Department of the Navy
IAT

INFRASTRUCTURE ANALYSIS TEAM
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RP-0322
IAT/JAN
29 Nov 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 18 NOVEMBER 2004

Encl: (1) DON Analysis Group Brief to IEG of 18 November 2004

1. The thirty-first deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1043 on 18 November 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Co-Chair; Gen William L. Nyland, USMC, Co-Chair; VADM Justin D. McCarthy, USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Kevin J. Cosgriff, USN, Member; LtGen Michael A. Hough, USMC, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC), Representative. The following members of the DON Analysis Group (DAG) were present: Mr. Paul Hubbell; Ms. Debra Edmond; and, CAPT Thomas Mangold, USN, alternate for RDML(sel) Charles Martoglio, USN. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM Kathleen L. Martin, NC, USN; RADM William R. Klemm, USN; RADM(sel) Alan S. Thompson, SC, USN; BGen Willie J. Williams, USMC; Mr. Michael Rhodes; Ms. Karin Dolan; Ms. Susan C. Kinney; BGen Thomas L. Conant, USMC; RDML Mark Hugel, USN; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT David W. Mathias, USN; CAPT Nancy Hight, MSC, USN; Mr. Thomas B. Grewe; and LtCol Greg Truba, USMC. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. Dave LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; CDR Robert S. Clarke, CEC, USN; LCDR Paul V. Neuzil, USN; LCDR Vincent J. Moore, JAGC, USNR; and, Capt James A. Noel, USMC. All attendees were provided enclosure (1).

2. Ms. Davis used slide 7 of enclosure (1) to discuss the status of scenario development for the DON HSA Regional Support Activities (RSA) Function. She recapped that Phase One analysis focused on the Installation Management (IM) Regions and that the IEG approved three IM scenarios during its 21 October 2004 deliberative session. Ms. Davis stated that during Phase Two,

the DAG examined the alignment between IM Regions (based on the three IM scenarios) and other RSA categories and reviewed existing headquarters strategies and organizational initiatives for potential conflicts or opportunities. The DAG reviewed the net span of control and workload balance impacts to other RSA categories resulting from the IM scenarios and developed an additional 11 scenario proposals that align activities in the remaining RSA categories in accordance with the IM Regions scenarios. See slide 8 of enclosure (1). After reviewing the quad charts and scenario alignment assessment results (see slides 27-48 of enclosure (1)), the IEG approved posting of the following scenarios to the OSD scenario tracking tool subject to further refinement, and issuance of scenario data calls:

a. Scenario Group One - Facility Engineering Commands (FECs).

(1) Seven Regions: Relocate FEC Northeast (Philadelphia, PA) to SUBASE New London, CT, (co-locate with COMNAVREG Northeast).

(2) Seven Regions: Realign EFD South (Charleston, SC) to FEC Southeast (Jacksonville) and FEC Midwest (Great Lakes, IL).

(3) Six Regions: Realign FEC Northeast (Philadelphia, PA) to FEC Midlant (Norfolk, VA).

(4) Realign FEC Marianas to FEC Hawaii.

b. Scenario Group Two- Reserve Readiness Commands.

(1) Seven Regions: Realign REDCOM Northeast (Newport, RI) to SUBASE New London, CT (co-locate with COMNAVREG Northeast).

(2) Seven Regions: Realign REDCOM South (JRB Ft Worth, TX) to REDCOM Midwest (Great Lakes, IL).

(3) Six Regions: Realign REDCOM Northeast (Newport, RI) to REDCOM Mid-Atlantic (Washington, D.C.).

c. Scenario Group Three - Navy Legal Service Commands. Realign NLSO Central (Pensacola, FL) to NLSO Southeast (Jacksonville, FL).

d. Scenario Group Four- Human Resource Service Centers (HRSCs).

(1) Seven Regions: Relocate HRSC Stennis, MS, to NAS Jacksonville, FL (co-locate with COMNAVREG Southeast).

(2) Seven Regions: Realign HRSC Philadelphia, PA, to SUBASE New London, CT (co-locate with COMNAVREG Northeast).

(3) Six Regions: Realign HRSC Philadelphia, PA, and consolidate with HSRC Portsmouth, VA.

3. Ms. Davis used slides 10-12 of enclosure (1) to discuss a proposed methodology for determining appropriate DAG/IEG follow-on action when JCSG proposed actions remove activities from DON fencelines. She noted that such follow-on actions (fenceline closures) will maximize the benefits of JCSG actions by allowing DON to close fencelines and remove remaining activities and tenants, or realign activities into fencelines, thereby creating an opportunity to consider an alternative closure. Ms. Davis used Naval Post Graduate School (NPS) Monterey and Navy Supply Corps School, Athens, as examples of possible fenceline closures resulting from various JCSG scenarios. See slide 11 of enclosure (1).

4. The IEG approved the following methodology for developing and issuing fenceline closure scenario data calls:

a. The IAT will identify major activities and monitor aggregate actions at each fenceline by reviewing scenarios being considered by the JCSGs as well as JCSG scenarios posted in the OSD scenario tracking tool.

b. The IAT will identify when proposed actions reach "critical mass" for a DON fenceline (e.g., scenarios impact a major mission, a substantial number of personnel/full time equivalents, or a substantial amount of acreage/square feet.

c. The IAT will develop a fenceline closure scenario for DAG consideration when the scenarios are received for data call release. The scenario assumptions will clearly state that the fenceline will close if specified activities leave.

d. The DAG will notify the IEG of the proposed fenceline closure scenario. If there is no objection from the IEG, the DAG will release a consolidated scenario data call (JCSG scenario and accompanying fenceline closure scenario).

5. Ms. Davis informed the IEG that DON JCSG Principals briefed the DAG on 8 and 9 November 2004 concerning the status of their

respective JCSG's analysis, its effect on DON activities, and any issues of interest to DON. She provided the IEG with a summary of the JCSG presentations using slides 15-21 of enclosure (1). The IEG discussed the following specific issues:

a. Supply and Storage. The IEG noted the need to monitor actions for possible fenceline closures, particularly scenarios involving non-Navy activities, e.g., Defense Logistics Agency large warehousing complexes.

b. Industrial. The IEG noted that the directed analysis of all depots based on the 1.5 factor expansion of capacity approach was problematic and that releasing scenario data calls to examine the closure of each depot may negatively impact the Industrial JCSG's ability to meet the 20 December 2004 OSD deadline for scenario development. The IEG discussed the status of Force Structure Plan (FSP) changes, noting that any proposed amendments must be submitted no later than 15 March 2005. The IEG discussed the importance of receiving FSP amendments as early as possible to inform the BRAC process and allow for any necessary revisions to capacity and military value analysis. The IEG noted that changes to the FSP may have significant implications on apparent excess maintenance capacity that could impact the analysis of Marine Corps Logistic Bases, and recommended that FSP amendments be raised at the next meeting of the Infrastructure Steering Group (ISG). Additionally, the IEG noted the importance of monitoring the efficiency and effectiveness of outcomes in terms of unit costs. The IEG noted that the DOD Comptroller has been tasked with developing a standard metric for measuring these unit costs.

c. Education and Training. The IEG discussed the need to develop and communicate DON positions on the proposed co-location of advanced undergraduate flight training with Fleet Replacement Squadrons, consolidation of intelligence training at Goodfellow AFB, and the creation of a joint management organization for ranges. The IEG expressed heightened concern that the E&T and Technical JCSGs have not coordinated to rationalize seemingly divergent approaches on overlapping functional areas.

d. Technical. The IEG expressed concern whether DON had adequate acquisition expertise on the TJCSG to address the acquisition transformational ideas that appear to be flowing from the TJCSG. Ms. Davis agreed to look into this matter and report back to the IEG. The IEG also expressed concern about the TJCSG's position that a service proponent must be identified

before scenarios can be developed and that the TJCSG may have difficulty adequately analyzing beneficial joint solutions within the required timeframe, thereby impacting the Services' ability to analyze beneficial BRAC solutions in this functional area. The IEG also expressed concern that a number of TJCSG scenarios break synergies of the Naval Warfare Centers and could impact capability.

e. Headquarters and Support Activities. The IEG discussed the need to develop and communicate the DON position on scenarios that co-locate Active and Reserve Component headquarters within the Military Departments. The IEG also noted that proposed consolidation of correctional confinement facilities is not consistent with DON's requirement for pre-trial confinement facilities. Additionally, the IEG expressed concern that the JCSG's Installation Management consolidation methodology does not appear to focus on realignment of assets.

f. Medical. Although no requirement has been developed to date, concern was expressed about the need to retain sufficient medical infrastructure to meet catastrophic response needs. The IEG noted that Operation Iraqi Freedom has demonstrated the impact that contingencies have on existing medical facilities.

g. Intelligence. The IEG expressed concern with E&T intelligence training scenarios as stated in subparagraph c above.

6. Ms. Davis concluded the deliberative session by summarizing the actions to be taken to address the issues identified above. With regard to JCSG coordination, Ms. Davis will prepare a letter for signature by the IEG co-chairs to the JCSGs setting forth a proposed procedure for development of companion/enabling scenarios between JCSGs and DON. Within DON, action must be taken to identify changes to the 20-year FSP. DON positions must be developed on JSF basing and training, intelligence training, joint management of ranges, and Reserve/Active Component consolidation. The DAG will develop initial positions for presentation to the IEG. Further, DON must better understand the impact of the Industrial JCSG capacity analysis (1.5 expansion factor) and ensure that efficiency and effectiveness are appropriately measured. The IEG directed DON Technical JCSG Principals to outline for the DAG/IEG issues regarding Service proponency, priority of joint review efforts, and the need for Service specific review.

7. Ms. Davis informed the IEG that DON is essentially complete with Service unique scenario development with analysis of Marine Corps Districts and re-evaluation of the Aviation universe (east coast laydown) being the remaining issues. The DAG and IAT will continue to focus on completing scenario analysis for DON specific functions and defining/working the coordination process for all DON activities, by creating enabling scenarios, coordinating JCSG analysis, and developing closure scenarios resulting from functional transfers. Coordination with other Military Departments is an ongoing effort through the JAST process (primarily dealing with reserve scenarios). Ms. Davis noted that FAB and DAG communication is instrumental in continuing to communicate the DON position with one voice through the JCSGs, as well as the ISG.

8. The deliberative session adjourned at 1147.

James A. Noel

JAMES A. NOEL
CAPTAIN, U.S. Marine Corps
Recorder, IAT

TAB 1

DON Analysis Group
Brief to
Infrastructure Evaluation Group

18 November 2004

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Agenda

- Scenario Data Calls
  - Process & Status
- Scenario Development
  - Regional Support Phase Two
- Fenceline Closure Scenarios
  - Proposed Methodology
- FAB Briefs to DAG
  - Summary & Issues
- Next Steps
- DON/JCSG Open Discussion

Scenario Data Calls (SDCs) Process & Status

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SDC Process

- Scenario Data Call (SDC) Release process
  - SDCs planned for release every two work days
  - Plan to release before 1200 EST
  - Quarterbacks notified 48 hours in advance
  - Response time 48 hours (two work days)
  - IAT will QA JCSG SDCs in following 48 hours (two work days) before data is turned over to JCSG
  - IAT QA/Analyze Operational/DON-specific SDCs as quickly as possible and present to DAG

SDC Status

- **Scenario Data Call Release #1**
  - 35 SDCs
    - 7 Operations (5 are parent scenarios to 6 Industrial JCSG enabling scenarios)
    - 4 DON-specific E&T
    - 20 DON-specific HSA
    - 4 HSA JCSG
- **Scenario Data Call Release #2**
  - 26 SDCs
    - 3 Operations
    - 13 DON-specific HSA
    - 9 HSA JCSG
    - 1 S&S JCSG
- **Others Received/Working**
  - 8 Operations (6 are parent scenarios to 7 Industrial JCSG enabling scenarios)
  - 1 DON-specific E&T
  - 1 DON-specific HSA
  - 1 S&S JCSG
  - 2 Medical JCSG
  - 28 HSA JCSG (6 awaiting further clarification)

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Scenario Development
Regional Support Phase Two

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Regional Support Activities Status

- Phase One
  - Developed initial scenario proposals
    - Installation Management (IM) Regions only– foundation for other groups
    - Three proposed scenarios
      - Ten CONUS IM Regions to Seven
      - Ten CONUS IM Regions to Six
      - Two Pacific IM Regions to One
- Phase Two
  - Looked at alignment between IM Regions (per 3 Phase One scenarios) and other RSAs
  - Review existing HQ strategies for potential conflicts/good ideas
  - Developed additional scenarios
    - Reviewed net span of control and balance impacts
    - 11 scenarios proposed

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Regional Support Phase Two Scenarios

- **Scenario Group One – Facility Engineering Commands**
  - Seven Regions: Relocate FEC Northeast to SUBASE New London CT (co-locate with CNRNE)
  - Seven Regions: Realign EFD South to FEC Southeast
  - Six Regions: Realign FEC Northeast to FEC Midlant
  - Realign FEC Marianas to FEC Hawaii
- **Scenario Group Two – Reserve Readiness Commands**
  - Seven Regions: Relocate REDCOM Northeast HQ (Newport) to SUBASE New London (co-locate with CNRNE)
  - Seven Regions: Realign REDCOM South to REDCOM Midwest
  - Six Regions: Realign REDCOM Northeast to REDCOM Mid-Atlantic (DC)
- **Scenario Group Three – Navy Legal Service Commands**
  - Realign NLSO Central to NLSO Southeast
- **Scenario Group Four – HRSCs**
  - Seven Regions: Relocate HRSC Stennis to NAS Jacksonville (co-locate with CNRSE)
  - Seven Regions: Relocate HRSC Philadelphia to SUBASE New London (co-locate with CNRNE)
  - Six Regions: Realign HRSC Philadelphia and consolidate with HRSC Portsmouth
- **Quad Charts and Risk Assessments provided in Back-Up**
  - All scenario assessments look good

IEG Decision Item:
Approve scenarios for data call release

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Fenceline Closure Scenarios Proposed Methodology

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Background

- Actions being proposed by JCSGs remove activities from DON fencelines
- DAG/IEG will need to determine appropriate follow-on action
  - Close fenceline; remove remaining activities and tenants or
  - Realign activities into fenceline
- Issues
  - Magnitude/accumulation of individual effects
  - Impact of alternative actions (understanding if-then relationships)
  - Timing of closure scenarios – don't want to anticipate
- Examples
  - JCSG scenarios not yet received for release; expect changes to those in OSD Tracker
  - Premature to develop closure scenarios at this time

Examples of Possible Fenceline Closures

•Naval Post Graduate School Monterey

SCENARIOS	Activities Involved	# of MilPers at Activity	# of CivPers at Activity	Total # Reporting Activities in Fenceline	Total # of MilPers at fenceline	Total # of CivPers at fenceline
E&T-003	NPS	256	1373	1	256	1373
E&T-023	NPS	256	1373	1	256	1373

- E&T-003: Privatize PDE function conducted at AFIT and NPS
- E&T-023: Consolidate NPS and AFIT with Service Academies

•Navy Supply Corps School Athens

SCENARIOS	Activities Involved	# of MilPers at Activity	# of CivPers at Activity	Total # Reporting Activities in Fenceline	Total # of MilPers at fenceline	Total # of CivPers at fenceline
E&T 004	NSCS	116	143	1	116	143

- E&T-004: Establish Joint Center of Excellence for Supply (Logistics) Training at Ft. Lee VA

•Other possible fenceline closures based on scenarios in OSD Tracker:

- **NSWC Indian Head**
- **SPAWAR New Orleans**
- **ONR**
- **NNMC Bethesda**

Proposed Methodology

- IAT identify major activities on each fenceline
- IAT monitor aggregate actions at each fenceline
  - Scenarios in tracker
  - Scenarios under consideration
- IAT identify when reach "critical mass"
  - Major mission affected
  - Number of personnel/FTE
  - Acreage/square feet
- IAT develop closure scenario for DAG consideration
  - When scenario received for data call release
  - Assumptions clearly stated (if activities leave, then fenceline closes)
- DAG authorizes release as consolidated scenario (where possible)
  - Notify IEG in scenario data call status report
  - Will allow timely release, rather than waiting for IEG meeting

FAB Briefs to DAG Summary & Issues

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Background

- JCSG Principals briefed DAG
  - 8 Nov: Intelligence, Medical, Technical
  - 9 Nov: Supply & Storage, Industrial, Headquarters & Support Activities, Education & Training
- Provided status of analysis
- Summarized effect on Navy & Marine Corps activities
- Identified Issues

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Supply & Storage JCSG
Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis complete
    - Capacity Analysis developed at DoD aggregate level
    - Navy & Marine Corps activities scored high
  - Scenarios – None released
    - 1 JCSG scenario received for release, scheduled for 22 Nov
  - Focus on activities "Above installation"
    - Installation and below treated as followers
  - Activities Being Reviewed for Continued Analysis
    - Inventory Control Points
    - Defense Distribution Centers
- **Issues:**
  - Monitor for fenceline closures; Non-Navy activities of particular interest (i.e., DLA activities)

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Industrial JCSG

Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis ongoing
  - Scenarios – None released
    - No JCSG scenarios received for release
    - 16 enabling scenarios received and incorporated into DON scenarios
    - Anticipating JCSG scenarios that involve significant maintenance realignments
    - Directed analysis of individual realignments of all depots (15 Navy, 2 Marine Corps, 6 AF, 9 Army, 1 DLA)
- **Issues:**
  - Directed analysis of depots based on 1.5 factor expansion of capacity – work shift assumption changes analysis
  - Surface/subsurface force laydown impacts maintenance requirements at sites – must align in final analysis
  - Impacted by any changes to 20-year FSP – potential for significant changes to analysis results
  - Monitor efficiency and effectiveness of outcomes (unit costs)

Education & Training JCSG

Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity analysis complete; military value analysis nearly complete
  - Scenarios – None released
    - No JCSG scenarios received for release
    - Many scenarios in queue as JCSG waits for data to validate (expect large group over next two weeks)

- **Issues:**
  - Positions on JSF and intel training scenarios
    - JSF: Collocation of UPT and FRS
    - Intel: Consolidation of all training at Goodfellow AFB
  - Ranges (Training) scenarios are viewed as positive organizational changes that may require BRAC legislation to accomplish
    - Need DON position on joint management organization for ranges

Technical JCSG

Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis ongoing
  - Scenarios – None released
    - No JCSG scenarios received for release
    - 28 total scenarios registered or planned to date – 21 with DON impact
- **Issues:**
  - Analysis methodology approved in the Capacity and MilVal Reports not being used – based on military judgment
  - Discussion revolves around service proponency decisions
  - Many scenarios are complex, actually multiple scenarios – Data calls may be confusing
  - Some scenarios break synergy in Warfare Centers and could impact capability
  - Timeline ambitious relative to Joint and Service review efforts

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Headquarters & Support JCSG
Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis complete
  - Large number of scenarios – 107 and counting
    - 41 JCSG scenarios received for release
- **Issues:**
  - Need DON position on scenarios to co-locate AC/RC within MILDEPS
  - Regional correctional facilities consolidations do not fit USN/USMC use for pre-trial confinement
  - Identify alternative receiving sites where appropriate
  - Installation Management consolidation methodology

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Medical JCSG

Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis complete, but continue to refine
    - Navy Mil Val median scores for Health Services lower than Army and Air Force – possibly due to older infrastructure Scenarios – None released
  - Scenarios – None released
    - 2 JCSG scenarios received for release
      - Centers of Excellence
      - Low volume inpatient facilities realignment
    - Optimization model and strategic scenarios developed for multi-market areas and consolidated training sites
- **Issues:**
  - DAG noted concern of infrastructure to meet catastrophic response – no requirement yet identified
  - Final analysis dependent on multi-service moves

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Intelligence JCSG

Summary of DON Principals' Brief to DAG

- **Status:**
  - Capacity and military value analysis not yet performed
    - Unclear how military value scores on DON activities will array, and how they will compare with other activities
  - Scenarios – None released
    - Current scenarios are strategy driven, and do not impact DON
    - DON intelligence activities may be more affected by DON scenarios vice Intelligence JCSG scenarios
  - Backdrop of ongoing Intelligence reform initiatives ongoing
    - Premature to make to decisions
  - Delays in databases
- **Issues:**
  - Concern with E&T intel training consolidation scenario
  - No ISG final coordination on Intelligence Military Value Report

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Summary of Issue Resolution

- JCSG Overall Coordination
  - Procedure to develop companion/enabling scenarios between JCSGs and DON
  - DAG monitor and develop fenceline closure scenarios
- DON Actions
  - Identify changes to 20 year force structure plan
  - Develop positions on JSF, Intel training, joint management of ranges and RC/AC component consolidation
  - Understand impact of industrial capacity analysis changes and ensure measurement of efficiency and effectiveness
- TECH JCSG
  - DON JCSG Principals outline to DAG/IEG issues regarding policy (Service proponency), priority of joint review efforts and need for Service specific review

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Next Steps

- DON essentially complete with Service unique scenario development
  - Aviation universe being re-evaluated
- IEG needs to provide specific guidance on open issues identified by JCSG/DAG
- DON focus for scenarios (DAG/IAT)
  - Complete scenario analysis for DON specific functions
  - Define/work coordination process for all DON activities
    - Creation of enabling scenarios
    - Coordination of JCSG analysis
    - Develop "closure" scenarios resulting from functional transfers
- DON coordination with other Military Departments
  - JAST
  - JCSG/ISG
  - Other

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Backup Slides

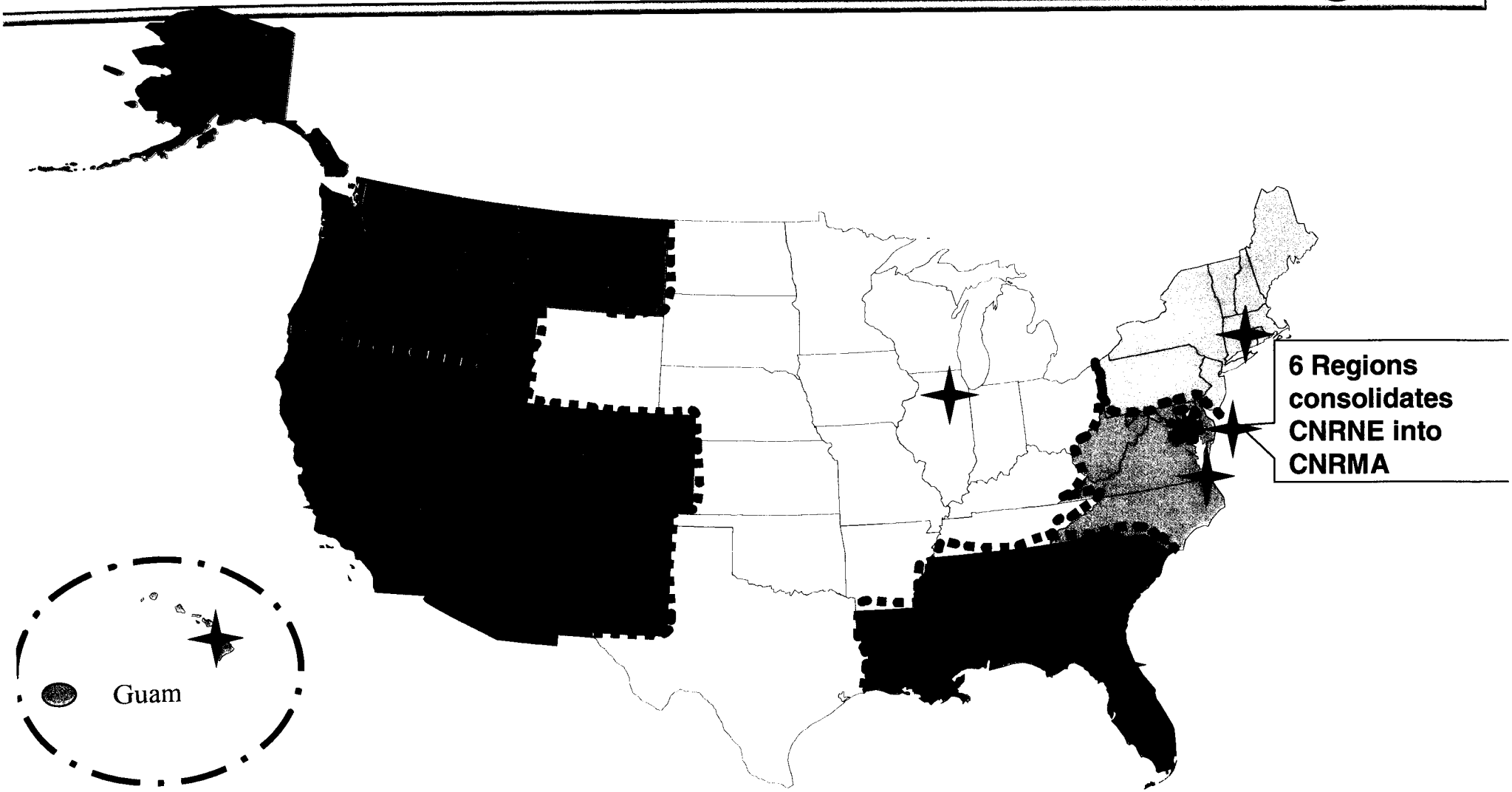
Regional Support Activities (82)

- **Definition - Various geographic shore support activities not tied to a specific location or set of operational forces.**

– Navy Installation Management Regions	12	A
– Engineering Field Activities/Divisions/OICC	11	B
– Navy Public Works Centers	7	B
– *Fleet and Industrial Supply Centers* *	5	B
Navy Reserve Readiness Commands	7	C
Navy Legal Service Office	7	C
Marine Corps Districts (Recruiting)	6	C
Naval Reserve Recruiting Areas	6	C
Navy Trial Service Offices	5	C
Navy Recruiting Regions	4	C
Marine Corps National Capital Region Command	1	C
– *Human Resource Service Centers* *	6	D
– *Health Care Support Organizations* *	3	D
– *Navy Personnel Support Activities*	2	D

** Activities included in JCSG analysis for operational function*

Recap: Seven/Six CONUS IM Regions



Relocate FEC NE

Scenario	Drivers/Assumptions
• Relocate FEC NE (Philadelphia) to SUBASE New London	• Principles: Organize • Objective: Minimize use of long term leased administrative space
Justification/Impact	**Potential Conflicts**
• Reduce overhead • Alignment	• Decreases the average distance to Navy customer activities, but distance will increase to some customers

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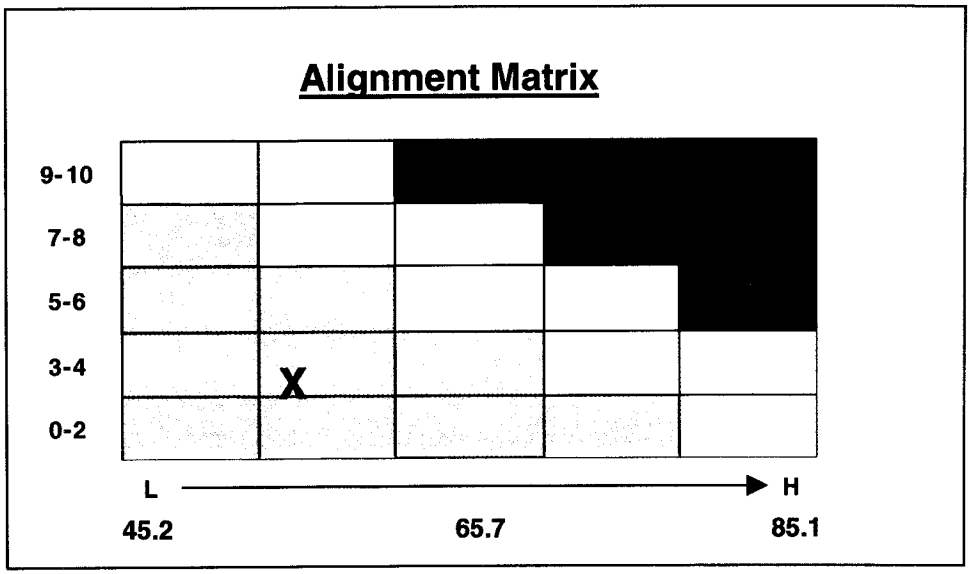
Relocate FEC NE

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: 0*
- *Total Alignment Score: 3*



Military Value Scores: 58.6

Mean Military Value Score: 65.7

Military Value Ranking: 9 of 11

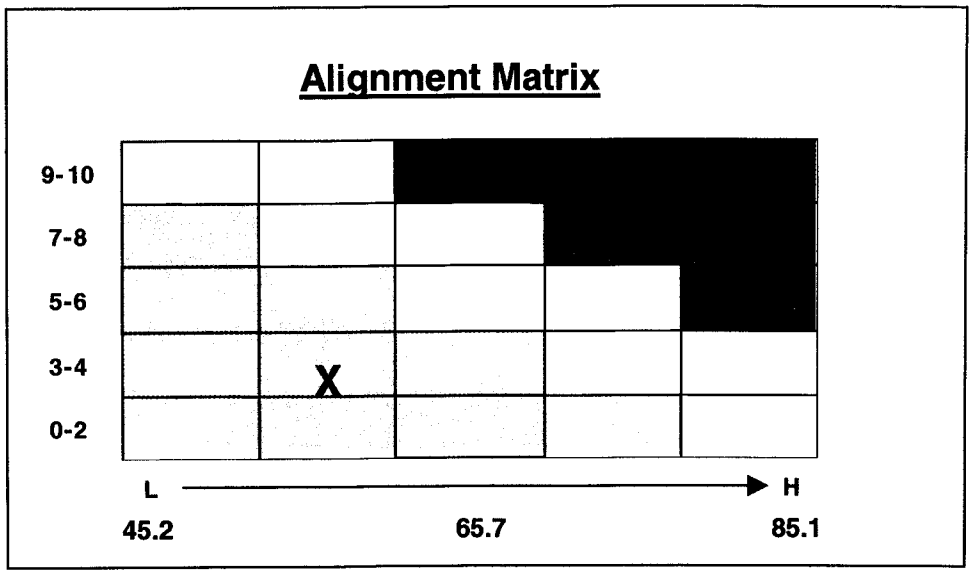
Realign EFD South

Scenario	Drivers/Assumptions
• Realign EFD South (Charleston) to FEC Southeast (Jacksonville) and FEC Midwest (Great Lakes)	• Principles: Organize • Objective: Minimize use of long term leased administrative space
Justification/Impact	**Potential Conflicts**
• Reduce overhead • Balance and alignment	• Decreases the average distance to Navy customer activities, but distance will increase to some customers

Realign EFD South

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: 0*
- *Total Alignment Score: 3*



Military Value Scores: 59.1

Mean Military Value Score: 65.7

Military Value Ranking: 7 of 11

Realign FEC NE

Scenario

- Realign FEC Northeast to FEC Midlant

Drivers/Assumptions

- Principles: Organize
- Objective: Objective: Minimize use of long term leased administrative space

Justification/Impact

- Reduce overhead
- Balance and alignment

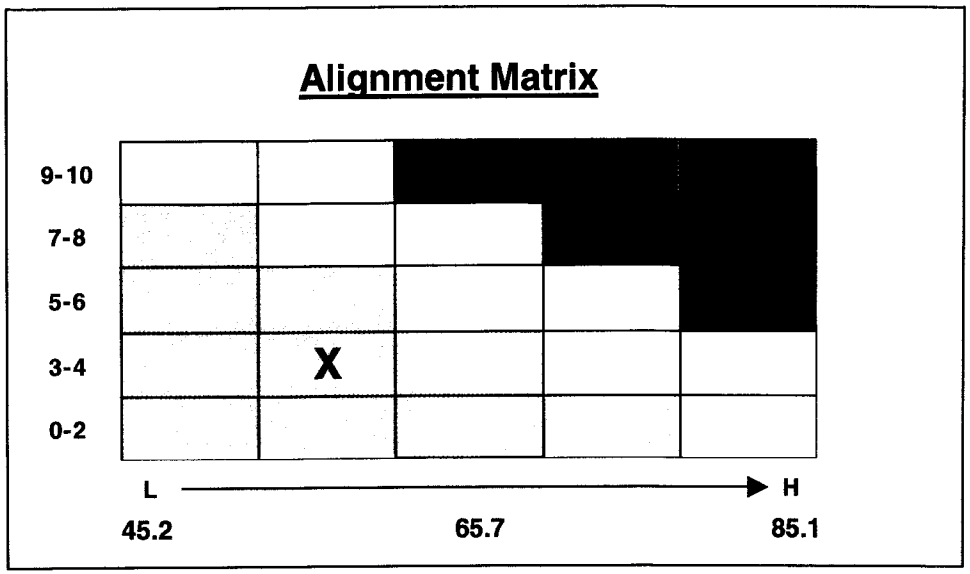
Potential Conflicts

- Increases the average distance to Navy customer activities

Realign FEC 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 Scores: 58.6

Mean Military Value Score: 65.7

Military Value Ranking: 9 of 11

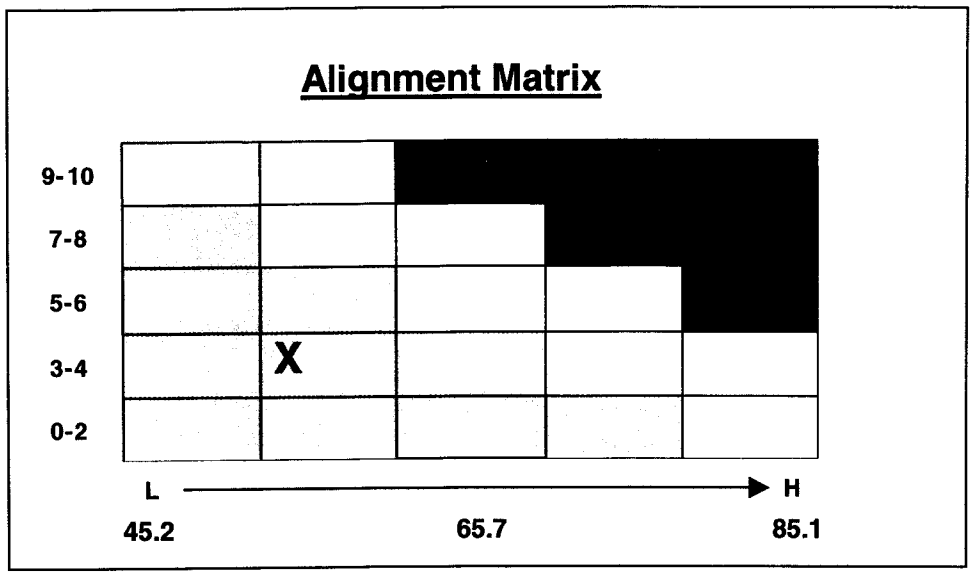
Realign FEC Marianas

Scenario	Drivers/Assumptions
• Realign FEC Marianas to FEC Hawaii	• Principles: Organize
Justification/Impact	**Potential Conflicts**
• Reduce overhead • Balance and alignment	• Increases the average distance to Navy customer activities

Realign FEC Marianas

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: 65.7

Military Value Ranking: 10 of 11

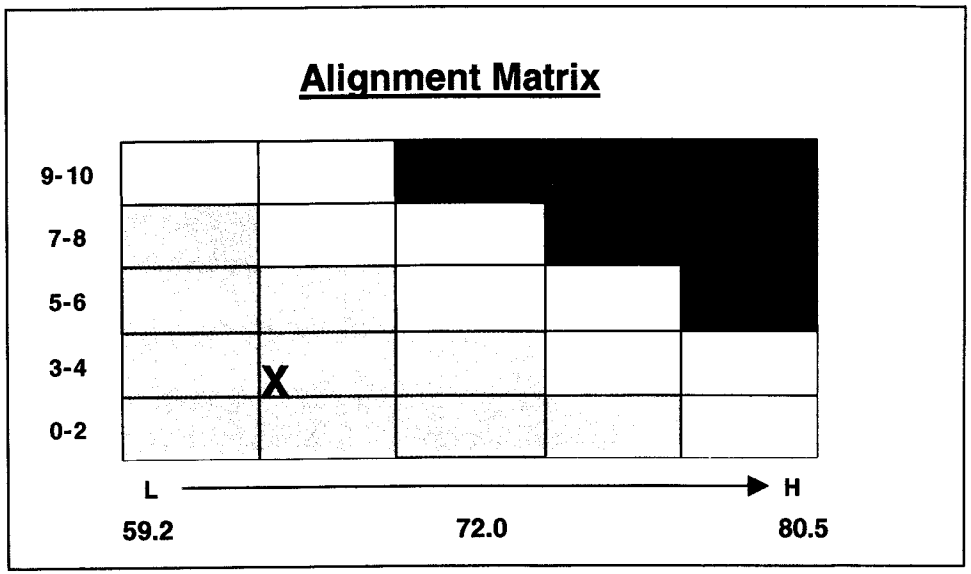
Relocate REDCOM NE

Scenario	Drivers/Assumptions
• Relocate REDCOM Northeast (Newport) to SUBASE New London	• Principles: Organize • Objective: Rationalize regional management structure for reserve readiness commands
Justification/Impact	**Potential Conflicts**
• Reduce overhead • Alignment	• Decreases the average distance to Navy customer activities, but distance will increase to some customers

Relocate REDCOM 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: 0*
- *Total Alignment Score: 3*



Military Value Scores: 66.6

Mean Military Value Score: 72

Military Value Ranking: 5 of 7

Realign REDCOM South

Scenario

- Realign REDCOM South (JRB Ft. Worth) to REDCOM Midwest (Great Lakes)

Drivers/Assumptions

- Principles: Organize
- Objective: Rationalize regional management structure for reserve readiness commands

Justification/Impact

- Reduce overhead
- Balance and alignment

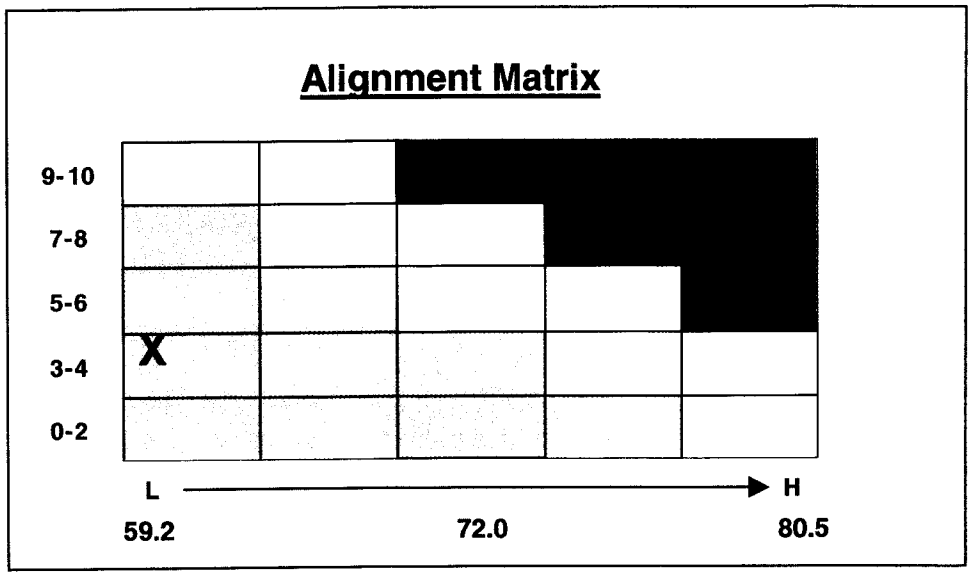
Potential Conflicts

- Increases the average distance to Navy customer activities

Realign REDCOM South

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 Scores: 59.2

Mean Military Value Score: 72.0

Military Value Ranking: 7 of 7

Realign REDCOM NE

Scenario

- Realign REDCOM Northeast to REDCOM Mid-Atlantic (DC)

Drivers/Assumptions

- Principles: Organize
- Objective: Rationalize regional management structure for reserve readiness commands

Justification/Impact

- Reduce overhead
- Balance and alignment

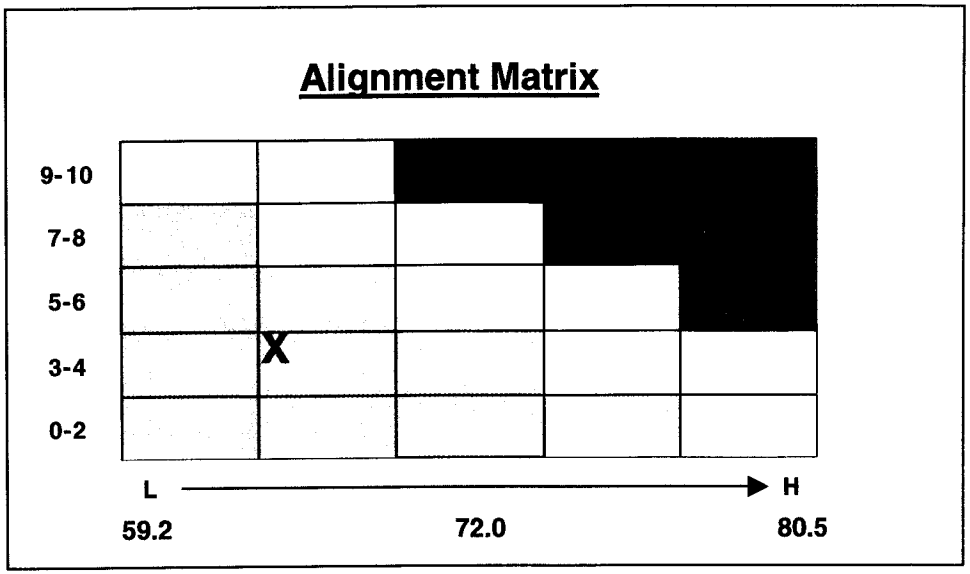
Potential Conflicts

- Increases the average distance to Navy customer activities

Realign REDCOM 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 Scores: 66.6

Mean Military Value Score: 72

Military Value Ranking: 5 of 7

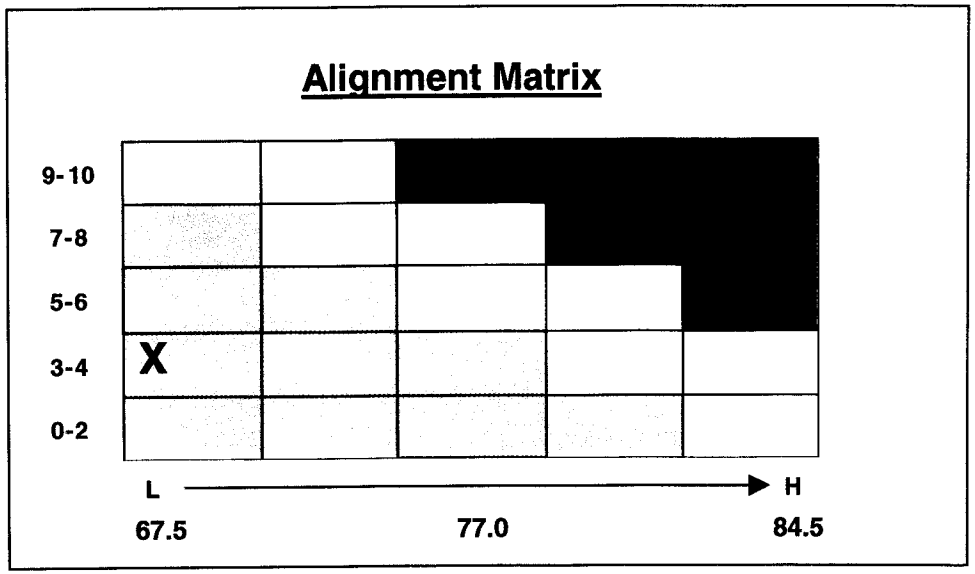
Realign NLSO Central

Scenario	Drivers/Assumptions
• Realign NLSO Central (Pensacola) to NLSO SE (Jacksonville)	• Principles: Organize
Justification/Impact	**Potential Conflicts**
• Reduce overhead • Balance and alignment	• Increases the average distance to Navy customer activities

Realign NLSO Central

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 Scores: 67.5

Mean Military Value Score: 77.0

Military Value Ranking: 7 of 7

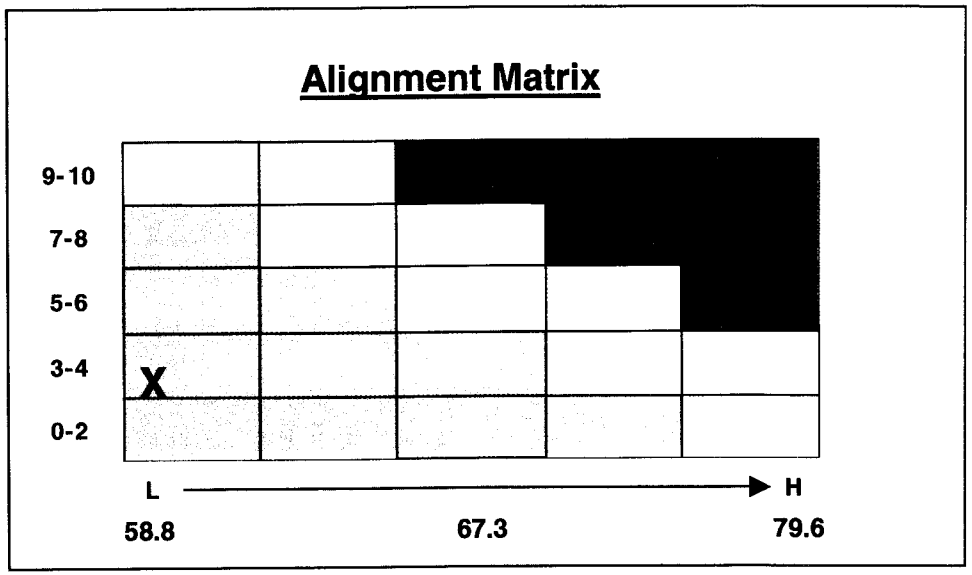
Relocate HRSC Stennis

Scenario	Drivers/Assumptions
• Relocate HRSC Stennis to NAS Jacksonville	• Principles: Organize • Objective: Minimize use of long term leased administrative space
Justification/Impact	**Potential Conflicts**
• Alignment	• JCSG Scenario • Decreases the average distance to Navy customer activities, but distance will increase to some customers

Relocate HRSC Stennis

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: 0*
- *Total Alignment Score: 3*



Military Value Scores: 58.8

Mean Military Value Score: 67.3

Military Value Ranking: 6 of 6

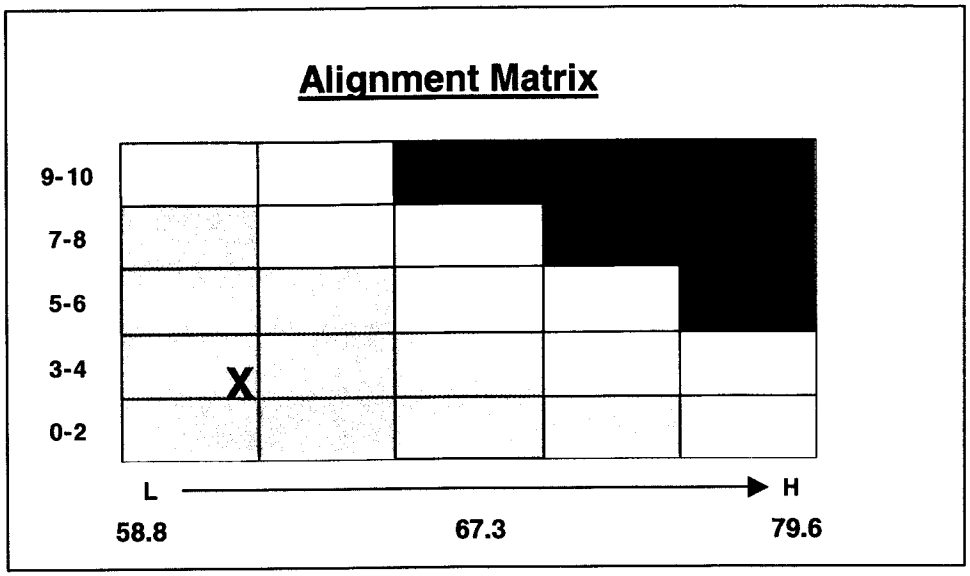
Relocate HRSC Philadelphia

Scenario	Drivers/Assumptions
• Relocate HRSC Philadelphia to SUBASE New London	• Principles: Organize • Objective: Minimize use of long term leased administrative space
Justification/Impact	**Potential Conflicts**
• Alignment	• Distance may increase to some customers • JCSG Scenario

Relocate HRSC Philadelphia

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: 0*
- *Total Alignment Score: 3*



Military Value Scores: 62.4

Mean Military Value Score: 67.3

Military Value Ranking: 5 of 6

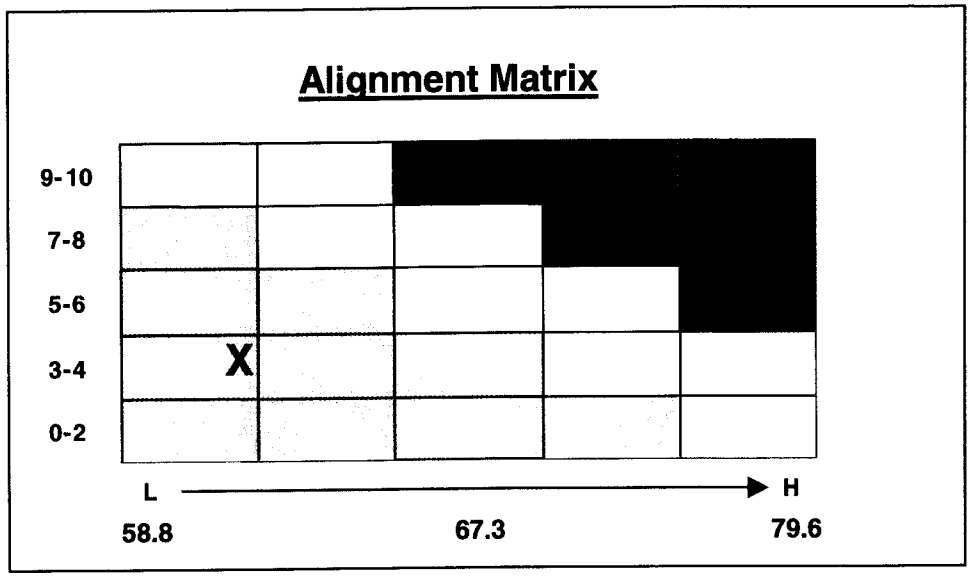
Realign HRSC Philadelphia

Scenario	Drivers/Assumptions
• Realign HRSC Philadelphia to HRSC Portsmouth, VA	• Principles: Organize • Objective: Objective: Minimize use of long term leased administrative space
Justification/Impact	**Potential Conflicts**
• Balance and alignment	• Increases the average distance to Navy customer activities • JCSG Scenario

Realign HRSC Philadelphia

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 Scores: 62.4

Mean Military Value Score: 67.3

Military Value Ranking: 5 of 6

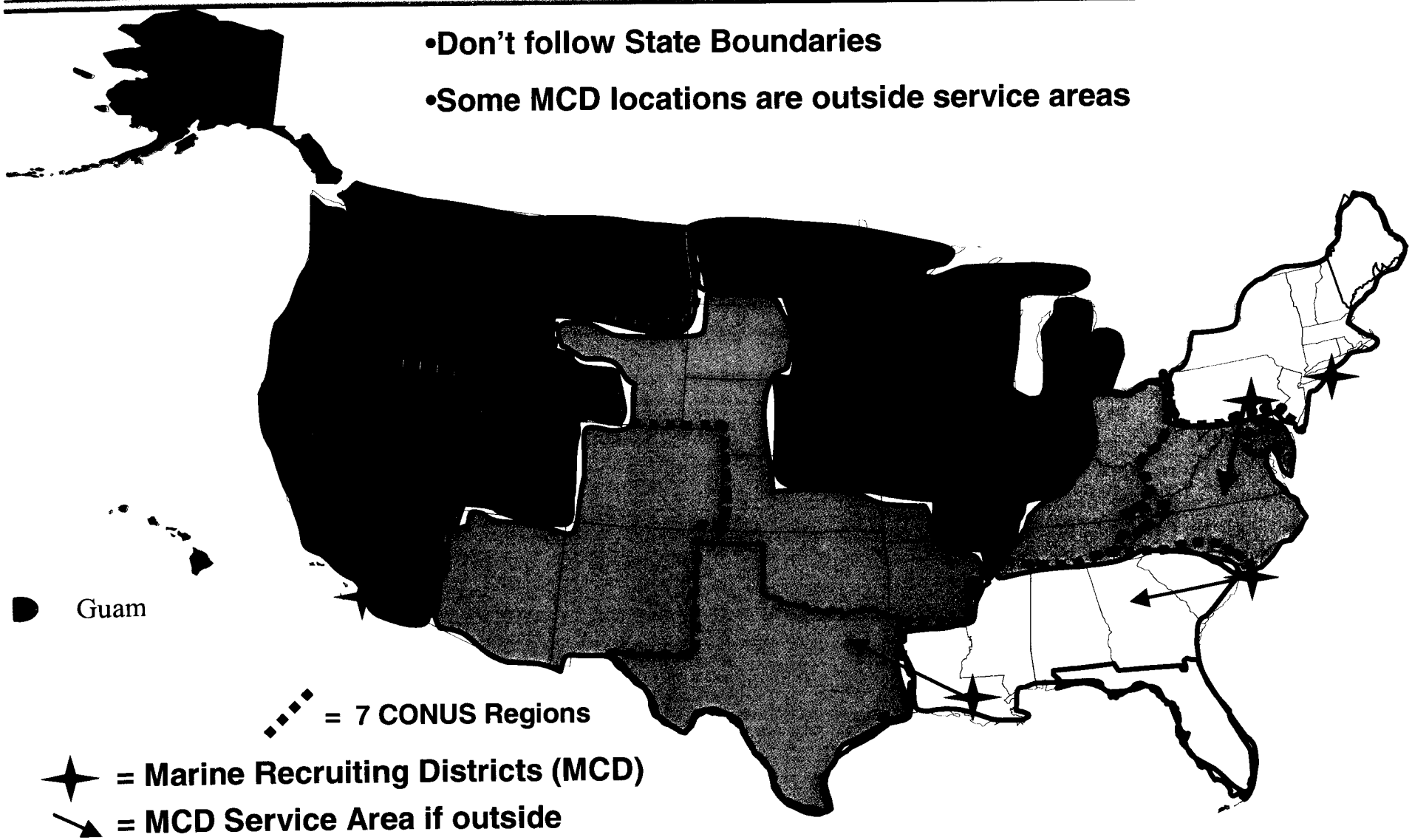
Headquarters and Support Activities – Regional Support

OMNAVDIST WASHINGTON DC
OMNAVMARIANAS GU
OMNAVREG GULF COAST PENSACOLA FL
OMNAVREG HAWAII PEARL HARBOR HI
OMNAVREG MIDLANT NORFOLK VA
OMNAVREG MW GREAT LAKES IL
OMNAVREG NE GROTON CT
OMNAVREG NW SEATTLE WA
OMNAVREG SE JACKSONVILLE FL
OMNAVREG SOUTH CORPUS CHRISTI TX
OMNAVREG SW SAN DIEGO CA
OMNAVRESFORCOM
NGFLDACT MW GREAT LAKES IL
NGFLDACT WEST SAN BRUNO CA
AVFAC EFA CHESAPEAKE WASHINGTON DC
AVFAC EFA NORTHEAST PHILADELPHIA PA
AVFAC EFA NORTHWEST POULSBO WA
AVFAC EFA SOUTHEAST JACKSONVILLE FL
AVFAC EFD ATLANTIC NORFOLK VA
AVFAC EFD PACIFIC PEARL HARBOR HI
AVFAC EFD SOUTH CHARLESTON SC
AVFAC EFD SOUTHWEST SAN DIEGO CA
AVFAC OICC MARIANAS GU
NC GREAT LAKES IL
NC GU
NC JACKSONVILLE FL
NC NORFOLK VA
NC PEARL HARBOR HI
NC SAN DIEGO CA
NC WASHINGTON DC

FISC SAN DIEGO CA*
FISC JACKSONVILLE FL*
FISC PEARL HARBOR HI*
FISC NORFOLK VA*
FISC PUGET SOUND WA*
NAVRESREDCOM MIDATLANTIC
NAVRESREDCOM MIDWEST
NAVRESREDCOM NORTHEAST
NAVRESREDCOM NORTHWEST
NAVRESREDCOM SOUTH
NAVRESREDCOM SOUTHEAST
NAVRESREDCOM SOUTHWEST
NAVLEGSVCOFF NORTHCENT WASHINGTON DC
NAVLEGSVCOFF NORTHWEST BREMERTON WA
NAVLEGSVCOFF PAC DET PEARL HARBOR HI
NAVLEGSVCOFF SE JACKSONVILLE FL
NAVLEGSVCOFF SOUTHWEST SAN DIEGO CA
NAVLEGSVCOFF CENTRAL PENSACOLA FL
NAVLEGSVCOFF MIDLANT NORFOLK VA
EIGHTH MCD NEW ORLEANS LA
FIRST MCD GARDEN CITY NY
FOURTH MCD CUMBERLAND PA
NINTH MCD KANSAS CITY MO
SIXTH MCD PARRIS ISLAND SC
TWELFTH MCD SAN DIEGO CA
NAVRESCRUITAREA CENTRAL GREAT LAKES IL
NAVRESCRUITAREA NORTHEAST WASH DC
NAVRESCRUITAREA PACIFIC SAN DIEGO CA
NAVRESCRUITAREA SOUTH DALLAS TX

NAVRESCRUITAREA SOUTHEAST ORLANDO FL
NAVRESCRUITAREA WEST AURORA CO
TRISVCOFF EAST NORFOLK VA
TRISVCOFF NE WASHINGTON DC
TRISVCOFF PAC PEARL HARBOR HI
TRISVCOFF SE DAYPORT FL
TRISVCOFF WEST SAN DIEGO CA
NAVCRUITREG CENTRAL GREAT LAKES IL
NAVCRUITREG NORTH SCOTIA NY
NAVCRUITREG SOUTH DACON GA
NAVCRUITREG WEST OAKLAND CA
CG TRAINING WASHINGTON DC
HRSC PEARL HARBOR HI*
HRSC PHILADELPHIA PA*
HRSC PORTSMOUTH VA*
HRSC SAN DIEGO CA*
HRSC SILVERDALE WA*
HRSC STENNIS, MS*
HLTHCARE SUPPO JACKSONVILLE FL*
HLTHCARE SUPPO NORFOLK VA*
HLTHCARE SUPPO SAN DIEGO CA*
PERSUPPACT LANT
PERSUPPACT WEST

*** Being looked at functionally by other teams/ JCSGs**

MCDs With 7 CONUS IM Regions

- Don't follow State Boundaries
- Some MCD locations are outside service areas