ($$) • Nuclear ship berthing approval at NAVSTA San Diego by SEA 08 • Requires IJCSG coordination (SIMA)

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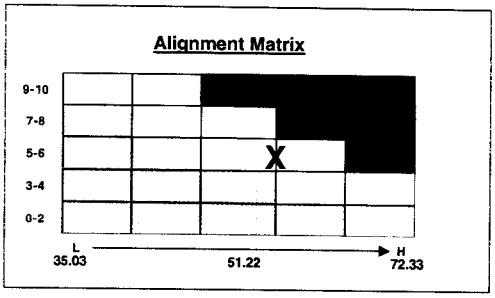
Closure of SUBASE San Diego (NS San Diego Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 2*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 1*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 5*



Military Value Score: 55.56

*Mean Military Value Score: 51.22

Military Value Ranking: 7 of 16

*Based upon 16 Active Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Closure of entire base – 10% remaining excess)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (More SSNs closer to theater)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios

1: Not aligned with or independent of other functions/scenarios (Independent Scenario)

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nuclear Maintenance\Support Capability not at NS San Diego)

2: No ability to increase footprint

CLOSE HOLD

IAT-0008: CLOSURE OF CBC GULFPORT, MS (MOVE NMCBS TO CAMP LEJEUNE)

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis:

Realign and relocate 4 NMCBs, 22nd NCR, 20th SRG, NCTC and associated equipment/material to MCB Camp Lejeune, NC.

1. Close CBC Gulfport and relocate all naval construction assets to MCB Camp Lejeune.

2. Relocate NAVMARRESCEN Gulfport to a location TBD.

Assumptions:

All remaining support activities at CBC Gulfport would be closed.

Close CBC Gulfport (*IAT-0008*)

Scenario

- **Close CBC Gulfport, MS**
  - **Relocate 4 NMCBs, 22nd NCR, 20th SRG, NCTC and associated equipment/material to MCB Camp Lejeune, NC**
  - **Reserve Center to remain in area**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **Collocates NMCB function with supported operational forces and maintains Ease/West coast distribution**
- **Increase training efficiencies**

Potential Conflicts

- **Additional construction required**
- **Competing for space on Camp Lejeune with USMC force structure reshaping and potential JCSG scenarios**
- **Requires coordination with E&T JCSG**

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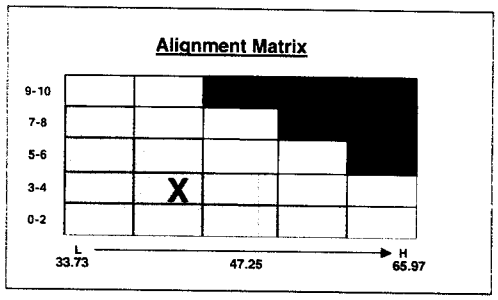
Closure of CBC Gulfport (Camp Lejeune Receives)

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 1*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 42.42

*Mean Military Value Score: 47.25

Military Value Ranking: 8 of 11

*Based upon 11 Ground Bases

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (Closure of entire base)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Colocates NMCBs with supported forces)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios

1: Not aligned with or independent of other functions/scenarios (Independent Scenario)

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (building of facilities at Camp Lejeune would be required)

2: No ability to increase footprint

TAB B

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Reserve Center Function

Phase I: Scenario Alignment Assessment

05 October 2004

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Phase One: Reserve Centers

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

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IAT-0011: CLOSE NAVY RESERVE CENTER ASHEVILLE, NC

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Asheville, NC.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Asheville NC

Scenario

- Close NRC Asheville, NC.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 116 reserves.

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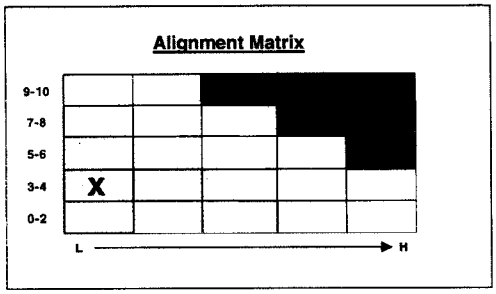
Close NRC Asheville NC

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 31.4

Mean Military Value Score: 59.0

Military Value Ranking: 152 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (Reduces excess capacity)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Assets from closed center being absorbed by gaining center without additional buildup)

2: No ability to increase footprint

IAT-0012: CLOSE NAVY RESERVE CENTER CEDAR RAPIDS, IA

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Cedar Rapids, IA.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Cedar Rapids IA

Scenario

- Close NRC Cedar Rapids, IA.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 100 reserves.

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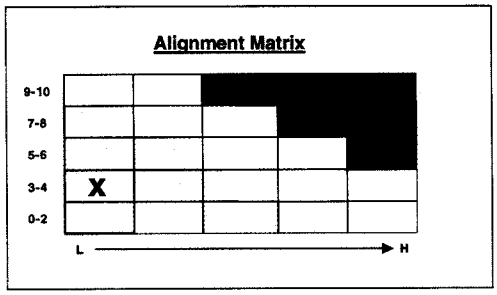
Close NRC Cedar Rapids IA

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 39.8

Mean Military Value Score: 59.0

Military Value Ranking: 150 of 152

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (Reduces capacity from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Gaining asset able to accommodate additional functions without new construction)

2: No ability to increase footprint

IAT-0013: CLOSE NAVY RESERVE CENTER TUSCALOOSA, AL

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Tuscaloosa, AL.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Tuscaloosa AL

Scenario

- Close NRC Tuscaloosa, AL.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 140 reserves.

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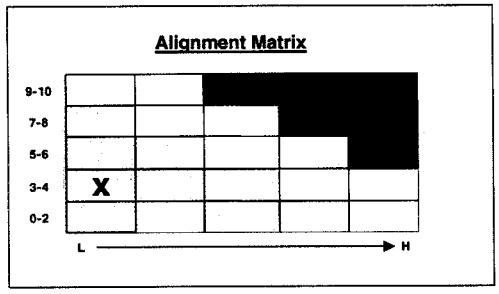
Department of the Navy
DON Analysis Group

Close NRC Tuscaloosa AL

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 43.2

Mean Military Value Score: 59.0

Military Value Ranking: 148 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 5,646 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Assets from closed center being absorbed by gaining center without additional buildup)

2: No ability to increase footprint

IAT-0014: CLOSE NAVY RESERVE CENTER POCATELLO, ID

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Pocatello, ID.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Department of the Navy

DON Analysis Group

Close NRC Pocatello ID

Scenario

- Close NRC Pocatello, ID.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 78 reserves.

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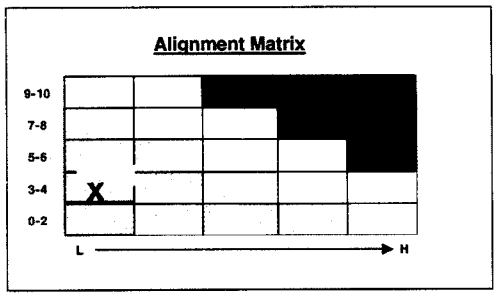
Department of the Navy
DON Analysis Group

Close NRC Pocatello ID

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 44.7

Mean Military Value Score: 59.0

Military Value Ranking: 147 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 8.992 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Potential receiving sites have no excess capacity. Salt Lake City site has 4 buildable acres.)

2: No ability to increase footprint

IAT-0015: CLOSE NAVY RESERVE CENTER CAPE GIRARDEAU, MO

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Cape Girardeau, MO.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Cape Girardeau MO

Scenario

- Close NRC Cape Girardeau, MO.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 162 reserves.

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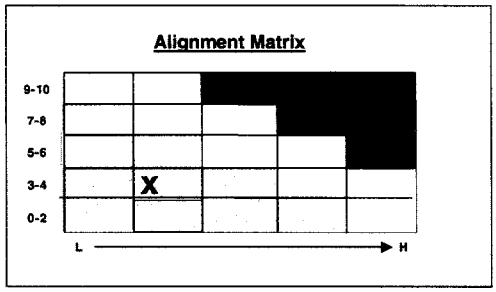
Department of the Navy
DON Analysis Group

Close NRC
Cape Girardeau MO

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 45.2

Mean Military Value Score: 59.0

Military Value Ranking: 146 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (eliminates 22,626 sf from Navy inventory)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Assets from closed center being absorbed by gaining center without additional buildup)

2: No ability to increase footprint

IAT-0016: CLOSE NAVY RESERVE CENTER LACROSSE, WI

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, La Crosse, WI.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Department of the Navy

DON Analysis Group

Close NRC La Crosse WI

Scenario

- Close NRC La Crosse, WI.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 126 reserves.

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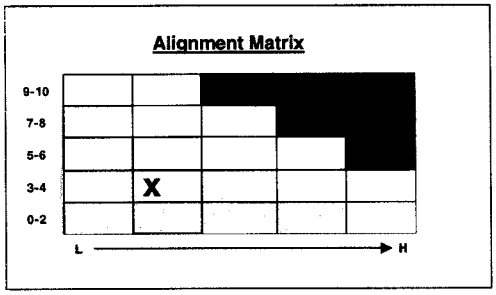
Department of the Navy
DON Analysis Group

Close NRC La Crosse WI

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 45.7

Mean Military Value Score: 59.0

Military Value Ranking: 143 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (eliminates 29,274 sf from Navy inventory)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Moves assets to a joint center)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option (Consolidates nearby centers)

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Assets from closed center being absorbed by gaining center without additional buildup)

2: No ability to increase footprint

IAT-0017: CLOSE NAVY RESERVE CENTER HORSEHEADS, NY

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Horseheads, NY.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Horseheads NY

Scenario

- Close NRC Horseheads, NY.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 130 reserves.

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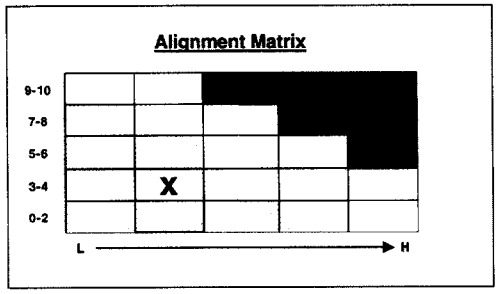
Department of the Navy
DON Analysis Group

Close NRC Horseheads NY

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 46.4

Mean Military Value Score: 59.0

Military Value Ranking: 140 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 17,313 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Most assets from closed center being absorbed by gaining center without additional buildup. Short approx 2000 sf training space)

2: No ability to increase footprint

IAT-0018: CLOSE NAVY RESERVE CENTER CENTRAL POINT, OR

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Central Point, OR.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Central Point OR

Scenario

- Close NRC Central Point, OR.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 94 reserves.

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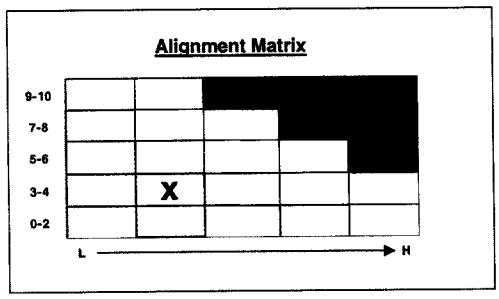
Department of the Navy
DON Analysis Group

Close NRC Central Point OR

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 46.6

Mean Military Value Score: 59.0

Military Value Ranking: 139 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 19,495 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Most assets from closed center can be absorbed by gaining center without additional buildup. Approx 2000 sf short.)

2: No ability to increase footprint

IAT-0019: CLOSE NAVY MARINE CORPS RESERVE CENTER READING, PA

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Marine Corps Reserve Center, Reading, PA.

2. Relocate Marine Corps reserve units and support staff to Navy Marine Corps Reserve Center, Lehigh Valley, PA.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate Navy reservists and support staff.

Department of the Navy

DON Analysis Group

Close NMCRC Reading PA

Scenario

- Close NMCRC Reading, PA.
- Relocate Marine Corps reserve units and support staff to NMCRC Lehigh Valley, PA.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute Navy assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 184 reserves.

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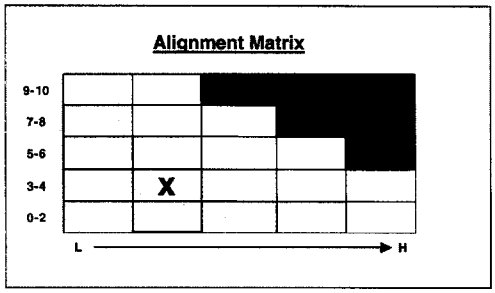
Department of the Navy
DON Analysis Group

Close NMCRC Reading PA

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 46.2

Mean Military Value Score: 59.0

Military Value Ranking: 141 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (eliminates 34,726 sf from Navy inventory)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest reserve center which is most likely gaining site is already under capacity. No room to accommodate USMCR functions. USMCR unit is truck company, equipment heavy. Lehigh Valley does have 6 buildable acres available for new construction)

2: No ability to increase footprint

CLOSE HOLD

IAT-0020: CLOSE NAVY RESERVE CENTER EVANSVILLE, IN

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Evansville, IN.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Evansville IN

Scenario

- Close NRC Evansville, IN.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 118 reserves.

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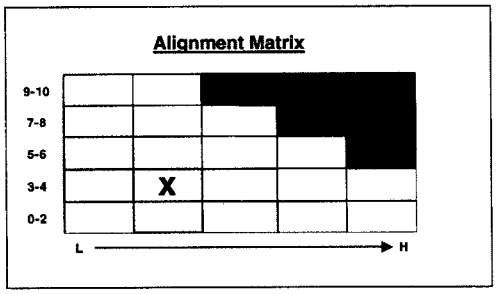
Department of the Navy
DON Analysis Group

Close NRC Evansville IN

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 50.4

Mean Military Value Score: 59.0

Military Value Ranking: 128 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 8,298 sf building from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest RESCEN has excess space and can accommodate new functions without new construction)

2: No ability to increase footprint

IAT-0021: CLOSE NAVY RESERVE CENTER ADELPHI, MD

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Adelphi, MD.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Adelphi MD

Scenario

- Close NRC Adelphi, MD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 650 reserves.

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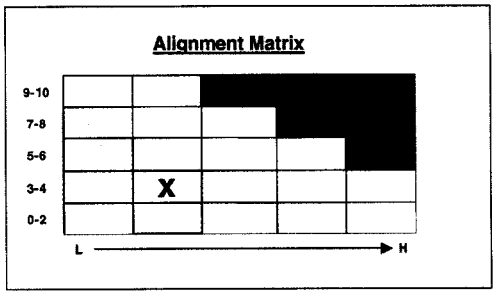
Department of the Navy
DON Analysis Group

Close NRC Adelphi MD

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 51.9

Mean Military Value Score: 59.0

Military Value Ranking: 119 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (eliminates 21,038 sf building from Navy inventory)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Most assets can be accommodated by nearest reserve center but short approx 6000 sf. 4.43 buildable acres exists at next nearest reserve center. New construction is an option to accommodate new functions.)

2: No ability to increase footprint

IAT-0022: CLOSE NAVY RESERVE CENTER DULUTH, MN

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Duluth, MN.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Duluth MN

Scenario

- Close NRC Duluth, MN.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 130 reserves.

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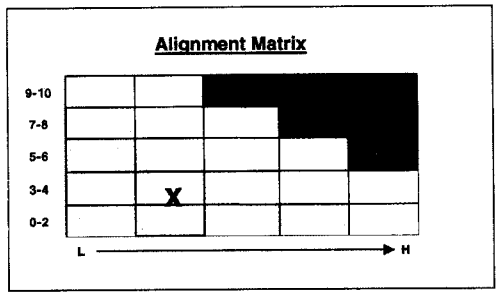
Department of the Navy
DON Analysis Group

Close NRC Duluth MN

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 51.9

Mean Military Value Score: 59.0

Military Value Ranking: 118 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 14, 323 sf of Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest reserve center is already undercapacity and identified in another scenario to receive assets from a second nearby reserve center which is closing. No buildable acres to accommodate new construction.)

2: No ability to increase footprint

CLOSE HOLD

IAT-0023: CLOSE NAVY RESERVE CENTER LEXINGTON, KY

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Lexington, KY.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Department of the Navy

DON Analysis Group

Close NRC Lexington KY

Scenario	Drivers/Assumptions
• Close NRC Lexington, KY.	• Principles: Organize. • Transformational Options: Collocate/ consolidate across all military departments. • Objective: Take advantage of joint basing. • Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities. • NAVRESFOR redistribute assets.
Justification/Impact	**Potential Conflicts**
• Reduces excess capacity. • 14.52% total excess capacity. • Leverages opportunities for joint basing and training. • This scenario meshes with NAVRESFOR 50 State Review Study.	• Retention concerns for 194 reserves.

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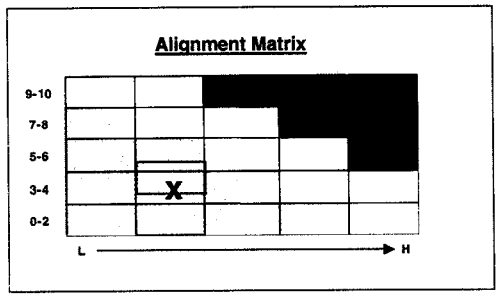
Department of the Navy
DON Analysis Group

Close NRC Lexington KY

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 52.0

Mean Military Value Score: 59.0

Military Value Ranking: 117 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 4,655 sf from navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest reserve center is NMCRC Louisville, KY which has 8800sf excess capacity. However, Louisville is also slated to receive assets from another scenario closing NRC Evansville. Louisville can accommodate EITHER Evansville OR Lexington but not both. Louisville has NO buildable acreage available for new construction.)

2: No ability to increase footprint

IAT-0024: CLOSE NAVY RESERVE CENTER LINCOLN, NE

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Lincoln, NE.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRC Lincoln NE

Scenario

- Close NRC Lincoln, NE.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 110 reserves.

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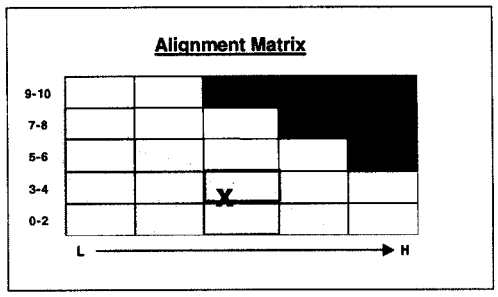
Department of the Navy
DON Analysis Group

Close NRC Lincoln NE

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 55.2

Mean Military Value Score: 59.0

Military Value Ranking: 102 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 17,774 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest reserve center is NMCRC Omaha which is already undercapacity, has no buildable acres, and Omaha is also identified in another scenario to receive assets from NRC Sioux City IA which further strains Omaha's capacity.)

2: No ability to increase footprint.

IAT-0025: CLOSE NAVY RESERVE FACILITY MARQUETTE, MI

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Facility, Marquette, MI.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Close NRF Marquette MI

Scenario

- Close NRF Marquette, MI.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 63 reserves.

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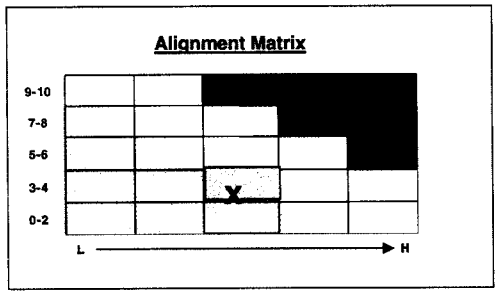
DON Analysis Group

Close NRF Marquette MI

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 57.9

Mean Military Value Score: 59.0

Military Value Ranking: 82 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 13,132 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Assets from closed center can be absorbed by gaining center but only with new construction. Nearest reserve center, NMCRC Green Bay has 2.12 buildable acres available)

2: No ability to increase footprint

IAT-0026: CLOSE NAVY RESERVE CENTER SIOUX CITY, IA

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Reserve Center, Sioux City, IA.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate reservists and support staff.

Department of the Navy

DON Analysis Group

Close NRC Sioux City IA

Scenario

- Close NRC Sioux City, IA.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 53 reserves.

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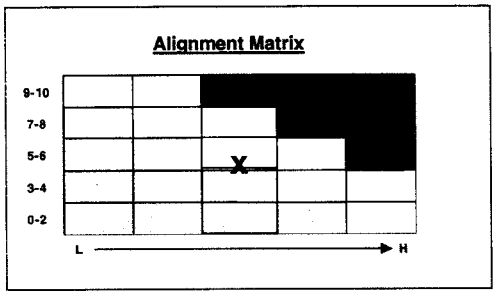
DON Analysis Group

Close NRC Sioux City IA

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 4*



Military Value Score: 58.2

Mean Military Value Score: 59.0

Military Value Ranking: 78 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 7,200 sf from navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (The two nearest reserve centers do not have excess capacity to accommodate new functions. One of the potential receiving sites – NMCRC Omaha – is already under capacity. Neither of the two nearest reserve centers do not have any buildable acreage to accommodate new construction)

2: No ability to increase footprint

IAT-0027: CLOSE NAVY MARINE CORPS RESERVE CENTER MOUNDSVILLE, WV

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Marine Corps Reserve Center, Moundsville, WV.

2. Relocate Marine Corps reserve units and support staff to Navy Marine Corps Reserve Center, Pittsburg, PA.

ASSUMPTIONS: Naval Reserve Forces Command will reallocate Navy reservists and support staff.

Close NMCRC Moundsville WV

Scenario

- Close NMCRC Moundsville, WV.
- Relocate Marine Corps reserve units and support staff to NMCRC Pittsburg, PA.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Objective: Take advantage of joint basing.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute Navy assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- Leverages opportunities for joint basing and training.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 190 reserves.

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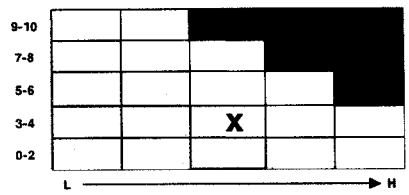
DON Analysis Group

Close NMCRC Moundsville WV

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 2*
- *Total Alignment Score: 4*

Alignment Matrix



Military Value Score: 52.4

Mean Military Value Score: 59.0

Military Value Ranking: 112 of 152

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Excess Capacity Reduction

0: Significant capacity reduction (eliminates 25,350 sf building from Navy inventory)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations (Combines centers with similar functions)

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint

2: No ability to increase footprint (Gaining center cannot accommodate USMC functions)

IAT-0028: CLOSE NAVY MARINE CORPS RESERVE CENTER PEORIA, IL

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis.

1. Close Navy Marine Corps Reserve Center, Peoria, IL.

2. Relocate Marine Corps reserve units and support staff to Navy Reserve Center, Decatur, IL

ASSUMPTIONS: Naval Reserve Forces Command will reallocate Navy reservists and support staff.

Close NMCRC Peoria IL

Scenario

- Close NRC Peoria, IL.
- Relocate Marine Corps reserve units and support staff to NRC Decatur, IL.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Collocate/ consolidate across all military departments.
- Consideration: Navy Reserve should become fully integrated with active forces, located to leverage pooled equipment & training facilities.
- NAVRESFOR redistribute Navy assets.

Justification/Impact

- Reduces excess capacity.
- 14.52% total excess capacity.
- This scenario meshes with NAVRESFOR 50 State Review Study.

Potential Conflicts

- Retention concerns for 333 reserves.

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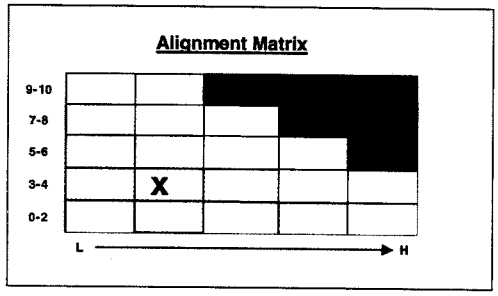
Close NMCRC Peoria IL

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 1*
- *Transformational Options*
  - *Score: 1*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 1*
- *Total Alignment Score: 3*



Military Value Score: 51.3

Mean Military Value Score: 59.0

Military Value Ranking: 124 of 152

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Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (eliminates 26,974 sf from Navy inventory)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Aligns with 50 State Review)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint

1: Limited ability to increase footprint (Nearest reserve center is NRC Decatur, Decatur lacks 22000 sf to accommodate Peoria's functions. Also Peoria has heavy Marine units which require large amounts of square footage.)

2: No ability to increase footprint

TAB C

Recruiting Function

Phase I: Scenario Alignment Assessment

05 October 2004

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Phase One: Results

- **Close**
  - NRD Indianapolis
  - NRD Omaha
  - NRD Buffalo
  - NRD Montgomery
  - MCRS Detroit
  - MCRS Ft. Worth
  - MCRS Ft. Lauderdale
  - MCRS Jacksonville
  - MCRS Louisville
- **Discovered Error:**
  - Location data for MCRS Ft. Lauderdale had been transposed with data for MCRS Frederick.

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Phase One: Results (corrected)

- **Close**
  - **NRD Indianapolis**
  - **NRD Omaha**
  - **NRD Buffalo**
  - **NRD Montgomery**
  - **MCRS Detroit**
  - **MCRS Ft. Worth**
  - **MCRS Frederick**
  - **MCRS Jacksonville**
  - **MCRS Louisville**

DAG Decision: Approve corrected Phase I closure list for presentation to IEG

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Navy Recruiting Districts = Marine Corps Recruiting Stations

Navy Recruiting Stations = Marine Corps Recruiting Sub-Stations

IAT-0029: CLOSE NAVY RECRUITING DISTRICT INDIANAPOLIS, IN

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis:

1. Close Navy Recruiting District Indianapolis, IN.

Assumptions: Commander, Navy Recruiting Command, will realign recruiting stations subordinate to Navy Recruiting District Indianapolis under proximate Navy Recruiting Districts not being considered for closure or realignment.

Close NRD Indianapolis

Scenario	Drivers/Assumptions
• Close NRD Indianapolis	• Principles: Recruit and Train • Principles: Organize • Principles: Quality of Life • Transformational Options: Minimizes leased space • Transformational Options: Consolidates HQs • CNRC realigns subordinate recruiting stations under proximate NRDs
Justification/Impact	**Potential Conflicts**
• Reduces total capacity • Eliminates leased space cost • This scenario meshes with existing CNRC transformation plan	• Co-located with other military recruiting service HQs • Distance may increase between managers and stations

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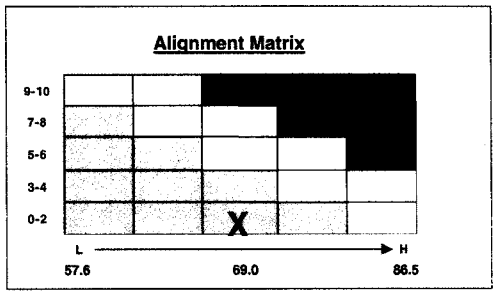
Closure of NRD Indianapolis

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 0*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 0*



Military Value Score: 68.8

*Mean Military Value Score: 69.0

Military Value Ranking: 14 of 31

*Based upon 31 NRDs

10/05/04

5

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (115 out of max 228 recruiters, 35 out of max 58 stations)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Satisfies Recruit & Train, Organize, and Quality of Life principles.)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option (Minimizes leased space and consolidates HQ. Also meshes with Navy's transformation plan)

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Meshes with Navy's transformation plan.)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (This scenario has potential to be included in multiple NRD closure sets.)

1: Limited ability to increase footprint

2: No ability to increase footprint

IAT-0030: CLOSE NAVY RECRUITING DISTRICT OMAHA, NE

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis:

1. Close Navy Recruiting District Omaha, NE.

Assumptions: Commander, Navy Recruiting Command, will realign recruiting stations subordinate to Navy Recruiting District Omaha under proximate Navy Recruiting Districts not being considered for closure or realignment.

Close NRD Omaha

Scenario	Drivers/Assumptions
• Close NRD Omaha	• Principles: Recruit and Train • Principles: Organize • Principles: Quality of Life • Transformational Options: Minimizes leased space • Transformational Options: Consolidates HQs • CNRC realigns subordinate recruiting stations under proximate NRDs
Justification/Impact	**Potential Conflicts**
• Reduces total capacity • Eliminates leased space cost • This scenario meshes with existing CNRC transformation plan	• Distance may increase between managers and stations

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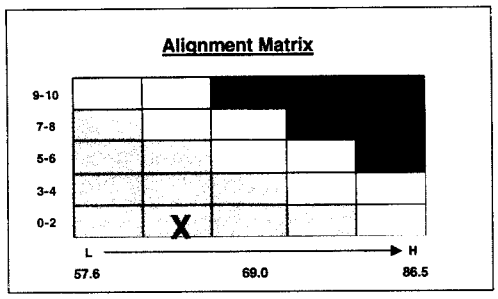
DON Analysis Group

Closure of NRD Omaha

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 0*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 0*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 0*



Military Value Score: 63.4

*Mean Military Value Score: 69.0

Military Value Ranking: 24 of 31

*Based upon 31 NRDs

10/05/04

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction (87 out of max 228 recruiters, 28 out of max 58 stations)

1: Some capacity reduction

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Satisfies Recruit & Train, Organize, and Quality of Life principles.)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option (Minimizes leased space and consolidates HQ. Also meshes with Navy's transformation plan)

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Meshes with Navy's transformation plan.)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (This scenario has potential to be included in multiple NRD closure sets.)

1: Limited ability to increase footprint

2: No ability to increase footprint

IAT-0031: CLOSE NAVY RECRUITING DISTRICT BUFFALO, NY

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis:

1. Close Navy Recruiting District Buffalo, NY.

Assumptions: Commander, Navy Recruiting Command, will realign recruiting stations subordinate to Navy Recruiting District Buffalo under proximate Navy Recruiting Districts not being considered for closure or realignment.

Close NRD Buffalo

Scenario

- Close NRD Buffalo

Drivers/Assumptions

- Principles: Recruit and Train
- Principles: Organize
- Principles: Quality of Life
- Transformational Options: Minimizes leased space
- Transformational Options: Consolidates HQs
- CNRC realigns subordinate recruiting stations under proximate NRDs

Justification/Impact

- Reduces total capacity
- Eliminates leased space cost
- This scenario meshes with existing CNRC transformation plan

Potential Conflicts

- Distance may increase between managers and stations

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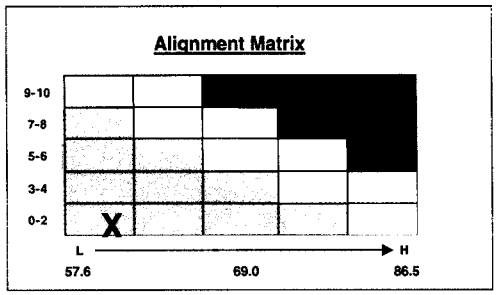
DON Analysis Group

Closure of NRD Buffalo

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 0*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 1*



Military Value Score: 60.1

*Mean Military Value Score: 69.0

Military Value Ranking: 29 of 31

*Based upon 31 NRDs

10/05/04

9

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (132 out of max 228 recruiters, 46 out of max 58 stations)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Satisfies Recruit & Train, Organize, and Quality of Life principles.)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option (Minimizes leased space and consolidates HQ. Also meshes with Navy's transformation plan)

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Meshes with Navy's transformation plan.)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (This scenario has potential to be included in multiple NRD closure sets.)

1: Limited ability to increase footprint

2: No ability to increase footprint

IAT-0032: CLOSE NAVY RECRUITING DISTRICT MONTGOMERY, AL

For the purposes of this Scenario Data Call, the following BRAC Actions are being considered for analysis:

1. Close Navy Recruiting District Montgomery, AL.

Assumptions: Commander, Navy Recruiting Command, will realign recruiting stations subordinate to Navy Recruiting District Montgomery under proximate Navy Recruiting Districts not being considered for closure or realignment.

Close NRD Montgomery

Scenario

- Close NRD Montgomery

Drivers/Assumptions

- Principles: Recruit and Train
- Principles: Organize
- Principles: Quality of Life
- Transformational Options: Minimizes leased space
- Transformational Options: Consolidates HQs
- CNRC realigns subordinate recruiting stations under proximate NRDs

Justification/Impact

- Reduces total capacity
- Eliminates leased space cost
- This scenario meshes with existing CNRC transformation plan

Potential Conflicts

- Distance may increase between managers and stations

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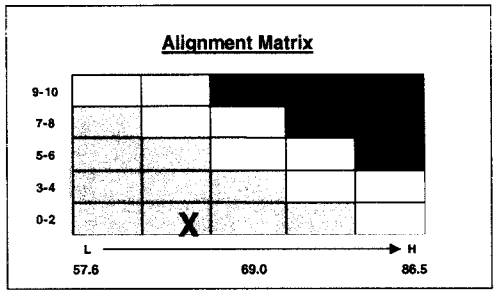
Department of the Navy
DON Analysis Group

Closure of NRD Montgomery

Scenario Divergence

- *Excess Capacity Reduction*
  - *Score: 1*
- *Principles, Objectives and Considerations Alignment*
  - *Score: 0*
- *Transformational Options*
  - *Score: 0*
- *Function/Scenario Alignment*
  - *Score: 0*
- *Expansion Capability/Flexibility*
  - *Score: 0*
- *Total Alignment Score: 1*



Military Value Score: 64.5

*Mean Military Value Score: 69.0

Military Value Ranking: 20 of 31

*Based upon 31 NRDs

10/05/04

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Scenario Divergence

Excess Capacity Reduction

0: Significant capacity reduction

1: Some capacity reduction (135 out of max 228 recruiters, 38 out of max 53 stations)

2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

0: Operationally aligned (Satisfies Recruit & Train, Organize, and Quality of Life principles.)

1: Aligned but independent of operational considerations

2: Minimal alignment

3: No apparent alignment

Transformational Options

0: Resulting from a Transformational Option (Minimizes leased space and consolidates HQ. Also meshes with Navy's transformation plan)

1: Not resulting from a Transformational Option

Function/Scenario Alignment

0: Aligned with other functions/scenarios (Meshes with Navy's transformation plan.)

1: Not aligned with or independent of other functions/scenarios

2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

0: Significant ability to increase footprint (This scenario has potential to be included in multiple NRD closure sets.)

1: Limited ability to increase footprint

2: No ability to increase footprint