

**BRAC 2005 Infrastructure Executive Council (IEC)  
Meeting Minutes of January 28, 2005**

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

The Deputy Secretary opened the meeting by asking Mr. Wynne, the Acting Under Secretary of Defense (AT&L), to begin the discussion.

The discussion focused on the extent of the candidate recommendations under consideration. Members noted the significance of initiatives under review, also agreeing that the effort should remain fixed on maximizing BRAC's potential. Along those same lines, several IEC members were concerned that the BRAC funding wedge may not be fully utilized. Mr. Wynne explained that the slide showing wedge utilization only included candidate recommendations submitted thus far and that utilization will change as more are submitted.

Mr. Wynne used the attached slides to provide a Process Overview and to review the BRAC Timeline. He emphasized that even if the IEC approved a candidate recommendation, it might need to be reconsidered at a later date if new information becomes available. The Chair indicated that IEC approval is tentative, pending reconsideration of the totality of candidate recommendations. Tentative approval allows for review by the Red Team and enables the process to begin knitting the candidate recommendations together into a comprehensive package.

Using the attached slides, Mr. Wynne briefed the following JCSG candidate recommendations: 16 Industrial, 23 H&SA, 9 Medical, and 2 Supply and Storage. The Army and the Navy then briefed their respective strategies and candidate recommendations. As reflected in the attached slides, some of the candidate recommendations are on hold at the ISG and therefore not yet presented for IEC approval. The IEC tentatively approved all candidate recommendations with the exception of those on hold at the ISG.

The Deputy Secretary concluded the meeting by reminding attendees of the next scheduled meeting on February 7, 2005.

Approved:   
Michael W. Wynne  
Executive Secretary  
Infrastructure Executive Council

**Attachments:**

1. List of Attendees
2. Briefing slides entitled “Base Realignment and Closure 2005, Infrastructure Executive Council” dated January 28, 2005

**Infrastructure Executive Council Meeting  
January 28, 2005**

**Attendees**

**Members:**

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Admiral Vern Clark, Chief of Naval Operations
- General Michael Hagee, Commandant of the Marine Corps
- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- GEN Peter. J. Schoomaker, Chief of Staff of the Army
- Gen John P. Jumper, Chief of Staff of the Air Force

**Alternates:**

- General Peter Pace, Vice Chairman, Joint Chiefs of Staff for Gen Richard B. Myers, Chairman, Joint Chiefs of Staff
- Mr. Peter B. Teets, Acting Secretary of the Air Force
- Mr. Dionel M. Aviles, Under Secretary of the Navy for the Hon Gordon R. England, Secretary of the Navy
- Mr. Geoffrey G. Prosch, Assistant Secretary of the Army for the Hon Francis J. Harvey, Secretary of the Army

**Others:**

- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Lt Gen George Taylor, Chairman, Medical JCSG
- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Dr. Ronald Sega, Chairman, Technical JCSG
- Col Louis Neeley, Executive Secretary for the Supply and Storage JCSG
- Capt Sean O'Connor, Military Assistant to the Deputy Secretary of Defense
- Mr. Dave Patterson, Special Assistant to the Deputy Secretary of Defense



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# **BRAC 2005**

Briefing to the  
Infrastructure Executive Council

January 28, 2005



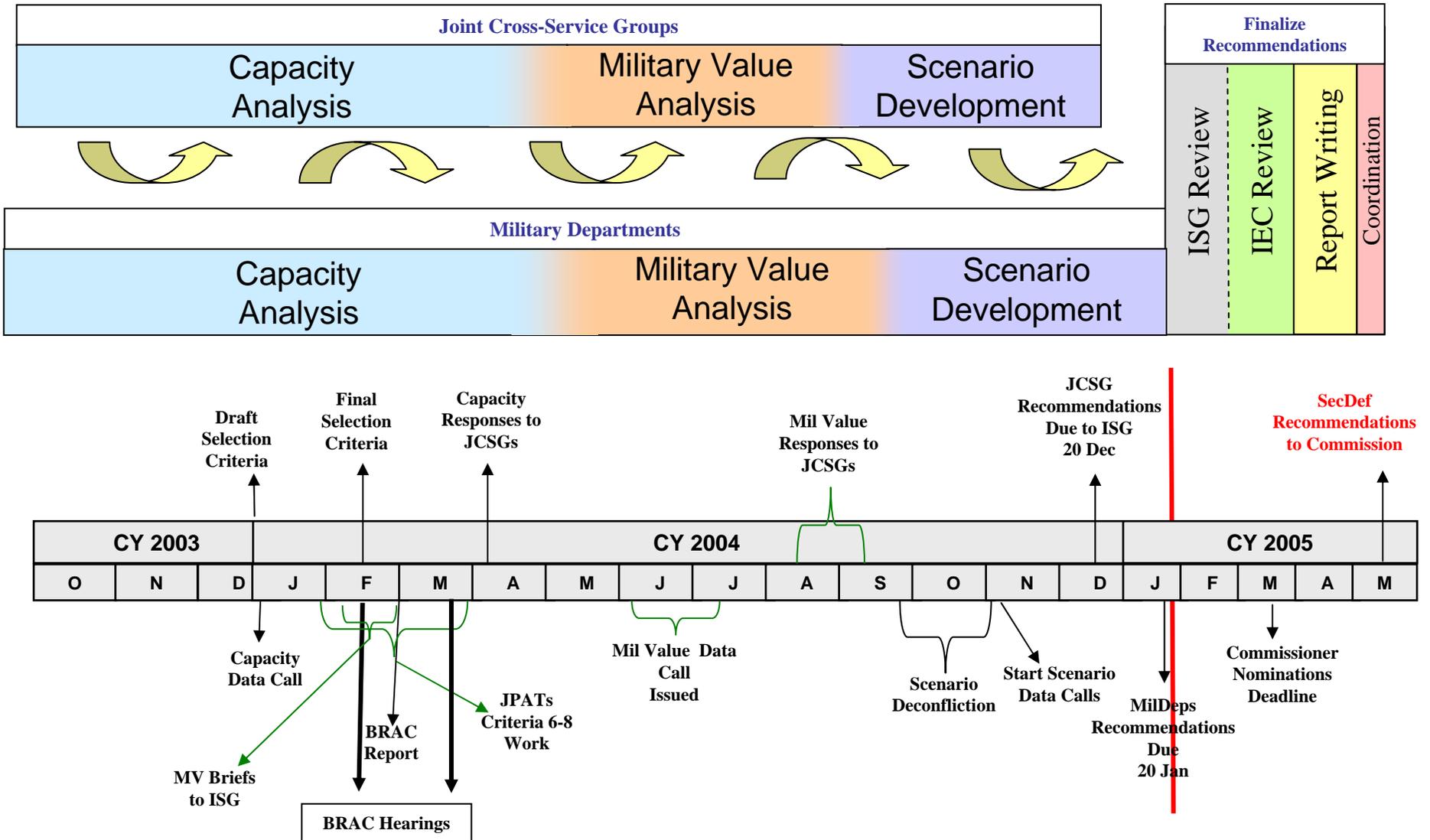
# Purpose

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- Process Overview
- Timeline
- ISG/IEC Candidate Recommendations Review
  - Process
  - Industrial (15)
  - Headquarters and Support Activities (24)
  - Medical (9)
  - Supply & Storage (1)
  - USA (96)
  - DoN (38)



# Process Overview





# Timeline: Present – May 16

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- ISG Review (20 Dec - 25 Feb)
- Red Team Review (Jan - Feb)
- IEC Review (28 Jan - 25 Mar)
- Submit Revised Force Structure Plan (NLT 15 March)
- Nominate Commissioners (NLT 15 March)
- Commission Setup (Feb-May)
  - Setup office space, equipment, & supplies
  - Hire staff director and GC
  - Ethics review, vetting of nominees
- Report Writing (25 Mar-25 Apr)
  - OSD BRAC office compiles all candidate recommendations into a comprehensive report
  - Brief CoComs
  - Brief SecDef on preliminary results
- Formal Report Coordination (25 Apr-6 May)
- SecDef Review and Transmittal (6-16 May)
  - Target 13 May since 16 May is a Monday



# Timeline: Post 16 May 2005

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- Secretary transmits recommendations (NLT 16 May 2005)
  - Congressional Drop
  - Press Conference
- Commission Review (May – Sep)
  - Hearings – Senior Leaders testify: SECDEF, Chairman, Service Secretaries/Chiefs, others
  - Base Visits/Regional Hearings
- DoD Support to Commission (May – Sep)
  - Detailees
  - Financial, Administrative, and Analytical
- GAO reports on DoD’s BRAC process (NLT 1 Jul)
- Commission reports its recommendations to President (NLT 8 Sep)
- President’s “all or none” decision (NLT 23 Sep)
  - Commission provides report if President disapproved first report (NLT 20 Oct)
  - President’s “all or none” decision of revised report (NLT 7 Nov)
- Congress either enacts a joint resolution disapproving the recommendations on an all or none basis or they take on the force/effect of law (+ 45 Legislative days)



# ISG Candidate Recommendation Review Process

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- ISG reviews Joint Cross-Service Group candidate recommendations
  - All supporting documentation is provided
- Cross-Service group Chairs brief ISG
  - Quad chart presentation reflects all eight selection criteria
  - Other information, such as overall strategy and/or maps
- Potential ISG actions:
  - approve and prepare for IEC consideration;
  - approve but hold for consideration of an enabling scenario;
  - disapprove;
  - note any conflicts that need to be considered and resolved; or
  - hold for more information or a related candidate recommendation
- Military Department candidate recommendations provided to ISG for information and conflict resolution



# IEC Review of Candidate Recommendations

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- ISG forwards MilDep and approved JCSG candidate recommendations to IEC for review
  - Quad chart presentation reflects all eight selection criteria
  - Other information, such as overall strategy and/or maps
- Potential IEC actions:
  - Approve;
  - Hold for competing recommendation or enabler;
  - Hold for more information;
  - Disapprove
- IEC may be asked to reconsider in light of subsequent information or new candidate recommendation
- SECDEF package prepared after all candidate recommendations considered by IEC



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# Joint Cross Service Groups Candidate Recommendations

## Strategy Driven – Data Verified



# Industrial Joint Cross Service Group

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- Strategy - Joint solutions, regionalization, and follow the fleet.
- Functional Areas
  - Ship Overhaul and Repair
    - 6 presented today
  - Armaments and Munitions
    - 9 presented today
  - Maintenance



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# Ship Overhaul and Repair



# Ship Overhaul and Repair Candidate Recommendations

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- Three recommendations consolidate Ship Maintenance Engineering and Planning Functions from relatively small and geographically separate detachments into the parent Naval Shipyards
- Two recommendations are Navy “followers,” which relocate the Navy Ship Intermediate-Level Maintenance Activities (SIMA) consistent with DON ship home port change scenarios.
- One realigns Ship Intermediate Maintenance Activity, Norfolk, VA by relocating the ship intermediate maintenance function to Norfolk Naval Shipyard.
- Attached “Quad Charts” Provide Details for Each



# IND-0095

**Candidate Recommendation:** Realign NAVSHIPYD PUGET SOUND DET BOSTON MA by relocating the ship repair function to NAVSHIPYD PUGET SOUND WA

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Reduce excess capacity</li> <li>■ Synergy of collocation</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ NAVSHIPYD PUGET SOUND DET BOSTON MA 6<sup>th</sup> of 9</li> <li>■ NAVSHIPYD PUGET SOUND WA 1<sup>st</sup> of 9</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$7.16M</li> <li>■ Net implementation savings: \$5.28M</li> <li>■ Annual recurring savings: \$1.21M</li> <li>■ Payback time: 2 Years</li> <li>■ NPV (savings): \$15.83M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criteria 6: -208 jobs (105 direct, 103 indirect); &lt;0.1%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No issues</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0096

**Candidate Recommendation:** Realign NNSY DET NAVPESO ANNAPOLIS MD by relocating the ship repair function to NAVSHIPYD NORFOLK VA.

**Justification**

- Reduce excess capacity
- Removes excess capacity and provides more efficient use of remaining capacity through synergy of collocation.

**Military Value**

- NNSY DET NAVPESO ANNAPOLIS MD 8<sup>th</sup> of 9
- NAVSHIPYD NORFOLK VA 2<sup>nd</sup> of 9

**Payback**

- One-time cost: \$541K
- Net implementation cost : \$391K
- Annual recurring savings: \$37K
- Payback time: 18 years
- NPV (cost): \$15K

**Impacts**

- Criteria 6: -25 jobs (13 direct, 12 indirect); < 0.1%
- Criteria 7: No issues
- Criteria 8: No issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0097

**Candidate Recommendation:** Realign NNSY DET NAVSHIPSO PHIL PA by relocating the ship repair function to NAVSHIPYD NORFOLK VA.

<p style="text-align: center;"><u><b>Justification</b></u></p>	<p style="text-align: center;"><u><b>Military Value</b></u></p>
<p style="text-align: center;"><u><b>Payback</b></u></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$4.12M</li> <li>■ Net implementation savings: \$1.66M</li> <li>■ Annual recurring savings: \$619K</li> <li>■ Payback time: 7 Years</li> <li>■ NPV (Savings): \$4.15M</li> </ul>	<p style="text-align: center;"><u><b>Impacts</b></u></p> <ul style="list-style-type: none"> <li>■ Criteria 6: -114 jobs (63 direct jobs and 51 indirect jobs); &lt; 0.1%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No issues</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0019

**Candidate Recommendation:** Close SIMA PASCAGOULA MS by relocating the ship intermediate repair function to SIMA MAYPORT FL.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Reduces excess capacity</li> <li>■ Responds to mission elimination               <ul style="list-style-type: none"> <li>• Supports DON-0002; if DON-0002 does not become a recommendation, this recommendation should be dropped.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ SIMA PASCAGOULA MS 9<sup>th</sup> of 13</li> <li>■ SIMA MAYPORT FL 6<sup>th</sup> of 13</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-time cost: \$1.91M</li> <li>■ Net implementation savings: \$94.07M</li> <li>■ Annual recurring savings: \$17.32M</li> <li>■ Payback time: Immediate</li> <li>■ NPV (savings): \$248.44M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criteria 6: -346 jobs (191 direct, 155 indirect); 0.5%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No impediments</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0030

**Candidate Recommendation:** Close SIMA NRMF INGLESIDE TX by relocating the ship intermediate repair function for all MCM/MHC to SIMA SAN DIEGO CA.

### Justification

- Reduce excess capacity
- Responds to mission elimination
  - Enables DON-0032; if DON-0032 does not become a recommendation, this recommendation should be dropped.

### Military Value

- SIMA NRMF INGLESIDE TX 7 of 13 SIMAs
- SIMA San Diego 1 of 13 SIMAs
- Military judgment: Removes excess capacity when Fleet units (maintenance requirement) are realigned and provides more efficient use of remaining capacity.

### Payback

- One-time cost: \$2.878M
- Net implementation savings: \$106.931M
- Annual recurring savings: \$30.94M
- Payback time: Immediate
- NPV (savings): \$385.5M

### Impacts

- Criteria 6: - 842 jobs (395 direct, 447 indirect); 0.38%
- Criteria 7: Increased housing cost in San Diego.
- Criteria 8: No Impediments.



# IND-0024

**Candidate Recommendation:** Realign SIMA NORFOLK VA by relocating intermediate ship maintenance function to NAVSHIPYD NORFOLK VA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Reduce excess capacity</li> <li>■ Synergy of collocation</li> <li>■ Consolidating depot and intermediate maintenance only worthwhile if NAVSHIPYD Norfolk is not in Working Capital Fund             <ul style="list-style-type: none"> <li>•Requires changing PBD 702</li> </ul> </li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ SIMA NORFOLK and NAVSHIPYD NORFOLK are not peers, so direct comparison is not meaningful.</li> <li>■ NAVSHIPYD is 2<sup>nd</sup> of 9 Shipyards and collocation of depot and intermediate maintenance provides highest overall military value to the Department.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$2.44M</li> <li>■ Net implementation savings: \$30.62M</li> <li>■ Annual recurring savings: \$7.37M</li> <li>■ Payback time: Immediate</li> <li>■ NPV (savings): \$96.63M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criteria 6: -209 jobs (95 direct, 114 indirect); &lt;0.1%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No impediments</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



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# Munitions & Armaments



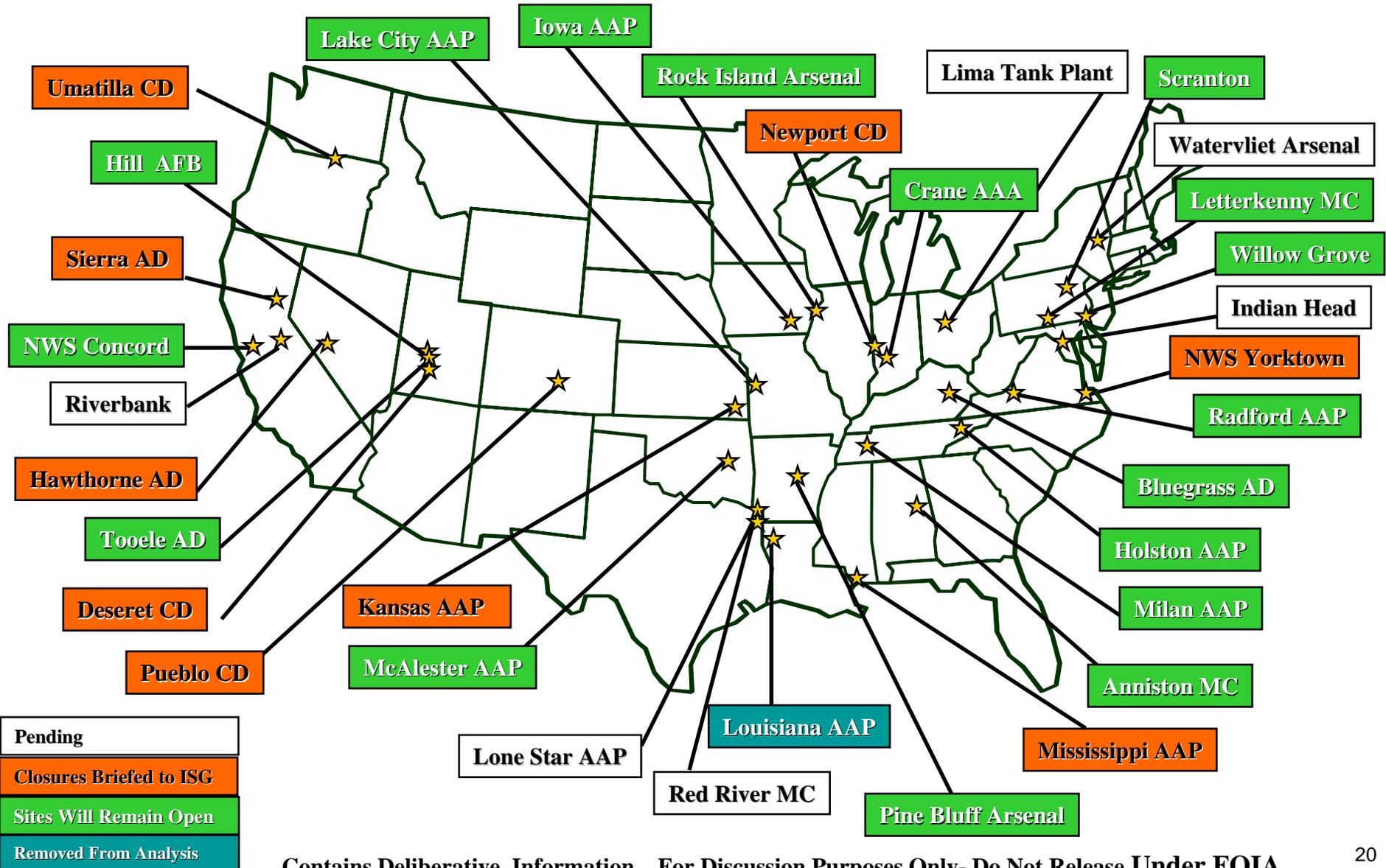
# Candidate Recommendations

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- Kansas AAP
- Sierra Army Depot
- Deseret Chemical Depot
- Pueblo Chemical Depot
- Newport Chemical Depot
- Umatilla Chemical Depot
- NSWC Indian Head, Det Yorktown
- Hawthorne Army Depot
- Mississippi Army Ammunition Plant



# Munitions Sites





# IND-0106 – Kansas AAP

Candidate Recommendation: Close Kansas Army Ammunition Plant. Relocate the Sensor Fuzed Weapon/Cluster Bomb function to McAlester AAP. Relocate the Storage function to Pine Bluff Arsenal. Relocate the 155MM ICM Artillery function and the 60MM, 81MM, and 120MM Mortar function to Milan AAP. Relocate the 105 and 155MM HE Artillery function to Iowa AAP. Relocate the Missile Warhead production function to Iowa AAP and McAlester AAP. Relocate the Detonators/relays/delays workload to Crane AAA.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Capacity and capability for Artillery, Mortars, Missiles, Pyro/Demo, and Storage exists at numerous munitions sites.</li> <li>✓ Closure reduces redundancies and creates centers of excellence.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Munitions Production Facilities: Kansas 8<sup>th</sup> of 16                             <ul style="list-style-type: none"> <li>▪ McAlester 1<sup>st</sup> of 16</li> <li>▪ Milan 2<sup>nd</sup> of 16</li> <li>▪ Crane 4<sup>th</sup> of 16</li> <li>▪ Iowa 6<sup>th</sup> of 16</li> </ul> </li> <li>✓ Storage Facilities: Kansas 19<sup>th</sup> of 23                             <ul style="list-style-type: none"> <li>▪ Pine Bluff 14<sup>th</sup> of 23</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-time cost: \$20.2M</li> <li>✓ Net implementation savings: \$49.23M</li> <li>✓ Annual recurring savings: \$16.5M</li> <li>✓ Payback time: Immediate</li> <li>✓ NPV (savings): \$198.54M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -276 jobs (167 direct, 109 indirect); 1.82%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: Air, historic, land use constraints, &amp; waste mgmt issues. No Impediments.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0113 – Sierra Army Depot

**Candidate Recommendation:** Realign Sierra Army Depot. Relocate Storage to Tooele Army Depot.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Capacity and capability for Storage exists at numerous munitions sites.</li> <li>✓ Reduces redundancy and removes excess from the Industrial Base</li> <li>✓ Creates centers of excellence.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Storage and Distribution Facilities                             <ul style="list-style-type: none"> <li>▪ Sierra 6<sup>th</sup> of 23</li> <li>▪ Tooele 5<sup>th</sup> of 23</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-time cost: \$59.7M</li> <li>✓ Net implementation cost: \$10.7M</li> <li>✓ Annual recurring savings: \$14M</li> <li>✓ Payback time: 6 years</li> <li>✓ NPV (savings): \$123.5M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -17 jobs (12 direct, 5 indirect); 0.12%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No issues</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0117: Deseret Chemical Depot

**Candidate Recommendation:** Close Deseret Chemical Depot. Transfer the storage igloos and magazines to Tooele Army Depot

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ No additional Chemical demilitarization scheduled to go to Deseret</li> <li>✓ Projected date for completing existing workload is 2<sup>nd</sup> quarter of 2008</li> <li>✓ Deseret storage igloos and magazines could be used by Tooele Army Depot</li> </ul>	<ul style="list-style-type: none"> <li>✓ Deseret ranked 18 of 23 for storage capacity at chemical demilitarization facilities.</li> <li>✓ Closure increases average military value from .17139 to .17797.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$4.4M</li> <li>✓ Net implementation savings: \$65.1M</li> <li>✓ Annual recurring savings: \$30.3M</li> <li>✓ Payback Time: Immediate</li> <li>✓ NPV (savings): \$343.1M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -864 jobs (494 direct, 370 indirect); 0.12%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: Extensive environmental restoration/monitoring</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0118: Pueblo Chemical Depot

## Candidate Recommendation: Close Pueblo Chemical Depot.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ No additional Chemical demilitarization scheduled to go to Pueblo</li> <li>✓ Projected date for completing existing workload is 3<sup>rd</sup> quarter of 2010.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pueblo ranked 17 of 23 for storage capacity at chemical demilitarization facilities.</li> <li>✓ Closure increases average military value from .17139 to .17767</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$17.65M</li> <li>✓ Net implementation savings: \$106.67M</li> <li>✓ Annual recurring savings: \$65.96M</li> <li>✓ Payback Time: Immediate</li> <li>✓ NPV (savings): \$717.54M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -578 jobs (411 direct, 167 indirect); 0.82%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: Extensive environmental restoration/monitoring</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# IND-0119: Newport Chemical Depot

## Candidate Recommendation: Close Newport Chemical Depot.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ No additional Chemical demilitarization scheduled to go to Newport.</li> <li>✓ Projected date for completing existing workload is 2<sup>nd</sup> quarter of 2008.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Newport ranked 20 of 23 storage facilities.</li> <li>✓ Closure increases average military value from .17139 to .17825</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$7.06M</li> <li>✓ Net implementation savings: \$96.78M</li> <li>✓ Annual recurring savings: \$36.2M</li> <li>✓ Payback Time: Immediate</li> <li>✓ NPV (savings): \$425.55M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -420 jobs (291 direct, 129 indirect); 0.47%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: Extensive environmental restoration/monitoring</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0120: Umatilla Chemical Depot

## Candidate Recommendation: Close Umatilla Chemical Depot.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ No additional Chemical demilitarization scheduled to go to Umatilla</li> <li>✓ Projected date for completing existing workload is 2<sup>nd</sup> quarter of 2011.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Umatilla ranked 11 of 23 for storage capacity at chemical demilitarization facilities.</li> <li>✓ Closure increases average military value from .17139 to .17337.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$15.45M</li> <li>✓ Net implementation savings: \$89.08M</li> <li>✓ Annual recurring savings: \$61.0M</li> <li>✓ Payback Time: Immediate</li> <li>✓ NPV (savings): \$655.53M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -884 jobs (512 direct, 372 indirect); 1.97%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: Extensive environmental restoration/monitoring</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0121 – NSWC Indian Head, Det Yorktown

**Candidate Recommendation:** Realign NSWC Indian Head, Detachment Yorktown. Relocate Bomb Energetic production functions to McAlester AAP. Relocate PBX Production and load for the Zuni to NSWC Indian Head. Relocate Demo Charges functions to Iowa.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Realignment removes redundancies</li> <li>✓ Establishes multifunctional and fully work-loaded Munitions Centers of excellence that support readiness.</li> <li>✓ Yorktown continues to produce munitions needed to support their R&amp;D efforts.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bombs Facilities:                             <ul style="list-style-type: none"> <li>▪ Yorktown 3<sup>rd</sup>, McAlester 1<sup>st</sup> of 3</li> </ul> </li> <li>✓ Energetics Facilities:                             <ul style="list-style-type: none"> <li>▪ Yorktown 3<sup>rd</sup>, Indian Head 1<sup>st</sup> of 4</li> </ul> </li> <li>✓ Munitions Production Facilities:                             <ul style="list-style-type: none"> <li>▪ Yorktown 11<sup>th</sup>, Iowa 6<sup>th</sup> of 16</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-time cost: \$5.64M</li> <li>✓ Net implementation cost: \$2.36M</li> <li>✓ Annual recurring savings: \$0.689M</li> <li>✓ Payback time: 9 years</li> <li>✓ NPV (savings): \$3.92M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -12 jobs (5 direct, 7 indirect); &lt;0.1%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: Possible air quality, waste management and water resource impacts</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0108: Hawthorne Army Depot

**Candidate Recommendation:** Close Hawthorne Army Depot, NV. Relocate Storage and Demilitarization functions to Tooele Army Depot, UT.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Capacity and capability for Storage and Demil exists at numerous munitions sites.</li> <li>✓ Closure reduces redundancy and removes excess from the Industrial Base</li> <li>✓ Allows DoD to create centers of excellence and establish deployment networks that support readiness for all Services</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hawthorne: Storage/Dist, 2<sup>nd</sup> of 23; Demil 1<sup>st</sup> of 13</li> <li>✓ Tooele: Storage/Dist 5<sup>th</sup> of 23; Demil 2<sup>nd</sup> of 13</li> <li>✓ Military judgment tips scale to Toole because of support to readiness, accessibility and ease of out-loading.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-Time Cost: \$100.98M</li> <li>✓ Net Implementation Savings: \$139.42M</li> <li>✓ Annual Recurring Savings: \$74.98M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$833.75M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -146 jobs (86 Direct, 60 Indirect); 0.06%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: Air quality, historic, land constraints, threatened species, water, and waste mgmt. No impediments.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# IND-0110: Mississippi AAP

**Candidate Recommendation:** Close Mississippi Army Ammunition Plant, MS.  
Relocate the 155MM ICM artillery metal parts functions to Rock Island Arsenal, IL.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Four sites within the Industrial Base produce munitions metal parts</li> <li>■ Closure allows DoD to generate efficiencies and nurture partnership with multiple sources in the private sector</li> </ul>	<ul style="list-style-type: none"> <li>■ Mississippi AAP ranked 3<sup>rd</sup> of 4 for metal parts production</li> <li>■ Rock Island ranked 1<sup>st</sup> of 3 for armaments production</li> <li>■ Military judgment deems Rock Island as most cost efficient destination for this mission</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-time cost: \$45.5M</li> <li>■ Net implementation cost : \$2.2M</li> <li>■ Annual recurring savings: \$8.6M</li> <li>■ Payback time: 5 years</li> <li>■ NPV (savings): \$76.6M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criteria 6: -88 jobs (54 direct, 34 indirect); 0.54%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: Air, historic, endangered species, and waste mgmt issues. No Impediments.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# Headquarters and Support Activities

## Joint Cross Service Group

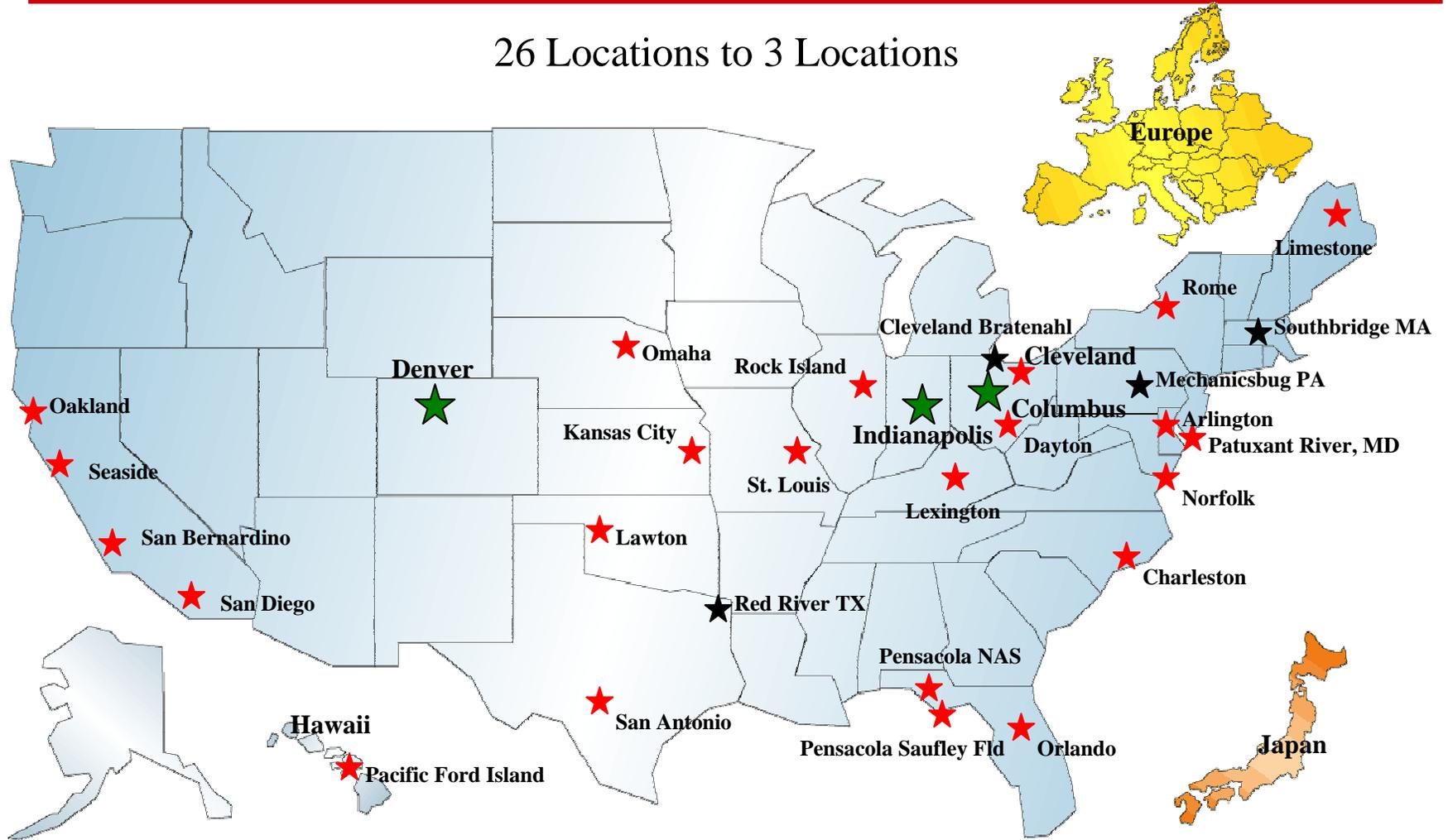
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- Strategy - Joint solutions, regionalization, and consolidation of NCR, pay, major HQs, prisons, and leased space.
- Functional Areas
  - Financial Management
    - 1 presented today
  - Military Personnel Centers
    - 3 presented today
  - Installation Management
    - 14 presented today
  - Major Admin & HQ
    - 6 presented today
  - Correctional Facilities
  - Civilian Personnel Offices
  - Defense Agencies
  - Mobilization
  - Combatant Commands
  - Reserve & Recruiting Commands



# Financial Management -- DFAS

## 26 Locations to 3 Locations



Green – Retained Sites  
 Red – Closed Sites  
 Black – Special Purpose Sites



# HSA-0018 : Defense Finance & Accounting Service (DFAS)

**Candidate Recommendation (Summary):** Close 21 DFAS locations by relocating and consolidating all functions to the Defense Supply Center-Columbus, OH, the Buckley AF Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Realign DFAS Arlington, VA, by relocating/consolidating functions same as above, and retain minimum essential liaison staff. Realign DFAS Cleveland, OH, by relocating/consolidating functions same as above, and retain an enclave for Military Retired and Annuitant Pay Services contract function. Realign DFAS Columbus, OH; Denver, CO, and Indianapolis, IN by relocating portions of the Accounting Operation, Military, and Commercial Pay functions and supporting functions among the three locations to implement strategic redundancy.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Supports DFAS Transformation Plan.</li> <li>✓ Mission consolidation - “Unit Cost” reduction.</li> <li>✓ DFAS out of NCR (399); retains small liaison staff (6).</li> <li>✓ Gaining sites meet DoD AT/FP standards.</li> <li>✓ Maximizes facility/business operation efficiencies, mitigates man-made &amp; natural disasters/challenges.</li> <li>✓ Eliminates excess capacity, Admin 51% or 2.084M GSF and Warehouse 75% or .568M GSF.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Military Value among 30: Denver 3; Columbus 9; Indianapolis 12</li> <li>✓ Prior Avg. MV: = .621; Resultant Avg. MV: = .689</li> <li>✓ Military Judgment and Business Process Review analysis results: optimizes economies of scale/synergistic efficiencies to maximize potential for unit cost reductions and improve service, and minimizes risk of man-made and natural disasters/ challenges.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$293M</li> <li>✓ Net Implementation savings: \$134M</li> <li>✓ Annual Recurring savings: \$120M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV savings: \$1.233B</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -72 to -1888 jobs; less than 0.1% to 1.08%.</li> <li>✓ Criterion 7: No issues.</li> <li>✓ Criterion 8: No issues.</li> <li>✓ Other risks associated with implementation: Workforce, space availability, operating costs.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# Military Personnel & Recruiting Centers

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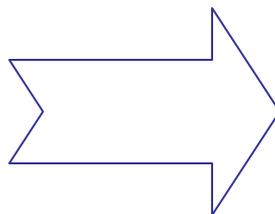
## *Losing Locations*

## *Gaining Locations*

*(Current Resident Activity)*

### **Army (HSA-0006)**

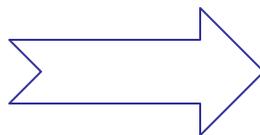
HR Command, Alexandria  
HR Command, St Louis  
HR Command, Indianapolis  
Accessions & Cadet Commands,  
Ft Monroe



USA Recruiting  
Command, Ft Knox

### **Navy (HSA-0007)**

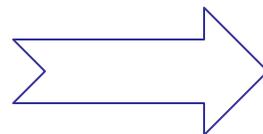
Navy Reserve Personnel &  
Navy Recruiting, New Orleans



Navy Personnel &  
Recruiting,  
NSA Mid-South  
(Millington)

### **Air Force (HSA-0008)**

AF Reserve Personnel, Buckley  
AF Reserve Recruiting, Robins



AF Personnel &  
Recruiting,  
Randolph



# HSA-0006: Create an Army Human Resources (Personnel & Recruiting) Center of Excellence at Fort Knox

**Candidate Recommendation:** Close Army Human Resources Command leased facilities in Alexandria, Virginia, Indianapolis, Indiana, and St. Louis, Missouri, relocating and consolidating all functions at Fort Knox, Kentucky. Realign Fort Monroe, Virginia, by relocating Army Accessions Command and Cadet Command to Fort Knox, Kentucky.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Enables mission consolidation of Active &amp; Reserve personnel center functions.</li> <li>✓ Co-location of Recruiting functions improves personnel life-cycle management.</li> <li>✓ Eliminates excess capacity and leased space</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruiting function: Fort Monroe 100/147; Fort Knox 12/147</li> <li>✓ Military Personnel: Ft Knox was selected because of its high overall military value as the current location of the US Army Recruiting Command, which offers synergies with the military personnel function.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$ 99.0 M</li> <li>✓ Net Implementation Savings: \$ 462.5 M</li> <li>✓ Annual Recurring Savings: \$ 145.5 M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$ 1.78 B</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6:               <ul style="list-style-type: none"> <li>✓ DC Area ROI : - 3,734 jobs; 0.1%</li> <li>✓ St Louis ROI: - 4,171 jobs; 0.3%</li> <li>✓ Indianapolis ROI: - 226 jobs; less than 0.1%</li> <li>✓ Norfolk ROI: - 820 jobs; less than 0.1%</li> </ul> </li> <li>✓ Criterion 7: Proximity to Louisville mitigates child care, housing, and medical issues</li> <li>✓ Criterion 8: Overall, no known environmental impediments.</li> <li>✓ Other Risks Associated with Implementation: Skilled civilian workforce availability in concentrated GS-series.</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# HSA-0007: Create a Navy Human Resources (Personnel & Recruiting) Center of Excellence at Millington

**Candidate Recommendation:** Realign Naval Support Activity New Orleans, Louisiana by relocating the Navy Reserve Personnel Command, Enlisted Placement and Management Center, and the Navy Recruiting Command office to Naval Support Activity Mid-South, Millington, TN. Consolidate the relocating Navy Reserve Personnel Command and the Enlisted Placement and Management Center with the Navy Personnel Command at Naval Support Activity Mid-South, Millington, TN. Consolidate the relocating Navy Recruiting Command office with the Navy Recruiting Command office currently at Naval Support Activity Mid-South, Millington, TN.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Enables mission consolidation of Active &amp; Reserve personnel center functions.</li> <li>✓ Improves personnel life-cycle management and eliminates excess capacity.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ NSA New Orleans 0.713.</li> <li>✓ NSA Mid-South in Millington 0.729.</li> <li>✓ Military judgment: Co-location of Personnel &amp; Recruiting Commands favored Millington.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$ 13.7 M</li> <li>✓ Net Implementation Cost: \$ 2.2 M</li> <li>✓ Annual Recurring Savings: \$ 6.3 M</li> <li>✓ Payback Period: 2 Years</li> <li>✓ NPV (savings): \$ 57.4 M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: - 771 jobs; 0.1%</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: No environmental impediments</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# HSA-0008: Create an Air Force Human Resources (Personnel & Recruiting) Center of Excellence at Randolph

**Candidate Recommendation:** Realign Buckley Annex, Denver, Colorado by relocating the Air Reserve Personnel Center to Randolph Air Force Base, Texas and consolidating it with the Air Force Personnel Center at Randolph Air Force Base, Texas. Realign Robins Air Force Base, Georgia by relocating Air Force Reserve Recruiting Service to Randolph Air Force Base, Texas.

### Justification

- ✓ Same transformational strategy for Personnel & Recruiting as applied to the Army & Navy.
- ✓ Enables mission consolidation of Active & Reserve personnel center functions and elimination of excess capacity.
- ✓ Co-location of Recruiting functions improves personnel life-cycle management.

### Military Value

- ✓ Personnel: Buckley Annex, 0.476; Randolph AFB, 0.723.
- ✓ Recruiting: Military judgment dominated over quantitative scores.
  - ✓ Co-location of Personnel Centers, Recruiting Commands, and Education & Training Command at a single location provides the greatest overall value for the Department.

### Payback

- ✓ One Time Cost: \$ 32.0 M
- ✓ Net Implementation Cost: \$ 31.8 M
- ✓ Annual Recurring Savings: \$ 1.1 M
- ✓ Payback Period: 86 Years
- ✓ NPV (cost): \$ 17.0 M

### Impacts

- ✓ Criterion 6:
  - ✓ Denver ROI: - 692 jobs; less than 0.1%
  - ✓ Warner Robins ROI: -263 jobs; 0.4%
- ✓ Criterion 7: Crime Rate at Randolph higher than the national average. No other issues.
- ✓ Criterion 8: Environmental impediments may exist: historic properties, land use constraints, and T/E species.

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# Installation Management

## Joint Bases (JB)

<b>JB @ Dix/McGuire/Lakehurst</b> HSA-0011 GC-IM-0003 ✓	<b>JB @ Bragg/Pope</b> HSA-0009 GC-IM-0001 ✓	<b>JB @ Elmendorf/Richardson</b> HSA-0015 GC-IM-0007 ✓
<b>JB @ Andrews/Washington</b> HSA-0012 GC-IM-0004 ✓	<b>JB @ Anacostia/Bolling/NRL</b> HSA-0013 GC-IM-0005 ✓	<b>JB @ Myer/Henderson Hall</b> HSA-0014 GC-IM-0006 ✓
<b>JB @ Pearl Harbor/Hickam</b> HSA-0016 GC-IM-0008 ✓	<b>JB @ Monmouth/Earle Colts Neck</b> HSA-0075 GC-IM-0018 ✓	<b>JB @ Dobbins/Atlanta</b> HSA-0119 GC-IM-0019 ✓
<b>JB @ Lewis/McChord</b> HSA-0010 GC-IM-0002 ✓		

## Consolidations

<b>Consolidate Charleston AFB &amp; NWS Charleston</b> HSA-0032 GC-IM-0009 ✓	<b>Consolidate Lackland AFB, Ft. Sam Houston, &amp; Randolph AFB</b> HSA-0017 GC-IM-0014 ✓	<b>Consolidate Anderson AFB &amp; COMNAVMARIANNAS Guam</b> HSA-0127 GC-IM-0021
<b>Consolidate South Hampton Roads Installations</b> HSA-0034 GC-IM-0012 ✓	<b>Consolidate North Hampton Roads Installations</b> HSA-0033 GC-IM-0013 ✓	



# HSA-0011: Establish Joint Base McGuire-Dix-Lakehurst

**Candidate Recommendation:** Realign Ft. Dix and Naval Air Engineering Station Lakehurst by relocating the installation management functions/responsibilities to McGuire AFB, establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for all Base Operating Support (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration & Modernization for the new joint base.

## Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 262 positions and associated footprint)
- ✓ Establishes first tri-service joint base.
- ✓ Supports complementary missions of McGuire/Dix - mobility/power projection platform.
- ✓ Maximizes joint utilization of infrastructure

## Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ McGuire AFB - .206
  - ✓ Ft Dix - .201
  - ✓ NAVAIRENGSTA Lakehurst - .136
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

## Payback

- ✓ One time costs: \$11.3M
- ✓ Net Implementation savings: \$90.3M
- ✓ Annual Recurring savings: \$22.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$290.7M

## Impacts

- ✓ Criterion 6:
  - ✓ Dix ROI: -182 (89 direct/ 93 indirect); less than 01%
  - ✓ Lakehurst ROI: -284 (173 direct/111 indirect); less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 38



# HSA-0009: Establish Joint Base Bragg-Pope

**Candidate Recommendation:** Realign Pope AFB by relocating the installation management functions/responsibilities to Ft. Bragg, establishing Joint Base Bragg-Pope. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization for the new joint base.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancies and creates economies of scale</li> <li>✓ Potential for personnel and footprint reductions (minimum of 84 positions and associated footprint)</li> <li>✓ Supports complementary missions: power projection platform/mobility</li> <li>✓ Maximizes joint utilization of infrastructure</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:             <ul style="list-style-type: none"> <li>✓ Ft Bragg - .538</li> <li>✓ Pope AFB - .184</li> </ul> </li> <li>✓ Enhances jointness</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$1.0M</li> <li>✓ Net Implementation savings: \$32.8M</li> <li>✓ Annual Recurring savings: \$7.4M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings) \$99.1M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -141 jobs (84direct/60 indirect); Less than 0.1%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 39



# HSA-0015: Establish Joint Base Elmendorf-Richardson

**Candidate Recommendation:** Realign Ft. Richardson by relocating the installation management functions/responsibilities to Elmendorf AFB, establishing Joint Base Elmendorf/Richardson. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

### Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 224 positions and associated footprint)
- ✓ Supports complementary missions: power projection platform/mobility
- ✓ Maximizes joint utilization of infrastructure

### Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Elmendorf AFB - .230
  - ✓ Ft Richardson - .189
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

### Payback

- ✓ One time costs:: \$7.7M
- ✓ Net Implementation savings: \$78.9M
- ✓ Annual Recurring savings: \$19.0M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$249.5M

### Impacts

- ✓ Criterion 6: -412 jobs (224 direct/188 indirect); -0.16%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# HSA-0012: Establish Joint Base Andrews-Washington

**Candidate Recommendation:** Realign Naval Air Facility Washington by relocating the installation management functions/responsibilities to Andrews AFB, establishing Joint Base Andrews-Naval Air Facility Washington. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

## Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 30 positions and associated footprint).
- ✓ Eliminates a base within a base and establishes single installation management responsibility for consolidated footprint

## Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Andrews AFB - .222
  - ✓ COMNAVDIST Washington - .342
- ✓ Military judgment: Transfer of NAF installation management functions to Andrews AFB, will provide greatest overall military value to DoD

## Payback

- ✓ One time costs: \$496K
- ✓ Net Implementation savings: \$6.3M
- ✓ Annual Recurring savings: \$1.5M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$19.7M

## Impacts

- ✓ Criterion 6: -30 jobs (18 direct/12 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps41



# HSA-0013: Establish Joint Base Anacostia-Bolling-NRL

**Candidate Recommendation:** Realign Bolling AFB by relocating the installation management functions/responsibilities to Naval District Washington at the Washington Navy Yard, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL). The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

## Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 119 positions and associated footprint).
- ✓ Eliminates a base within a base
- ✓ Maximizes joint utilization of infrastructure

## Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ NAVDIS Washington (includes Anacostia and NRL). - .342
  - ✓ Bolling AFB - .214
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

## Payback

- ✓ One time costs: \$2.9M
- ✓ Net Implementation savings: \$45.7M
- ✓ Annual Recurring savings: \$10.6M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$140.7M

## Impacts

- ✓ Criterion 6: -200 jobs (119 direct/81 indirect); Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps42



# HSA-0014: Establish Joint Base Myer-Henderson Hall

**Candidate Recommendation:** Realign Henderson Hall by relocating the installation management functions/responsibilities to Ft Myer, establishing Joint Base Myer-Henderson Hall. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.</li> <li>✓ Potential for personnel and footprint reductions (minimum of 13 positions and associated footprint).</li> <li>✓ Maximizes joint utilization of infrastructure.</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:             <ul style="list-style-type: none"> <li>✓ Ft Myer - .172</li> <li>✓ Henderson Hall - .125</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time costs: \$481K</li> <li>✓ Net Implementation savings: \$5.4M</li> <li>✓ Annual Recurring savings: \$1.2M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$16.4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <u>Criterion 6</u>: -21 jobs (13 direct/8 indirect); Less than 0.1%</li> <li>✓ <u>Criterion 7</u>: No issues</li> <li>✓ <u>Criterion 8</u>: No impediments</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# HSA-0016: Establish Joint Base Pearl Harbor-Hickam

**Candidate Recommendation:** Realign Hickam AFB by relocating the installation management functions/responsibilities to Naval Station Pearl Harbor, establishing Joint Base Pearl Harbor-Hickam. The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

## Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 277 positions and associated footprint)
- ✓ Maximizes joint utilization of infrastructure
- ✓ Military value greater for Naval Station Pearl Harbor based on predominance and facilities efficiencies

## Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ NAVSTA Pearl Harbor - .395
  - ✓ Hickam AFB - .229
- ✓ Enhances jointness
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

## Payback

- ✓ One time costs: \$6.3M
- ✓ Net Implementation savings: \$123.2M
- ✓ Annual Recurring savings: \$28.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$376.3M

## Impacts

- ✓ Criterion 6: -510 jobs (277 direct/233 indirect);  
Less than 0.1%
- ✓ Criterion 7: No issues regarding community infrastructure
- ✓ Criterion 8: No known environmental impediments with this recommendation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 44



# HSA-0075: Establish Joint Base Monmouth - Earle Colts Neck

**Candidate Recommendation:** Realign Naval Weapons Station Earle Colts Neck by relocating the installation management functions/responsibilities to Ft. Monmouth and establish Joint Base Monmouth-Earle Colts. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for this new joint base.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale</li> <li>✓ Good potential for personnel and footprint reductions (minimum of 75 positions and associated footprint)</li> <li>✓ Share military housing.</li> <li>✓ Military value analysis greater for Monmouth based on size and PW efficiencies.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:             <ul style="list-style-type: none"> <li>✓ Ft Monmouth - .136</li> <li>✓ WPNSTA Earle - .074</li> </ul> </li> <li>✓ Enhances jointness</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time costs:: \$1.6M</li> <li>✓ Net Implementation savings: \$29.4M</li> <li>✓ Annual Recurring savings: \$6.8M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$90.7M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -126 jobs (75 direct/51 indirect) Less than 0.1%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 45



# HSA-0119: Establish Joint Base Dobbins-Atlanta

**Candidate Recommendation:** Realign Naval Air Station Atlanta by relocating the installation management functions/responsibilities to Dobbins ARB, establishing Joint Base Dobbins-Atlanta. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM) for the new joint base.

<u>Justification</u>	<u>Military Value</u>
<p>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.</p> <p>✓ Good potential for personnel and footprint reductions (minimum of 45 positions and associated footprint).</p> <p>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services.</p>	<p>✓ Comparison of BASOPS missions using Military Value model:</p> <ul style="list-style-type: none"> <li>✓ Dobbins ARB - .188</li> <li>✓ NAS Atlanta - .145</li> </ul> <p>✓ Enhances jointness</p>
<p style="text-align: center;"><u>Payback</u></p> <p>✓ One time costs: \$1.2M</p> <p>✓ Net Implementation savings: \$16.2M</p> <p>✓ Annual Recurring savings: \$3.8M</p> <p>✓ Payback period: Immediate</p> <p>✓ NPV (savings): \$50.3M</p>	<p style="text-align: center;"><u>Impacts</u></p> <p>✓ <u>Criterion 6</u>: -74 jobs (45 direct/29 indirect); Less than 0.1%</p> <p>✓ <u>Criterion 7</u>: No issues regarding community infrastructure</p> <p>✓ <u>Criterion 8</u>: No known environmental impediments with this recommendation</p>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# HSA-0010: Establish Joint Base Lewis-McChord

**Candidate Recommendation:** Realign McChord AFB by relocating the installation management functions/responsibilities to Ft. Lewis, establishing Joint Base Lewis-McChord. The U.S. Army will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization for the new joint base.

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$6.2M</li> <li>✓ Net Implementation savings: \$218.2M</li> <li>✓ Annual Recurring savings: \$46.6M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$634.8M</li> </ul>	<p><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -776 jobs (422 direct/354 indirect); -.23%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps47



# HSA-0032: Consolidate Charleston AFB and NAVWPNSTA Charleston

**Candidate Recommendation:** Realign Naval Weapons Station Charleston by relocating the installation management functions/responsibilities to Charleston AFB, SC. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale</li> <li>✓ Good potential for personnel and footprint reductions (minimum of 264 positions and associated footprint)</li> <li>✓ Military value analysis marginally higher for Charleston AFB based on larger operational mission</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:             <ul style="list-style-type: none"> <li>✓ Charleston AFB - .186</li> <li>✓ NAVWPNSTA Charleston - .184</li> </ul> </li> <li>✓ Enhances jointness</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time costs:: \$5.1M</li> <li>✓ Net Implementation savings: \$69.9M</li> <li>✓ Annual Recurring savings: \$21.9M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$267.4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -656 jobs (264 direct/392 indirect); -0.2%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 48



# HSA-0017: Consolidate Lackland AFB, Ft Sam Houston and Randolph AFB

**Candidate Recommendation:** Realign Ft. Sam Houston and Randolph AFB by relocating the installation management functions/responsibilities to Lackland AFB. The U.S. Air Force will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates redundancy of installation management functions and creates economies of scale.</li> <li>✓ Good potential for personnel and footprint reductions (minimum of 199 positions and associated footprint).</li> <li>✓ Military value analysis greater for Air Force based on predominance and efficiency.</li> <li>✓ Supports complementary missions: training</li> </ul>	<ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:               <ul style="list-style-type: none"> <li>✓ Lackland AFB - .296</li> <li>✓ Ft Sam Houston - .233</li> <li>✓ Randolph AFB - .205</li> </ul> </li> <li>✓ Enhances jointness</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time costs: \$5.1M</li> <li>✓ Net Implementation savings: \$63.3M</li> <li>✓ Annual Recurring savings: \$15.081M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$198.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -382 jobs (189 direct/183 indirect) Less than 0.1%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 49



# HSA-0034: Consolidate South Hampton Roads Installations

**Candidate Recommendation:** Realign Ft. Story by relocating the installation management functions/responsibilities to Commander Naval Mid-Atlantic Region. The U.S. Navy will assume responsibility for all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale</li> <li>✓ Good potential for personnel and footprint reductions (minimum of 21 positions and associated footprint)</li> <li>✓ Ft Story’s small size and distance from Ft Eustis makes transfer to Navy ideal candidate for consolidation</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:             <ul style="list-style-type: none"> <li>✓ Eustis - .247</li> <li>✓ NAVSTA Norfolk – .412</li> </ul> </li> <li>✓ Enhances jointness</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time costs: \$300K</li> <li>✓ Net Implementation savings: \$8.8M</li> <li>✓ Annual Recurring savings: \$2.0M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$26.6M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -44 jobs (21 direct/23 indirect) Less than 0.1%</li> <li>✓ Criterion 7: No issues regarding community infrastructure</li> <li>✓ Criterion 8: No known environmental impediments with this recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps 50





# Major Admin & Headquarters

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- Rationalize presence in DC
- Minimize lease space
- Enhance AT/FP
- 6 presented today
  - DCMA from NCR to Fort Lee
  - ATEC from leased space to Aberdeen
  - AMC from Belvoir to Redstone
  - TRADOC from Fort Monroe to Eustis
  - FORSCOM from Fort McPherson to Pope
  - USARPAC from Fort Shafter to Pearl
- Candidate recommendations for FORSCOM, TRADOC and USARPAC would enable the closure of their current locations



# HSA-0067: Relocate DCMA Headquarters Outside DC

**Candidate Recommendation:** Close Metro Park III and IV, a leased installation in Alexandria, VA, and relocate the Defense Contract Management Agency Headquarters to Ft. Lee, VA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Eliminates 83,408 USF leased space.</li> <li>✓ Relocates HQs outside DC Area.</li> <li>✓ Moves DCMA to an AT/FP compliant location.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ DCMA HQ, Alexandria: 278<sup>th</sup> of 314</li> <li>✓ Ft. Lee: 92<sup>nd</sup> of 314</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$44.8M</li> <li>✓ Net Implementation Cost: \$34.4M</li> <li>✓ Annual Recurring Savings: \$3.9M</li> <li>✓ Payback Period: 13 Years</li> <li>✓ NPV (savings): \$5.6M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -1,033 jobs (595 direct, 438 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: Proximity to Richmond mitigates child care issues</li> <li>✓ Criterion 8. No issues.</li> <li>✓ Other risks: Business interruption during move; business travel more difficult.</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# HSA-0065: Consolidate Army Test and Evaluation Command (ATEC) Headquarters

**Candidate Recommendation:** Realign Park Center Four, a leased installation in Alexandria, VA, by relocating consolidating Army Test and Evaluation Command with its sub-components at Aberdeen Proving Ground, MD.

### Justification

- ✓ Eliminates 83,000 USF leased space in NCR.
- ✓ Consolidates HQ with sub-components at single location; eliminates redundancy and enhances efficiency.
- ✓ Moves HQ to an AT/FP compliant location.

### Military Value

- ✓ ATEC: 307<sup>th</sup> of 314
- ✓ Aberdeen Proving Ground: 94<sup>th</sup> of 314

### Payback

- ✓ One Time Cost: \$11.1M
- ✓ Net Implementation Savings: \$15.8M
- ✓ Annual Recurring Savings: \$ 7.3M
- ✓ Payback Period: 1Year
- ✓ NPV (savings): \$81.7M

### Impacts

- ✓ Criterion 6: -796 jobs (470 direct, 326 indirect); < 0.1%.
- ✓ Criterion 7: Minor issue with distance to nearest city & airport.
- ✓ Criterion 8: Air quality issues but no impediments.

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



# HSA-0092: Relocate Army Materiel Command

**Candidate Recommendation:** Realign Ft. Belvoir, VA, by relocating Army Materiel Command (AMC) and the Security Assistance Command (USA SAC, an AMC sub-component) to Redstone Arsenal, AL.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Provides for permanent facilities for Army MACOM and sub-component.</li> <li>✓ Relocates MACOM out of DC Area.</li> <li>✓ Creates synergy by co-locating AMC with a major subordinate command, the USA Aviation and Missile Command.</li> </ul>	<ul style="list-style-type: none"> <li>✓ AMC: 276<sup>th</sup> of 314</li> <li>✓ USA SAC: 194<sup>th</sup> of 314</li> <li>✓ Redstone Arsenal: 48<sup>th</sup> of 314</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$104.9M</li> <li>✓ Net Implementation Cost: \$102.8M</li> <li>✓ Annual Recurring Savings:\$1.6M</li> <li>✓ Payback Period: 100+ Years</li> <li>✓ NPV (cost): \$76.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -2,867 jobs (1656 direct, 1211 indirect); 0.1%.</li> <li>✓ Criterion 7: Housing and Graduate Education issues.</li> <li>✓ Criterion 8: Historic, water, &amp; T&amp;E issues; No impediments</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# HSA-0057: Relocate TRADOC

**Candidate Recommendation:** Realign Fort Monroe, VA, by relocating all of the Army Training and Doctrine Command (TRADOC), except the Army Accessions Command and the Army Cadet Command, to Fort Eustis, VA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Merges common support functions.</li> <li>✓ Enables USA-0125 (closes Ft. Monroe)</li> <li>✓ 427 Admin Buildable acres at Ft. Eustis, VA. 173 Undetermined-Use acres at Ft. Story, VA.</li> <li>✓ MILCON required.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Ft. Eustis is 43 of 147</li> <li>✓ Ft. Monroe is 100 of 147</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">✓ One Time Cost:</td> <td style="text-align: right;">\$78.323M</td> </tr> <tr> <td>✓ Net Implementation Cost:</td> <td style="text-align: right;">\$55.8M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td style="text-align: right;">\$14.0M</td> </tr> <tr> <td>✓ Payback Period:</td> <td style="text-align: right;">6 yrs</td> </tr> <tr> <td>✓ NPV (Savings:</td> <td style="text-align: right;">\$78.8M</td> </tr> </table>	✓ One Time Cost:	\$78.323M	✓ Net Implementation Cost:	\$55.8M	✓ Annual Recurring Savings:	\$14.0M	✓ Payback Period:	6 yrs	✓ NPV (Savings:	\$78.8M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <u>Criterion 6.</u> - 425 jobs (166 direct/259 indirect); &lt; 0.1%</li> <li>✓ <u>Criterion 7.</u> No issues</li> <li>✓ <u>Criterion 8.</u> Air Quality at Fort Eustis</li> </ul>
✓ One Time Cost:	\$78.323M										
✓ Net Implementation Cost:	\$55.8M										
✓ Annual Recurring Savings:	\$14.0M										
✓ Payback Period:	6 yrs										
✓ NPV (Savings:	\$78.8M										

- |            |   |  |                           |
|------------|---|--|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | <input type="checkbox"/> JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis                          | ✓ De-conflicted w/MilDeps |



# HSA-0124 : Relocate FORSCOM

**Candidate Recommendation:** Realign Ft. McPherson, GA, by relocating the Forces Command Headquarters (FORSCOM HQ) to Pope Air Force Base, NC.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Enables USA-0112 (closes McPherson)</li> <li>✓ Locates near XVIII ABN Corps, 82<sup>nd</sup> ABN Division, &amp; USA SOC.</li> <li>✓ Fulfills Transformational Options to consolidate HQs at a single location and eliminate stand-alone HQs.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Pope AFB is 29<sup>th</sup> of 147</li> <li>✓ Ft. McPherson is 102<sup>nd</sup> of 147</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$ 92.5M</li> <li>✓ Net Implementation Cost: \$ 64.7M</li> <li>✓ Annual Recurring Savings: \$ 15.3M</li> <li>✓ Payback Period: 7 yrs</li> <li>✓ NPV (Savings): \$ 83.7.3M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <u>Criterion 6</u>: -2,731 jobs (1614 direct, 1117 indirect); 0.10 %.</li> <li>✓ <u>Criterion 7</u>: Housing, medical, crime, and education issues. On balance, action should proceed.</li> <li>✓ <u>Criterion 8</u>: Endangered species, wetlands, land use constraints. On balance, action should proceed.</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# HSA-0050: Co-locate USARPAC with PACFLT and PACAF

**Candidate Recommendation:** Realign Fort Shafter, HI, by relocating USARPAC HQ and the Army Installation Management Agency (IMA) Region Pacific to Naval Station Pearl Harbor, HI.

<u>Justification</u>	<u>Military Value</u>
<p>✓ Co-locates three PACOM service component commands in the Geo-cluster which will reduce footprint, improve interoperability, and realize savings through shared common support functions.</p> <p>✓ Enables USA-0120 (close Ft. Shafter)</p>	<p>✓ Fort Shafter 117<sup>th</sup> of 147</p> <p>✓ NAVSTA Pearl Harbor 76<sup>th</sup> of 147</p>
<u>Payback</u>	<u>Impacts</u>
<p>✓ One Time Cost: \$101.9M</p> <p>✓ Net Implementation Cost: \$104.4M</p> <p>✓ Annual Recurring Cost: \$0.04M</p> <p>✓ Payback Period: NEVER</p> <p>✓ NPV (cost): \$93.1M</p>	<p>✓ <u>Criterion 6</u>: -50 jobs (25 direct, 25 indirect); &lt;0.01%</p> <p>✓ <u>Criterion 7</u>: No issues</p> <p>✓ <u>Criterion 8</u>: Historic issues</p>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



# Medical Joint Cross Service Group

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- Strategy - Proficient and jointly trained medical forces ready to deploy. Size treatment facilities to beneficiary population demand. Consolidate, co-locate, and partner with civilian/VA.
- Functional Areas
  - Inpatient
    - 8 presented today
  - Enlisted Medical Training
  - Officer Medical Training
    - 1 presented today
  - Primary Care
  - Specialty Care
  - Aerospace Operational Med
  - Combat Casualty Care
  - Hyperbaric and Diving Medicine
  - IM/IT Acquisition
  - Medical Biological Defense
  - Medical Chemical Defense



# MJCSG Strategy

- Optimization Model, average daily patient load, and multi-service market to identify potential closures

## Pending

Fort Benning	Brooke Army Med Ctr
Fort Jackson	Wilford Hall Med Ctr
Fort Riley	Andrews AFB
Fort Wainwright	Fort Belvoir
NH Pensacola	NMC Bethesda
	Walter Reed
	McChord AFB
	Pope AFB

## Rejected

Elmendorf AFB
Fort Polk
Fort Leonard Wood
Luke AFB
Offutt AFB
NH LeMoore
NH Beaufort
West Point

## Accepted

Fort Knox
Keesler AFB
MacDill AFB
NH Great Lakes
Scott AFB
NH Cherry Point
USAFA
Fort Eustis



# MED-0004a NH Cherry Point

**Candidate Recommendation:** Disestablish the inpatient mission at Naval Hospital Cherry Point, NC converting the hospital to a clinic with an ambulatory care center.

### Justification

- ✓ Reduces excess capacity
- ✓ Redistributes military providers to areas with more eligible population
- ✓ Reduces inefficient inpatient operations
- ✓ Civilian/Military capacity exists in area

### Military Value

- ✓ Healthcare Services Inpatient Function:
  - ✓ Cherry Point: 43.26
  - ✓ Increases average from 46.56 to 46.61.

### Payback

- ✓ One Time Cost: \$1.46M
- ✓ Net Implementation Savings: \$5.42M
- ✓ Annual Recurring Savings: \$1.63M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): \$20.07M

### Impacts

- ✓ Criteria 6: ROI –65 jobs (38 direct; 27 indirect); <0.1%
- ✓ Criteria 7: 2 accredited civilian/VA hospitals within 40 miles with a total of 505 beds and an average daily census of 382.
- ✓ Criteria 8: No issues.

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



# MED-0004b Fort Eustis

**Candidate Recommendation:** Disestablish the inpatient mission at Fort Eustis Medical Facility, converting the hospital to a clinic with an ambulatory care center.

### Justification

- ✓ Reduces excess capacity
- ✓ Redistributes military providers to areas with more eligible population
- ✓ Reduces inefficient inpatient operations
- ✓ Civilian/Military capacity exists in area

### Military Value

- ✓ Healthcare Services Inpatient Function:
  - ✓ Fort Eustis: 43.86
  - ✓ Average increase from 46.56 to 46.60.

### Payback

- ✓ One Time Cost: \$1.15M
- ✓ Net Implementation Savings: \$2.14M
- ✓ Annual Recurring Savings: \$883K
- ✓ Payback Period: 2 year
- ✓ NPV (savings): \$10.11M

### Impacts

- ✓ Criteria 6: ROI –77 jobs 10 direct; 67 indirect); <0.1%
- ✓ Criteria 7: 16 accredited civilian/VA hospitals within 40 miles with a total of 3,774 beds and an average daily census of 2,835.
- ✓ Criteria 8: No Issues.

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



# MED-0004c USAFA

**Candidate Recommendation:** Realign the 10th Medical Group, USAF Academy, CO, by relocating the inpatient mission to Fort Carson Medical Facility, CO, converting the 10th Medical Group into a clinic with ambulatory care services.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient inpatient operations</li> <li>✓ Civilian/Military capacity exists in area</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Inpatient Function               <ul style="list-style-type: none"> <li>✓ USAFA: 48.26</li> <li>✓ Fort Carson 60.20</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$348K</li> <li>✓ Net Implementation Savings: \$75K</li> <li>✓ Annual Recurring Savings: \$124K</li> <li>✓ Payback Period: 4 year</li> <li>✓ NPV (savings): \$1.21M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: ROI –7 jobs (4 direct; 3 indirect); &lt;0.1%</li> <li>✓ Criteria 7: 5 accredited civilian/VA hospitals within 40 miles with a total of 1,373 beds and an average daily census of 833.</li> <li>✓ Criteria 8: No issues.</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



# MED-0049 MacDill AFB

**Candidate Recommendation:** Disestablish the inpatient mission at 6<sup>th</sup> Medical Group MacDill AFB, FL, converting the hospital to a clinic with an ambulatory care center.

### Justification

- ✓ Reduces excess capacity
- ✓ Redistributes military providers to areas with more eligible population
- ✓ Reduces inefficient inpatient operations
- ✓ Civilian/Military capacity exists in area

### Military Value

- ✓ Healthcare Services Inpatient Function:
  - ✓ McDill AFB: 35.24
  - ✓ Average increases from 46.56 to 46.76.

### Payback

- ✓ One Time Cost: \$630K
- ✓ Net Implementation Savings: \$4.29M
- ✓ Annual Recurring Savings: \$1.10M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): \$14.19M

### Impacts

- ✓ Criteria 6: ROI – 41 jobs; 0.01%
- ✓ Criteria 7: 34 accredited civilian/VA hospitals within 40 miles with a total of 10,585 beds and an average daily census of 6,843.
- ✓ Criteria 8: No Issues.

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



# MED-0050 Keesler AFB

**Candidate Recommendation:** Disestablish the inpatient mission at 81<sup>st</sup> Medical Group, Keesler AFB, MS, converting the hospital to a clinic with an ambulatory care center.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient inpatient operations</li> <li>✓ Civilian/Military capacity exists in area</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Inpatient Function               <ul style="list-style-type: none"> <li>✓ Keesler: 38.83</li> <li>✓ Increases Average from 46.56 to 46.80</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$7.83M</li> <li>✓ Net Implementation Savings: \$100.53M</li> <li>✓ Annual Recurring Savings: \$23.08M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$307.02M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: ROI –713 jobs(402 direct; 311 indirect; 0.5%)</li> <li>✓ Criteria 7: 8 accredited civilian/VA hospitals within 40 miles with a total of 1,957 beds and an average daily census of 1,148.</li> <li>✓ Criteria 8: No Issues.</li> <li>✓ Other Risks: Closure of Residency program</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# MED-0052 Scott AFB

**Candidate Recommendation:** Disestablish the inpatient mission at 375<sup>th</sup> Medical Group, Scott AFB, IL, converting the hospital to a clinic with an ambulatory care center.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient inpatient operations</li> <li>✓ Civilian/Military capacity exists in area</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Inpatient Function:             <ul style="list-style-type: none"> <li>✓ Scott AFB: 28.83</li> <li>✓ Average Increases from 46.56 to 46.88.</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$2.77M</li> <li>✓ Net Implementation Costs: \$434K</li> <li>✓ Annual Recurring Savings: \$981K</li> <li>✓ Payback Period: 4 years</li> <li>✓ NPV (savings): \$8.56M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: ROI –161 jobs (77 direct; 84 indirect); &lt;0.1%</li> <li>✓ Criteria 7: 38 accredited civilian/VA hospitals within 40 miles with a total of 9,465 beds and an average daily census of 6,124.</li> <li>✓ Criteria 8: No Issues.</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



# MED-0053 Naval Station Great Lakes

**Candidate Recommendation:** Disestablish the inpatient mission at Naval Station Great Lakes Medical Facility, converting the hospital to a clinic with an ambulatory care center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient inpatient operations</li> <li>✓ Civilian/Military capacity exists in area</li> </ul>	<ul style="list-style-type: none"> <li>✓ Healthcare Services Inpatient Function:                             <ul style="list-style-type: none"> <li>✓ Great Lakes: 42.76</li> <li>✓ Average increases from 46.56 to 46.62.</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$3.09M</li> <li>✓ Net Implementation Savings: \$38.96M</li> <li>✓ Annual Recurring Savings: \$6.11M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$92.64M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: ROI –182 jobs (70 direct; 112 indirect); &lt;0.1%</li> <li>✓ Criteria 7: 69 Joint accredited civilian/VA hospitals within 40 miles with a total of 18,858 beds and an average daily census of 12,590.</li> <li>✓ Criteria 8: No Issues</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# MED-0054 Fort Knox

**Candidate Recommendation:** Disestablish the inpatient mission at Fort Knox’s Medical Facility, converting the hospital to a clinic with an ambulatory care center.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient inpatient operations</li> <li>✓ Civilian/Military capacity exists in area</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Inpatient Function               <ul style="list-style-type: none"> <li>✓ Fort Knox: 39.94</li> <li>✓ Average increases from 46.56 to 46.68</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$3.06M</li> <li>✓ Net Implementation Savings: \$7.56M</li> <li>✓ Annual Recurring Costs: \$61K</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$6.65M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <u>Criteria 6:</u> ROI –286 jobs (176 direct; 110 indirect); 0.5%</li> <li>✓ <u>Criteria 7:</u> 16 Joint accredited civilian/VA hospitals within 40 miles with a total of 3,809 beds and an average daily census of 2,789.</li> <li>✓ <u>Criteria 8:</u> No Issues</li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# Officer Medical Training

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- Proposing to close the Uniform Services University of Health Sciences (USUHS) at the National Naval Medical Center (NNMC) Bethesda
- Title 10 prohibits closing USUHS



# MED-0030 USUHS

**Candidate Recommendation:** Close the Uniform Services University of Health Sciences (USUHS) at the National Naval Medical Center (NNMC) Bethesda, MD.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ USUHS 3 times more costly than scholarships.</li> <li>✓ The civilian sector offers alternatives for educating military physicians.</li> <li>✓ Redistributes military providers (faculty) to patient care and operational mission.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Average military value of education and training activities of the MHS increases from 32.43 to 32.63 without USUHS.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$38.72M</li> <li>✓ Net Implementation Savings: \$34.38M</li> <li>✓ Annual Recurring Savings: \$58.09M</li> <li>✓ Payback Period: 1 year</li> <li>✓ NPV (savings): \$574.68M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -3,561 jobs (1998 direct, 1563 indirect; 0.49%)</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> <li>✓ Other Risks:               <ul style="list-style-type: none"> <li>✓ Title 10 prohibits closure of USUHS</li> <li>✓ Expansion of scholarship program by ~161 students.</li> </ul> </li> </ul>

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



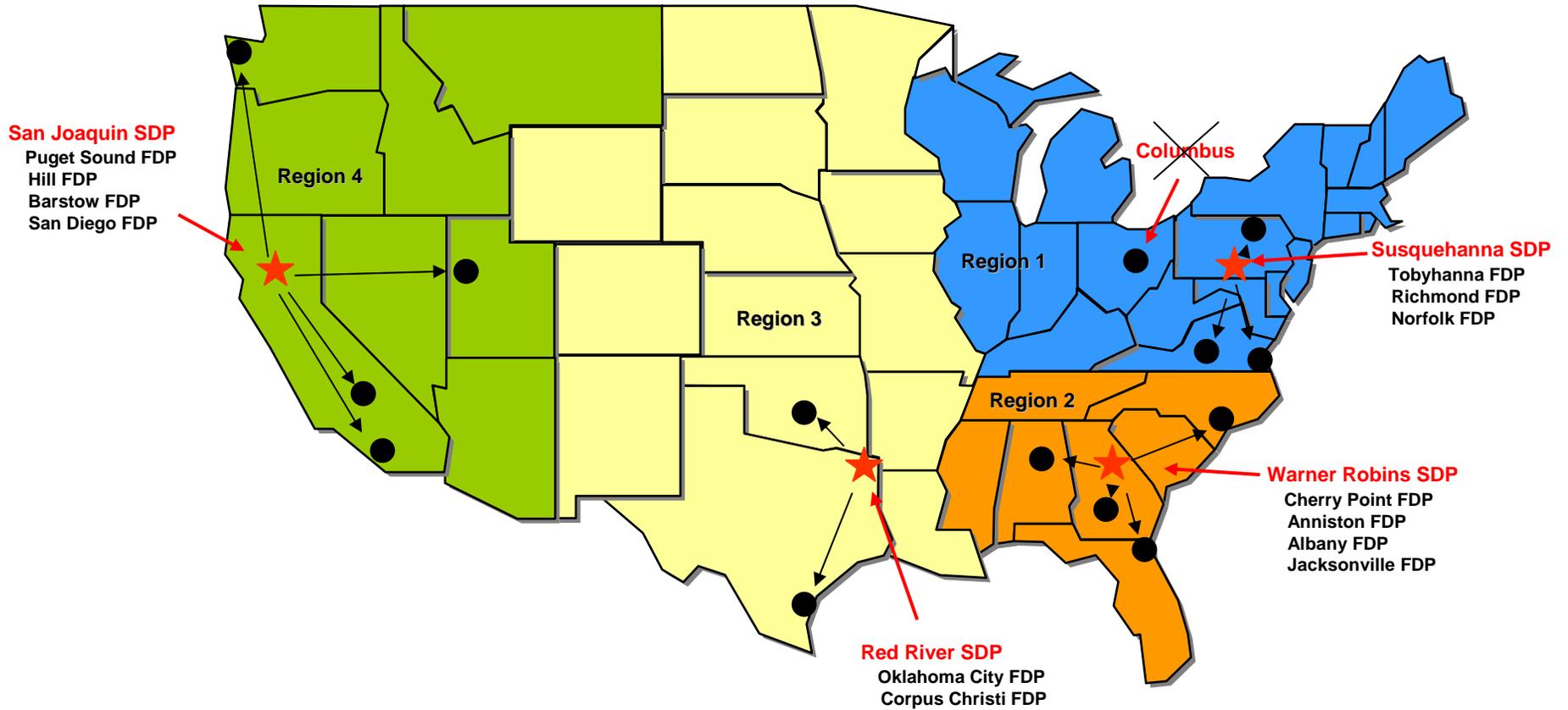
## Supply & Storage Joint Cross Service Group

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- Strategy - Transition from linear to networked processes. Force-focused with regionalized distribution.
- Functional Areas
  - Supply
  - Storage
  - Distribution



# Candidate #S&S-0004





## Candidate #S&S-0004

**Candidate Recommendation (Summary):** Reconfigure wholesale storage and distribution around 4 regional Strategic Distribution Platforms (SDPs): Susquehanna,, Warner Robins, Red River and San Joaquin. Disestablish DD Columbus. Realign the following DDs as Forward Distribution Points (FDPs): Tobyhanna, Norfolk, Richmond, Cherry Point, Albany, Jacksonville, Anniston, Corpus Christi, Oklahoma City, Hill, Puget Sound, San Diego and Barstow.

### Justification

- ✓ Provides for regional support to customers worldwide
- ✓ Enhances strategic flexibility via multiple platforms to respond to routine requirements and worldwide contingencies
- ✓ Improves surge options and capabilities
- ✓ Returns significant storage infrastructure to host organizations
- ✓ Provides for significant personnel reductions

### Military Value

- ✓ **Relative Military Value Against Peers:**
  - Region 1. SDP-Susquehanna: Ranked 1 out of 5
  - Region 2. SDP Warner Robins: Ranked 4 out of 5
  - Region 3. SDP Red River: Ranked 2 out of 3
  - Region 4. SDP San Joaquin: Ranked 2 out of 5
- ✓ **Military Judgment:** Applied in selecting SDPs for regions 2, 3 and 4 to minimize MILCON (capacity) and optimize support to customer organizations (geographical location).

### Payback

- ✓ One-time Cost: \$223.4M
- ✓ Net Implementation Savings: \$202.9M
- ✓ Annual Savings: \$137.4M
- ✓ Payback Period: 2 Years
- ✓ NPV (Savings): \$1.5B

### Impacts

- ✓ **Criterion 6:** From -12 to -991 jobs; <0.1% to 0.22%
- ✓ **Criterion 7:** No impediments
- ✓ **Criterion 8:** Archeological issues; no impediments

- |            |   |                           |                            |
|------------|---|---------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ De-conflicted w/MilDepts |



# Army Candidate Recommendations

*Transforming Through Base Realignment and Closure*

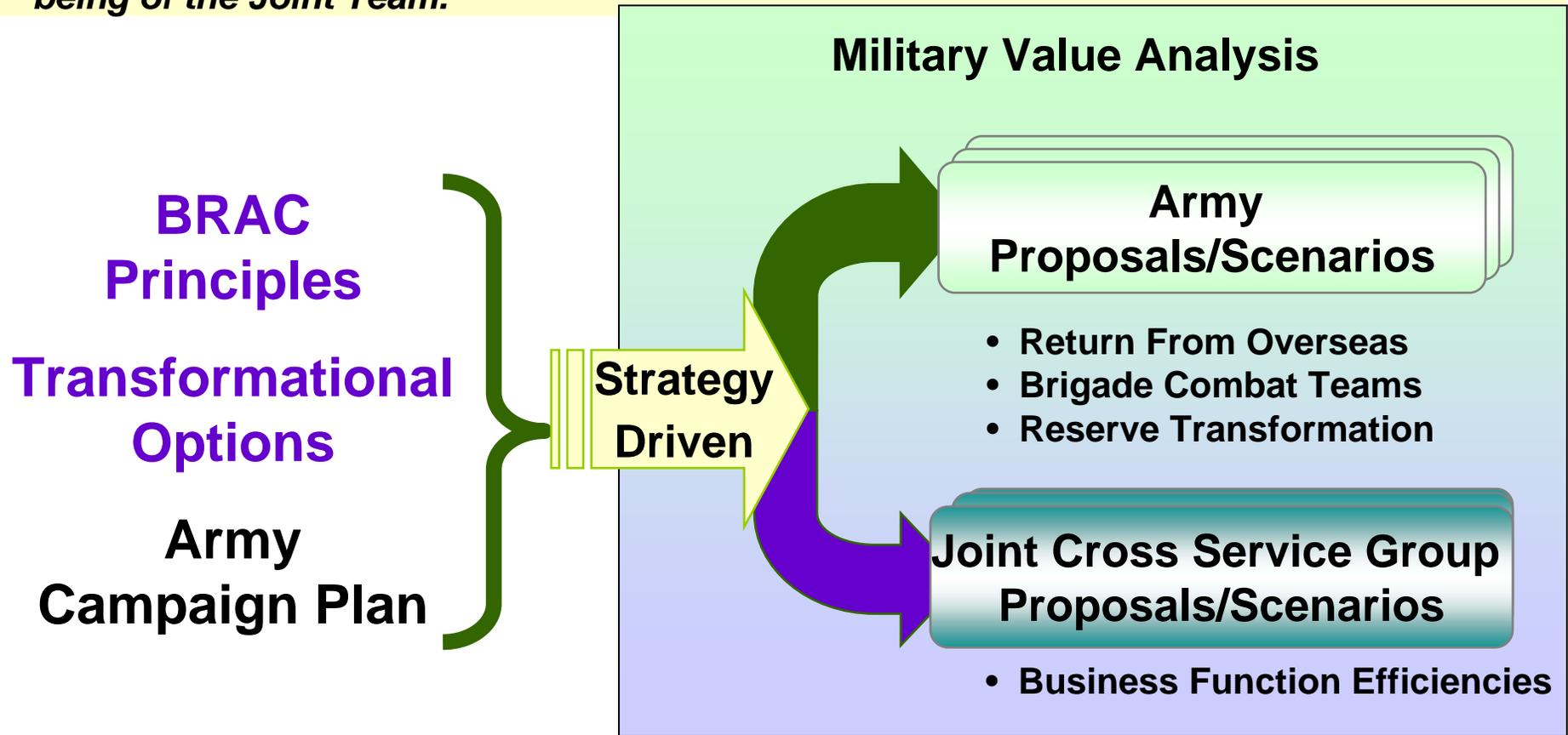
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# Army BRAC Strategy

**Army Vision: A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that projects power, trains, sustains and enhances the readiness and well-being of the Joint Team.”**



*Transforming Through Base Realignment and Closure*



# Army BRAC Focus

**Operational Army**

**Institutional Army**

**Materiel & Logistics/RDAT&E**

**Reserve Component**

**Other Efficiencies**

150 Candidate  
Recommendations  
Today's Presentation:  
7 Active,  
89 Reserve Component

*Transformation, Jointness and Efficiencies*

***Transforming Through Base Realignment and Closure***



# Candidate #USA-0221

**Candidate Recommendation:** Realign Fort Riley, KS by relocating combat arms brigade elements to Fort Bliss, TX, and relocating 1st Infantry Division units and various echelons above division units to Fort Riley, KS. Realign Fort Bliss, TX by relocating the Air Defense Artillery School to Fort Sill (#USA-0004 Net Fires) and relocating 1st Armored Division and 2d Infantry Division units and various echelon above division units to Fort Bliss, TX.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Single-Service collocation of Brigade Combat Teams at Fort Bliss and takes advantage of one of the largest heavy maneuver areas</li> <li>✓ Single-Service collocation of Brigade Combat Teams at Fort Riley to support the Army’s transformation to a modular force</li> <li>✓ Lowest One-Time Cost among alternatives</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ MVI: Fort Bliss (1), Fort Riley (14)</li> <li>✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Bliss and Fort Riley.</li> <li>✓ Essential to support the Twenty Year Force Structure Plan</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>1. One-time cost:</td> <td style="text-align: right;">\$4188.1M</td> </tr> <tr> <td>2. Net of Implementation Costs:</td> <td style="text-align: right;">\$855.5M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$919.7M</td> </tr> <tr> <td>4. Payback period:</td> <td style="text-align: right;">3 years</td> </tr> <tr> <td>5. NPV savings:</td> <td style="text-align: right;">\$7607.2M</td> </tr> </table>	1. One-time cost:	\$4188.1M	2. Net of Implementation Costs:	\$855.5M	3. Annual Recurring Savings:	\$919.7M	4. Payback period:	3 years	5. NPV savings:	\$7607.2M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential increase of 39,933 jobs in the El Paso, TX metropolitan area which is 12.15% of ROI. Max potential increase of 15,991 jobs in the Manhattan, KS metropolitan area which is 22.08% of ROI.</li> <li>✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment)</li> <li>✓ Criterion 8 – Significant Impact – large population increase; air analysis required, &amp; potential restrictions due to archeological resource issues &amp; water availability</li> </ul>
1. One-time cost:	\$4188.1M										
2. Net of Implementation Costs:	\$855.5M										
3. Annual Recurring Savings:	\$919.7M										
4. Payback period:	3 years										
5. NPV savings:	\$7607.2M										

- |            |  |                         |                            |
|------------|--|-------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going)       | ✓ JCSG Recommended      | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification (On going) | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/Services |



# Candidate #USA-0040

**Candidate Recommendation:** Realigns Fort Bragg, NC by relocating 7<sup>th</sup> Special Forces Group (SFG) to Eglin AFB, FL.

<u>Justification</u>	<u>Military Value</u>										
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One Time Cost:</td> <td>\$112.4M</td> </tr> <tr> <td>2. Net of Implementation Costs:</td> <td>\$156.5M</td> </tr> <tr> <td>3. Recurring Costs:</td> <td>\$10.9M</td> </tr> <tr> <td>4. Payback Period:</td> <td>Never</td> </tr> <tr> <td>5. NPV Costs:</td> <td>\$250M</td> </tr> </table>	1. One Time Cost:	\$112.4M	2. Net of Implementation Costs:	\$156.5M	3. Recurring Costs:	\$10.9M	4. Payback Period:	Never	5. NPV Costs:	\$250M	<p><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 2281 jobs (1367 direct &amp; 914 indirect) or 1.17 % of economic area employment.</li> <li>✓ Criterion 7 – Low risk</li> <li>✓ Criterion 8 – Minimal Impact – potential air permit modifications, cult/arch resource issues, &amp; training restrictions due to threatened species (Eglin)</li> </ul>
1. One Time Cost:	\$112.4M										
2. Net of Implementation Costs:	\$156.5M										
3. Recurring Costs:	\$10.9M										
4. Payback Period:	Never										
5. NPV Costs:	\$250M										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- De-conflicted w/JCSGs
- ✓ De-conflicted w/Services



# Candidate # USA-0113

**Candidate Recommendation:** Close Ft. Monroe; relocate the US Army Training & Doctrine Command (TRADOC) Headquarters to Ft. Eustis; relocate the US Army Accessions Command and Army Cadet Command to Ft. Knox where it will co-locate with the Army Recruiting Command; relocate the Installation Management Agency’s Northeast Region HQs to Ft. Lee where it will consolidate with the IMA Southeast Region HQs relocating from Ft. McPherson; relocate the NETCOM Northeast Region HQs to Ft. Lee where it will consolidate with the NETCOM Southeast Region HQs relocating from Ft. McPherson; and relocate the Army Contracting Agency Northern Region Office to Ft. Lee (IMA/NETCOM/ACA consolidations being done under HSA-0077).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ HSA proposals vacate 51% of total square footage</li> <li>✓ No proposals to utilize created excess makes Ft. Monroe too expensive to maintain</li> <li>✓ Enabling HSA proposals: HSA-0057 &amp; HAS-0077</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases Military Value by moving from a low ranking installation to higher ranked installations</li> <li>✓ Ft. Monroe(67), Ft. Eustis (33), Ft. Knox (12), Ft. Lee (34)</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">✓ One-Time Cost:</td> <td style="text-align: right;">\$126.3M</td> </tr> <tr> <td>✓ Net Implementation Savings:</td> <td style="text-align: right;">\$63.6M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td style="text-align: right;">\$49.1M</td> </tr> <tr> <td>✓ Payback Period:</td> <td style="text-align: right;">2 Years</td> </tr> <tr> <td>✓ NPV (Savings):</td> <td style="text-align: right;">\$511.0M</td> </tr> </table>	✓ One-Time Cost:	\$126.3M	✓ Net Implementation Savings:	\$63.6M	✓ Annual Recurring Savings:	\$49.1M	✓ Payback Period:	2 Years	✓ NPV (Savings):	\$511.0M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 3,179 jobs (1,368 Direct &amp; 1,811 Indirect) or -0.32% of the total ROI employment</li> <li>✓ Criterion 7 – Of the 10 attributes evaluated only one decreases significantly (Employment when moving to Ft. Knox)</li> <li>✓ Criterion 8 – Moderate Impact - air analysis required (Eustis); potential Cult/Arch resource issues (Eustis, Lee); UXO remediation (Monroe)</li> </ul>
✓ One-Time Cost:	\$126.3M										
✓ Net Implementation Savings:	\$63.6M										
✓ Annual Recurring Savings:	\$49.1M										
✓ Payback Period:	2 Years										
✓ NPV (Savings):	\$511.0M										

- |            |   |                         |   |
|------------|---|-------------------------|---|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MILDEP Recommended    | <input type="checkbox"/> De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | <input type="checkbox"/> De-conflicted w/Services |



# Candidate # USA-0136

**Candidate Recommendation:** Close Carlisle Barracks by relocating the War College to Fort Leavenworth.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Single-Service activity consolidation</p> <p>✓ Consolidates officer strategic and operational education</p> <p>✓ Promotes training effectiveness and functional efficiencies</p> <p>✓ Lowest One-Time Cost among alternatives</p> <p>✓ Closes Carlisle Barracks</p> <p>✓ Army supported</p>	<p>✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Leavenworth.</p> <p>✓ MVI: Leavenworth (64), Carlisle Barracks (76)</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$94.8M</td> </tr> <tr> <td>2. Net Implementation Savings:</td> <td>\$91.9M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td>\$48.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td>2 Years</td> </tr> <tr> <td>5. NPV (Savings):</td> <td>\$532.2M</td> </tr> </table>	1. One-Time Cost:	\$94.8M	2. Net Implementation Savings:	\$91.9M	3. Annual Recurring Savings:	\$48.5M	4. Payback Period:	2 Years	5. NPV (Savings):	\$532.2M	<p>✓ Criterion 6 – Max potential reduction of 2,429 jobs (1394 direct &amp; 1035 indirect) or 0.63% of economic area employment.</p> <p>✓ Criterion 7: The overall level of risk for this recommendation is medium. Of the ten attributes evaluated three declined (Cost of living, Employment and Safety).</p> <p>✓ Criterion 8 – Minimal Impact - air analysis required &amp; potential Cult/Arch resource issues (Leavenworth); remediate 1 UXO site (Carlisle)</p>
1. One-Time Cost:	\$94.8M										
2. Net Implementation Savings:	\$91.9M										
3. Annual Recurring Savings:	\$48.5M										
4. Payback Period:	2 Years										
5. NPV (Savings):	\$532.2M										

- |            |  |   |                            |
|------------|--|---|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going) | ✓ JCSG Recommended  | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification      | ✓ Criteria 6-8 Analysis<br>(Criterion 6 pending completion) | ✓ De-conflicted w/Services |



# Candidate # USA-0136

**Candidate Recommendation:** Close Carlisle Barracks by relocating the War College to Fort Leavenworth.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Single-Service activity consolidation</p> <p>✓ Consolidates officer strategic and operational education</p> <p>✓ Promotes training effectiveness and functional efficiencies</p> <p>✓ Lowest One-Time Cost among alternatives</p> <p>✓ Closes Carlisle Barracks</p> <p>✓ Army supported</p>	<p>✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Leavenworth.</p> <p>✓ MVI: Leavenworth (64), Carlisle Barracks (76)</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$94.8M</td> </tr> <tr> <td>2. Net Implementation Savings:</td> <td>\$91.9M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td>\$48.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td>2 Years</td> </tr> <tr> <td>5. NPV (Savings):</td> <td>\$532.2M</td> </tr> </table>	1. One-Time Cost:	\$94.8M	2. Net Implementation Savings:	\$91.9M	3. Annual Recurring Savings:	\$48.5M	4. Payback Period:	2 Years	5. NPV (Savings):	\$532.2M	<p>✓ Criterion 6 – Max potential reduction of 2,429 jobs (1394 direct &amp; 1035 indirect) or 0.63% of economic area employment.</p> <p>✓ Criterion 7: The overall level of risk for this recommendation is medium. Of the ten attributes evaluated three declined (Cost of living, Employment and Safety).</p> <p>✓ Criterion 8 – Minimal Impact - air analysis required &amp; potential Cult/Arch resource issues (Leavenworth); remediate 1 UXO site (Carlisle)</p>
1. One-Time Cost:	\$94.8M										
2. Net Implementation Savings:	\$91.9M										
3. Annual Recurring Savings:	\$48.5M										
4. Payback Period:	2 Years										
5. NPV (Savings):	\$532.2M										

- |            |  |   |                            |
|------------|--|---|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going) | ✓ JCSG Recommended  | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification      | ✓ Criteria 6-8 Analysis<br>(Criterion 6 pending completion) | ✓ De-conflicted w/Services |



# Candidate #USA-0006

**Candidate Recommendation:** Realign Fort Monmouth by relocating the US Military Academy Preparatory School to West Point.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Single Service activity Consolidation</li> <li>✓ Consolidates Army Academy training from two locations to one location</li> <li>✓ Promotes training effectiveness and functional efficiencies</li> <li>✓ Army supported</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Moving the Prep school to West Point (a higher military value ranking to a lower) is justified by improvements gained in operational and training efficiencies.</li> <li>✓ Cannot be accomplished at Fort Monmouth</li> <li>✓ Creates space at Fort Monmouth for additional activities.</li> <li>✓ MVI: Fort Monmouth (47), West Point (61)</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$28.7M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td style="text-align: right;">\$14.7M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$3.2M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">10 Years</td> </tr> <tr> <td>5. NPV (savings):</td> <td style="text-align: right;">15.3M</td> </tr> </table>	1. One-Time Cost:	\$28.7M	2. Net Implementation Cost:	\$14.7M	3. Annual Recurring Savings:	\$3.2M	4. Payback Period:	10 Years	5. NPV (savings):	15.3M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 431 jobs (268 direct &amp; 163 indirect) or 0.04% of economic area employment.</li> <li>✓ Criterion 7: The overall level of risk for this recommendation is low. Of the ten attributes evaluated one declined (Housing)</li> <li>✓ Criterion 8: Minimal Impact - air analysis req'd</li> </ul>
1. One-Time Cost:	\$28.7M										
2. Net Implementation Cost:	\$14.7M										
3. Annual Recurring Savings:	\$3.2M										
4. Payback Period:	10 Years										
5. NPV (savings):	15.3M										

- |            |  |                         |                            |
|------------|--|-------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going)       | ✓ JCSG Recommended      | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification (On going) | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/Services |



# Candidate #USA-0046

**Candidate Recommendation:** Realign Fort Benning and Fort Leonard Wood by relocating the Drill Sergeant School at each location to Fort Jackson.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Single Service activity Consolidation</li> <li>✓ Consolidates Drill Sergeants training from three locations to one location</li> <li>✓ Promotes training effectiveness and functional efficiencies</li> <li>✓ Lowest One-Time Cost &amp; best NPV among alternatives</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Moving from Leonard Wood to Jackson improves Military Value. Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson</li> <li>✓ Creates space at Fort Benning and Fort Leonard Wood for additional activities</li> <li>✓ MVI: Benning (9), Jackson (26), Leonard Wood (33)</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$2.0M</td> </tr> <tr> <td>2. Net Implementation Savings:</td> <td style="text-align: right;">\$8.8M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$2.9M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">Immediate</td> </tr> <tr> <td>5. NPV (Savings):</td> <td style="text-align: right;">\$34.9M</td> </tr> </table>	1. One-Time Cost:	\$2.0M	2. Net Implementation Savings:	\$8.8M	3. Annual Recurring Savings:	\$2.9M	4. Payback Period:	Immediate	5. NPV (Savings):	\$34.9M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: Max potential reduction: Benning 171 (-0.1%), &amp; Leonard Wood 237 (-0.93%)</li> <li>✓ Criterion 7: The overall level of risk for this recommendation is low. Of the ten attributes evaluated one declined (Transportation)</li> <li>✓ Criterion 8: Minimal Impact - air analysis required</li> </ul>
1. One-Time Cost:	\$2.0M										
2. Net Implementation Savings:	\$8.8M										
3. Annual Recurring Savings:	\$2.9M										
4. Payback Period:	Immediate										
5. NPV (Savings):	\$34.9M										

- |            |  |                           |                            |
|------------|--|---------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going)       | ✓ JCSG/MILDEP Recommended | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification (On going) | ✓ Criteria 6-8 Analysis   | ✓ De-conflicted w/Services |



# Candidate # USA-0132

**Candidate Recommendation:** Realign Fort Wainwright by relocating the Cold Regions Test Center (CRTC) headquarters from Fort Wainwright to Fort Greely. Co-locates CRTC headquarters with the mission execution.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Consolidates Headquarters and mission activity.</li> <li>✓ Improves Safety for personnel.</li> <li>✓ Army supported</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Improves operational efficiency by eliminating the need for daily commutes.</li> <li>✓ MVI: Fort Wainwright (11), Fort Greely (Not rated)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-Time Cost: \$33K</li> <li>✓ Net Implementation Savings \$37K</li> <li>✓ Annual Recurring Savings \$10K</li> <li>✓ Pay Back Period Immediate</li> <li>✓ NPV Savings \$133K</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – No Impact</li> <li>✓ Criterion 7 – No Impact</li> <li>✓ Criterion 8 – Minimal Impact – no issues</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- JCSG Recommended
- De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- De-conflicted w/Services



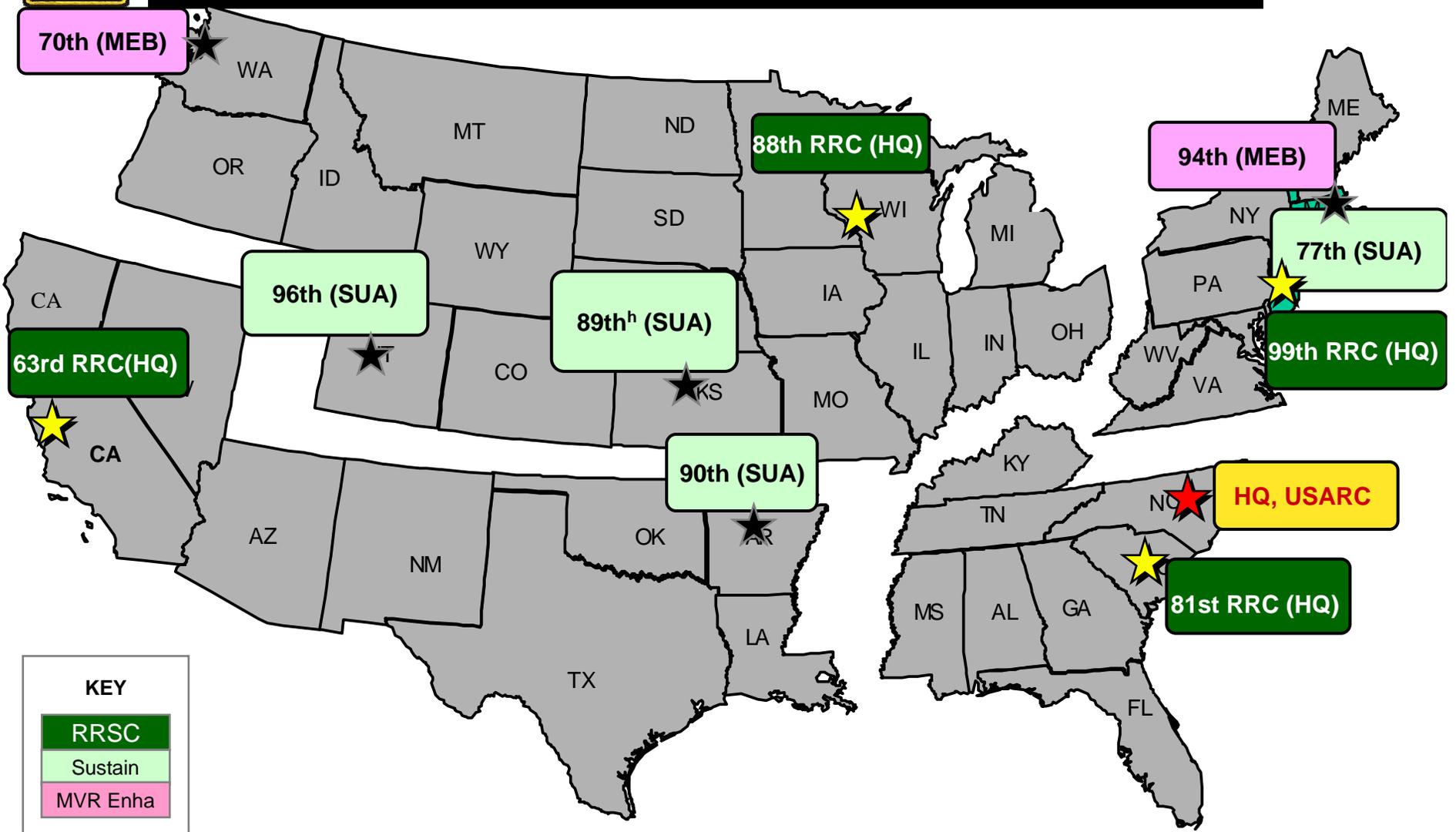
# Army Reserve C2 Restructuring Option

- Reduces 10 Regional Readiness Commands to 4 Regional Readiness Support Commands
  - Moffett Field, California
  - Ft McCoy, Wisconsin
  - Ft Dix, New Jersey
  - Ft Jackson, South Carolina
- Converts remaining 6 Regional Readiness Commands to Deployable Force Structure:
  - Maneuver Enhancement Brigades
  - Sustainment Brigades
- HQ USARC moves to Pope AFB



U.S. ARMY

# Army Reserve C2 Proposals



**KEY**

- RRSC
- Sustain
- MVR Enha

*Transforming Through Base Realignment and Closure*



PIMS # 013

# Candidate # USA-0167

**Candidate Recommendation: Close Camp Kilmer, NJ and relocate the HQ 78th Division and establish a Sustainment Unit of Action at Fort Dix, NJ.**

- Realign Fort Totten by relocating the 77th RRC HQ from the Ernie Pyle Army Reserve Center to Ft. Dix, NJ.
- Realign Naval Air Station Willow Grove, PA by relocating Co A/ 228th Aviation from Willow Grove, Pa to Fort Dix.
- Realign Fort Sheridan by relocating the 244th Aviation Brigade to Fort Dix, New Jersey.
- Realign Ft. Dix by relocating Equipment Concentration Site 27 to the New Jersey National Guard Mobilization and Training Equipment Site joint facility at Lakehurst, NJ
- Realign Pitt United States Army Reserve Center located in Corapolis, PA by relocating the 99th to Fort Dix, New Jersey and closing Charles Kelly Support Center and relocating units from the Charles Kelly Support Center to Pitt United States Army Reserve Center.
- Close the NYARNG 47th Regiment Marcy Armory in Brooklyn, the Brooklyn Bedford Armory/OMS 12 and relocate the activities to a new AFRC on Fort Hamilton.
- Close Carpenter USARC in Poughkeepsie, NY, close McDonald USARC, in Jamaica, NY, close Ft Tilden USARC, Far Rockaway NY, close Muller USARC, Bronx, NY, and relocate the units from these closures to Fort Totten.
- These actions will establish the Northeast Regional Readiness Command Headquarters and consolidation of command on Ft. Dix.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Multi component Reserve collocation</li> <li>✓ Converts non-deployable units into deployable force structure</li> <li>✓ Supports Readiness Processing and Home Station Mobilization</li> <li>✓ Closes substandard / undersized facilities</li> <li>✓ Enhances Anti Terror / Force Protection, recruiting /retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ High Military Value - New Army capability</li> <li>✓ Enhances Homeland Security and Homeland Defense</li> <li>✓ Transforms USAR Command and Control</li> <li>✓ Increases training time / new training capability</li> <li>✓ Establishes joint use facility</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-Time Cost: \$179.2M</li> <li>✓ Net of Implementation Costs: \$57.4M</li> <li>✓ Recurring Savings: \$34.8M</li> <li>✓ Payback Period: 5 Years</li> <li>✓ NPV Savings: \$263.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Minimal impact - maximum potential reduction of 847 jobs (530 direct and 317 indirect) or a maximum local impact of -0.07 percent</li> <li>✓ Medium environmental risk / remediation issues present</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification (On going)
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 013

# C2 Candidate Recommendations Summary

USA-131 USAR C2 Proposal SOUTHEAST  
 USA-166 USAR C2 Proposal NORTHWEST  
 USA-168 USAR Proposal SOUTHWEST  
 USA-167 USAR Proposal NORTHEAST

### Justification

- ✓ Multi component Reserve collocation
- ✓ Converts non-deployable units into deployable force structure
- ✓ Supports Readiness Processing and Home Station Mob.
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting and retention

### Military Value

- ✓ High Military Value - New Army capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Transforms USAR Command and Control
- ✓ Increases training time / new training capability
- ✓ Establishes joint use facility

### Payback

- ✓ One-Time Cost: \$343.9M
- ✓ Net of Implementation Costs: \$176.8M
- ✓ Recurring Savings: \$49.2M
- ✓ Payback Period: 5 Years - Never
- ✓ NPV Savings: \$359.6M

### Impacts

- ✓ Minimal impact - maximum potential reduction of 847 jobs (530 direct and 317 indirect) or a maximum local impact of -0.07 percent
- ✓ Medium environmental risk / remediation issues present

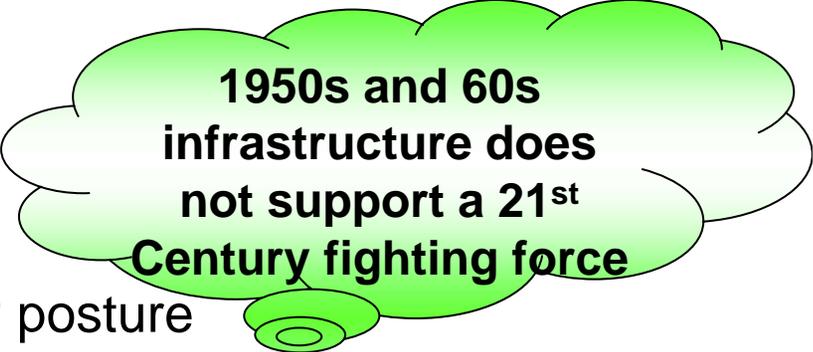
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification (On going)
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# RC Military Value

**Military Value** is enhanced by replacing and consolidating outdated and encroached infrastructure

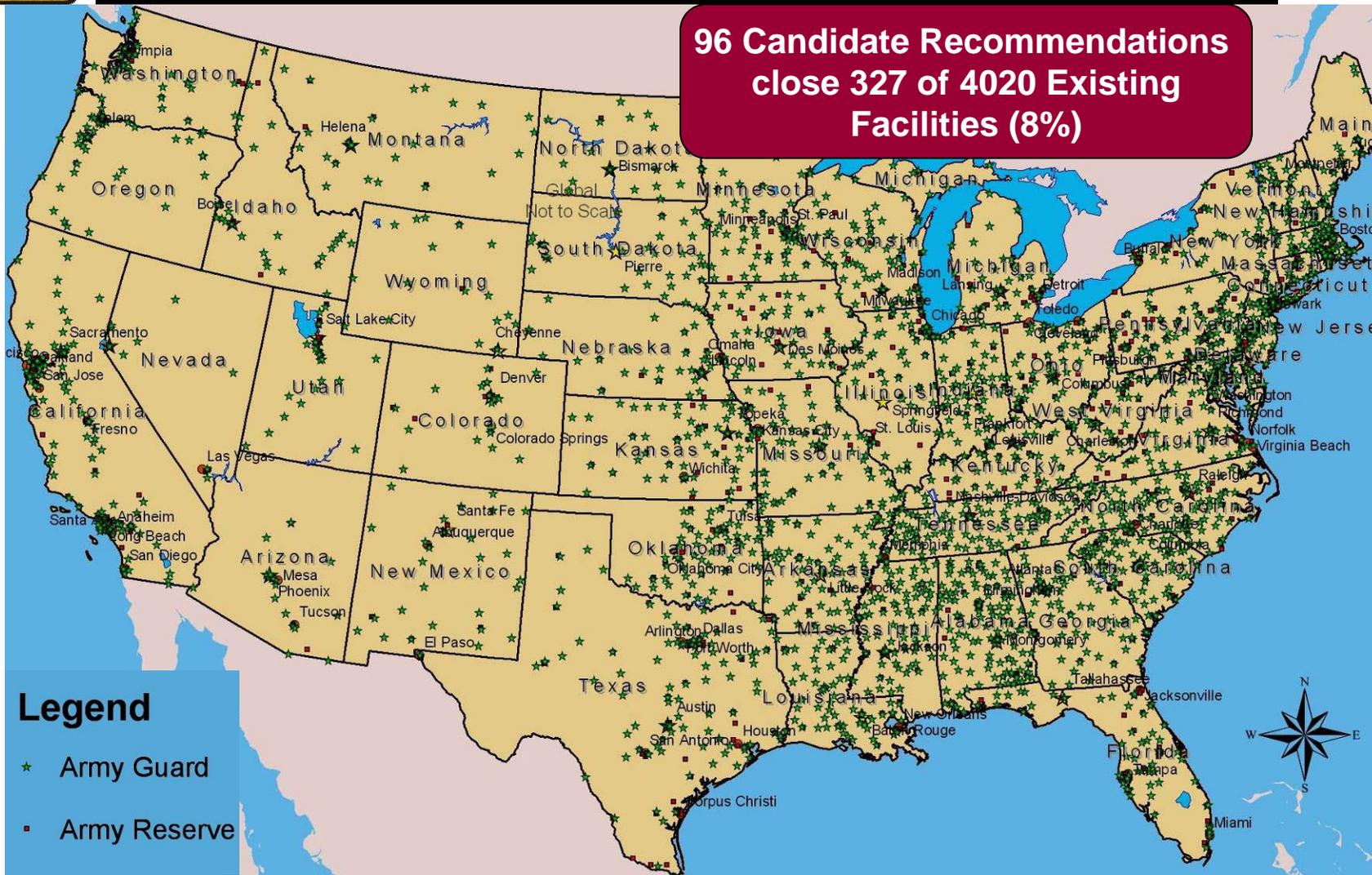
- Encroached properties
  - Inhibit effective training.
  - Increase vulnerability – poor AT/FP posture
- Aged facilities
  - Lack adequate IT infrastructure for effective C3
  - Are too small for larger current units/missions
  - Insufficient equipment supply areas
  - Maintenance bays crowded with supplies and repair parts
  - Inadequate classrooms and administrative areas



**1950s and 60s  
infrastructure does  
not support a 21<sup>st</sup>  
Century fighting force**



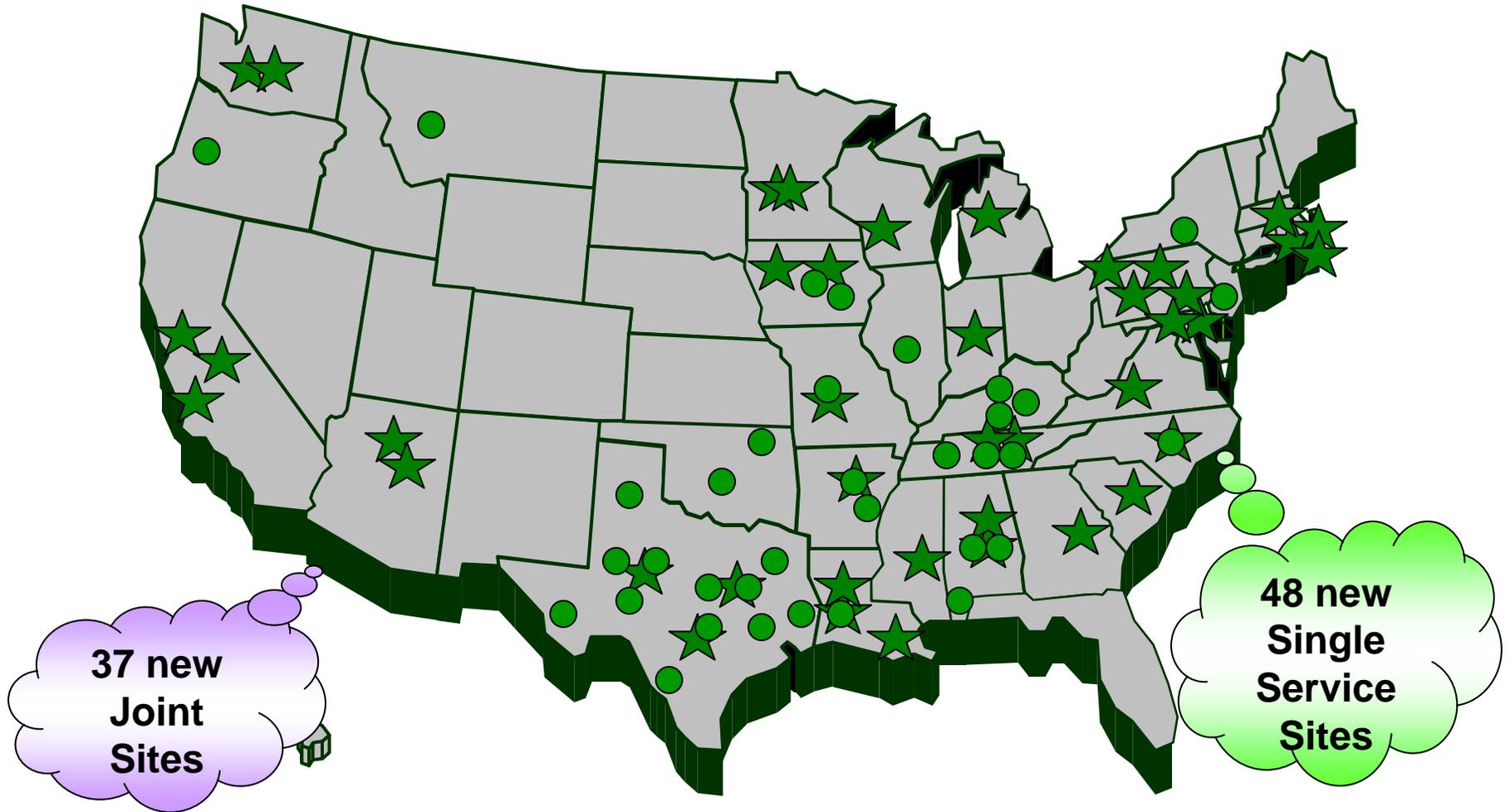
# Army Guard and Reserve Property



## Transforming Through Base Realignment and Closure



# Reserve Component Candidate Recommendations





PIMS # 15

# Candidate # USA-0134

**Candidate Recommendation:** Close Alabama Army National Guard Armories in Bridgeport, Double Springs and Scottsboro; close Marine Corps Reserve Center, Huntsville, AL realign the Balch Army National Guard Armory in Huntsville by relocating the Headquarters and Headquarters Detachment of the 441st Ordnance Battalion, the 1241st Ordnance Team, 1117th Ordnance Team and Battery B, 1st/203rd Patriot Battalion. Re-locate ACC Reserve Component units into a new Armed Forces Reserve Center on Redstone Arsenal, AL.

## Justification

- ✓ Multi-Service Reserve Collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting /retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$12,350K
- ✓ Net of Implementation Costs: \$12,488K
- ✓ Recurring Savings: \$32K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$11,648K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ Joint USA and DON Proposal that supports DON-088

- |            |   |                         |                           |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MilDep Recommended    | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



# COBRA Summary

	1-Time Costs	NPV Savings	6 Yr Costs	Recurring Savings
7 Active Component	4.6	-8.5	0.9	-1.0
89 Reserve Component	2.3	-0.6	1.4	-0.2
Total	6.9	-9.1	2.3	-1.2

*Figures in \$Billions*

### Today

AC: 3 Closures, 12 Realignment

RC: 327 Closures, 85 Realignment

### JCSGs

AC: ~17 Closures, ~19 Realignment

### To Follow:

AC: 3 Closures, 4 Realignment

RC: 158 Closures, ~55 Realignment

*Transforming Through Base Realignment and Closure*



# Reserve Component

*Transforming Through Base Realignment and Closure*



U.S. ARMY

PIMS # 363

# Candidate # USA-0131

**Candidate Recommendation:** Realign Birmingham Armed Forces Reserve Center Alabama by disestablishing the 81st Regional Readiness Command, and establishing the Army Reserve South East Regional Readiness Command in a new Armed Forces Reserve Center on Ft. Jackson, SC. Close Louisville United States Army Reserve Center and relocate the 100th DIV(IT) headquarters to Ft. Knox, Kentucky.

## Justification

- ✓ Transforms Army Reserve Command and Control.
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Consolidates multiple TDA headquarters
- ✓ Enhances AT/FP, HLS, recruiting and retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Facilitates re-engineering of USAR C2

## Payback

- ✓ One-Time Cost: \$29,815k
- ✓ Net of Implementation Costs: \$22,412k
- ✓ Recurring Savings: \$2,404k
- ✓ Payback Period: 17 years
- ✓ NPV Savings: \$687k

## Impacts

- ✓ Minimal economic impact- maximum potential local reduction of 499 jobs (305 direct and 194 indirect jobs) or -.08 percent
- ✓ Minimal community impact
- ✓ Minimal environmental impact

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 299

# Candidate # USA-0166

**Candidate Recommendation:** Close Vancouver Barracks and relocate the 104th Division (IT) to Ft. Lewis, WA and all other units to a new Armed Forces Reserve Center in Vancouver, WA. Realign Fort Snelling, MN by disestablishing the 70th Regional Readiness Command at Ft. Lawton, WA and establishing a Maneuver Enhancement Brigade at Ft. Lewis, WA. Close Ft. Lawton and relocate units to Ft. Lewis, WA. Disestablish the 88th Regional Readiness Command at Ft. Snelling, MN and establish the Northwest Regional Readiness Command Headquarters at Ft. McCoy, WI. Realign the Wichita US Army Reserve Center by disestablishing the 89th Regional Readiness Command at the Wichita Army Reserve Center and establishing a Sustainment Unit of Action at the Wichita Army Reserve Center in support of the Northwest Regional Readiness Command at Ft. McCoy, WI. Realign Ft. Douglas, UT by disestablishing the 96th Regional Readiness Command and establishing a Sustainment Unit of Action at Ft. Douglas in support of the Northwest Regional Readiness Command at Ft. McCoy, WI.

## Justification

- ✓ Transforms Army Reserve Command and Control
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Consolidates multiple TDA headquarters
- ✓ Enhances AT/FP, HLS, recruiting and retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Facilitates re-engineering of USAR C2

## Payback

- ✓ One-Time Cost: \$80M
- ✓ Net of Implementation Costs: \$43M
- ✓ Recurring Savings: \$11M
- ✓ Payback Period: 9 years
- ✓ NPV Savings: \$58M

## Impacts

- ✓ Minimal economic impact – maximum potential reduction of 416 jobs (259 direct and 157 indirect) or less than -0.2% of the total ROI.
- ✓ Minimal community impact
- ✓ Low environmental impact – no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 298

# Candidate # USA-0168

**Candidate Recommendation:** Realign the Joint Force Training Base Los Alamitos, CA by disestablishing the 63rd Regional Readiness Command (RRC) Headquarters, Robinson Hall, USARC and activating a Southwest Regional Readiness Command headquarters at Moffett Field, CA in a new AFRC. Realign Camp Pike Reserve Complex, Little Rock, AR by disestablishing the 90th RRC and activating a Sustainment Brigade. Close the Major General Harry Twaddle United States Army Reserve Center, Oklahoma City, OK, and relocate the 95th DIV (IT) to Fort Sill, OK. Realign Camp Parks Reserve Forces Training Area, CA, by relocating the 91st Div (TSD) to Fort Hunter Liggett,

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Transforms Army Reserve Command and Control</li> <li>✓ Consolidates multiple TDA headquarters</li> <li>✓ Supports Readiness Processing and Home Station Mobilization</li> <li>✓ Enhances AT/FP, HLS, recruiting and retention</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ High Military Value – Streamlined Command and Control</li> <li>✓ Enhances Homeland Security and Homeland Defense</li> <li>✓ Facilitates re-engineering of USAR C2</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-Time Cost: \$55,043K</li> <li>✓ Net of Implementation Costs: \$53,424K</li> <li>✓ Recurring Savings \$1,198K</li> <li>✓ Payback Period: 100+ Years</li> <li>✓ NPV Costs: \$39,886K</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Minimal economic impact – max potential reduction of 335 jobs (177 direct and 158 indirect) or less than 0.09% of the total ROI employment.</li> <li>✓ Minimal community impact</li> <li>✓ Minimal environmental impact</li> </ul>

- |            |   |                         |                           |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MilDep Recommended    | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



PIMS # 021

# Candidate # USA-0015

**Candidate Recommendation:** Close Connecticut Army Reserve Centers: Turner (Fairfield), Sutcovey (Waterbury), Danbury, close Connecticut Army Guard Armories: Naugatuck and its associated Organizational Maintenance Shop, Norwalk and its associated Organizational Maintenance Shop, realign Connecticut Army Guard Armory New Haven and re-locate units into a new Armed Forces Reserve Center and associated maintenance facilities in Newtown, CT adjacent to the existing CTARNG Armory there, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Terminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ New army maintenance capability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$63,342K
- ✓ Net of Implementation Costs: \$60,607K
- ✓ Recurring Savings: \$1,050K
- ✓ Payback Period: 100 years
- ✓ NPV Costs: \$48,359K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 023

# Candidate # USA-0016

**Candidate Recommendation:** Close the Arkansas Army National Guard Installation Support Facility on Fort Chaffee, close the Arkansas Army National Guard Readiness Centers located in Charleston, Van Buren, and Fort Smith, AR; and close 75th Division (Exercise) buildings #2552-2560, 2516, and 2519, and realign the Army Reserve Center located in Darby, AR, by relocating the 341st Engineer Company and consolidate all units into a new Armed Forces Reserve Center on Fort Chaffee, Arkansas.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

## Payback

- ✓ One-Time Cost: \$23,480K
- ✓ Net of Implementation Costs: \$23,699K
- ✓ Recurring Savings: \$73K
- ✓ Payback Period: 100 Years
- ✓ NPV Costs: \$21,976K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 087

# Candidate # USA-0020

**Candidate Recommendation:** Close the Oklahoma Army National Guard Readiness Centers located in Broken Arrow, Tonkawa, Konawa, Wewoka, and Oklahoma City (23rd Street); close the Oklahoma Army National Guard Field Maintenance Shop and Norman Readiness Center located in Oklahoma City (23rd Street); realign the Oklahoma Army National Guard Combined Support Maintenance Shop located in Norman; realign C Company, 700th Support Battalion from the Oklahoma Army National Guard Readiness Center located in Edmond; close the United States Army Reserve Centers in Norman, Antlers, and Clinton, Oklahoma and relocate units into a new Armed Forces Reserve Center and Consolidated Maintenance Facility on the Norman Military Complex, Norman, Oklahoma, if the State of Oklahoma provides the real property at no cost to the United States.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Terminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$12,115K
- ✓ Net of Implementation Costs: \$8,345K
- ✓ Recurring Savings: \$925K
- ✓ Payback Period: 16years
- ✓ NPV Savings: \$521K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 092

# Candidate # USA-0021

**Candidate Recommendation:** Close Oklahoma Army National Guard Readiness Centers located in Southwest Oklahoma City (44th Street), Enid, El Reno, Minco, and Pawnee; close the Oklahoma Army National Guard Field Maintenance Shop FMS #10 located in Enid; close the United States Army Reserve Centers located in Perez and Krowse. Relocate units into a new Armed Forces Reserve Center in West Oklahoma City, Oklahoma, if the State of Oklahoma provides the real property at no cost to the United States. Realign the Oklahoma Army National Guard Readiness Center located in Midwest City by relocating the 1345 Transportation Company and the 345<sup>th</sup> Quartermaster Water Support Battalion from Midwest City and collocating them with National Guard and Reserve units being relocated under this recommendation.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$28,192K
- ✓ Net of Implementation Savings: \$17,862K
- ✓ Recurring Saving: \$10,416K
- ✓ Payback Period: 2 Years
- ✓ NPV Savings: \$112,298K

## Impacts

- ✓ Max potential reduction of 205 jobs (105 direct & 100 indirect) or 0.48% of the economic area employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 095

# Candidate # USA-0022

**Candidate Recommendation:** Close Texas Army National Guard Readiness Centers located in Arlington and California Crossing, Texas; close the Herzog United States Army Reserve Center located in Dallas, Texas; close the United States Army Reserve Center located in Abilene, Texas and re-locate units into a new Armed Forces Reserve Center on the Grand Prairie Reserve Complex, Grand Prairie, Texas.

## Justification

- ✓ Multi Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$20,151K
- ✓ Net of Implementation Costs: \$535K
- ✓ Annual Recurring Savings: \$4,472K
- ✓ Payback Period: 4 Years
- ✓ NPV Savings: \$40,369K

## Impacts

- ✓ Minimal economic impact - max potential reduction of 91 jobs (47 direct and 44 indirect) or less that is 0.1% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact/no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 098

# Candidate # USA-0023

**Candidate Recommendation:** Close the Floyd Parker United States Army Reserve Center in McAlester, Oklahoma; close the Field Maintenance Shop located in Durant, Oklahoma; close the Oklahoma Army National Guard Readiness Centers located in Atoka, Allen, Hartshorne, Madill, and Tishomingo, Oklahoma; close the Oklahoma Army National Guard Readiness Center and Field Maintenance Shop located in Edmond and re-locate units into a new Armed Forces Reserve Center and Consolidated Field Maintenance Shop on the McAlester Army Ammunition Plant, McAlester, Oklahoma.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$10,806K
- ✓ Net of Implementation Savings: \$1,383K
- ✓ Recurring Savings: \$2,785K
- ✓ Payback Period: 3 Years
- ✓ NPV Savings: \$26,7864K

## Impacts

- ✓ Minimal economic impact: maximum potential reduction of 45 jobs (33 direct and 12 indirect) or -0.21 percent.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepS



PIMS # 153

# Candidate # USA-0026

**Candidate Recommendation:** Close the Tennessee Army National Guard Readiness Center located in Clarksville, Tennessee; close the United States Army Reserve facility outside Fort Campbell and re-locate units into a new consolidated Armed Forces Reserve Center with an organizational Maintenance Shop (OMS) on Fort Campbell, Kentucky. Return buildings #2907 and #6912 used by the United States Army Reserve to Fort Campbell.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Terminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- |                                  |           |
|----------------------------------|-----------|
| ✓ One-Time Cost:                 | \$12,608K |
| ✓ Net of Implementation Savings: | \$15,843K |
| ✓ Recurring Savings:             | \$7,172K  |
| ✓ Payback Period:                | 1 Year    |
| ✓ NPV Savings:                   | \$80,687K |

## Impacts

- ✓ Max potential reduction of 18 jobs (12 direct & 6 indirect) or less than 0.1% of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 191

# Candidate # USA-0028

**Candidate Recommendation:** Close Indiana Army Guard Garrison Armory (Camp Atterbury building 500); realign 219th Area Support Group Readiness Center (Camp Atterbury building 4); realign United States Army Reserve Center Charles H. Seston and relocate units to a new Armed Forces Reserve Center in a suitable location in the vicinity of the cities of Greenwood and Franklin, Indiana, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time and effectiveness
- ✓ Combines support units in one location
- ✓ Enhances Camp Atterbury mobilization capability

## Payback

- ✓ One-Time Cost: \$23,741K
- ✓ Net of Implementation Costs: \$25,035K
- ✓ Recurring Costs: \$171K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$25,509K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 196

# Candidate # USA-0029

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located in Beaumont, Port Arthur, and Port Neches, Texas; close the Texas Army National Guard Readiness Center located in Orange, Texas; close the Texas Army National Guard Field Maintenance Shop located in Port Neches, Texas; close the United States Army Reserve Centers located in Houston and Perimeter Park, Texas and relocate units into a new Armed Forces Reserve Center with a consolidated Field Maintenance Shop in Houston, Texas, if the Army is able to acquire land suitable for the construction of the facilities.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- ✓ One-Time Cost: \$26,531K
- ✓ Net of Implementation Costs: \$26,257K
- ✓ Recurring Savings: \$186K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$23,430K

## Impacts

- ✓ Max potential reduction of 3 jobs (2 direct & 1 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 019

# Candidate # USA-0054

**Candidate Recommendation:** Close the Allen Hall Army Reserve Center near Tucson Arizona; realign the Army Reserve Center on Fort Huachuca, Arizona by relocating the Maintenance Support Activity; realign the Arizona Army National Guard 52d St Armory by relocating the 860th MP Company; realign Papago Park Military Reservation in Phoenix, Arizona by relocating the 98th Troop Command. Relocate all units from closed or realigned facilities to an Armed Forces Reserve Center and maintenance facility on the Arizona Army National Guard Silverbell Army Heliport/Pinal Air Park in Marana, Arizona, if the State of Arizona provides the real property at no cost to the United States.

## Justification

- ✓ Multi Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – new army capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$14,844K
- ✓ Net of Implementation Savings: \$9,182K
- ✓ Recurring Savings: \$5,409K
- ✓ Payback Period: 2 years
- ✓ NPV Savings: \$58,211K

## Impacts

- ✓ Minimal economic impact – maximum potential reduction of 113 jobs (60 direct and 53 indirect) or less than 0.1% of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 025

# Candidate # USA-0055

**Candidate Recommendation:** Close the Arkansas Army National Guard Readiness Center and the United States Army Reserve Center located in Pine Bluff, AR and re-locate units into a new Armed Forces Reserve Center on Pine Bluff Arsenal, Arkansas.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Enhances administrative and training capability

## Payback

- ✓ One-Time Cost: \$9,237K
- ✓ Net of Implementation Savings: \$3,316K
- ✓ Recurring Savings: \$2,835K
- ✓ Payback Yrs /Break Even Yr: 3 Years
- ✓ NPV Savings: \$29,079K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 48 jobs (34 direct and 14 indirect) or less that 0.1% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 030

# Candidate # USA-0057

**Candidate Recommendation:** Close the Arkansas Army National Guard Combined Support Maintenance Shop (CSMS) on Fort Chaffee and the Army Reserve Equipment Concentration Site (ECS) located in Barling, Arkansas and relocate and consolidate facilities into a new Joint Maintenance Facility on Fort Chaffee, Arkansas.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ High Military Value
- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

## Payback

- ✓ One-Time Cost: \$19,331K
- ✓ Net of Implementation Costs: \$17,131K
- ✓ Recurring Savings: \$595K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$10,917K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Environmental impact - no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 070

# Candidate # USA-0064

**Candidate Recommendation:** Close Kingsport Armed Forces Center, TN, and its collocated AMSA and Organizational Maintenance Shop, and four collocated buildings, and re-locate units into a new Armed Forces Reserve Center and collocated Field Maintenance Shop on the Holston Army Ammunition Plant, in Kingsport, TN.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ Improves overall training efficiencies thru joint capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$13,073K
- ✓ Net of Implementation Costs: \$12,765K
- ✓ Recurring Savings: \$141K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$10,901K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low Environmental impact – sewage upgrade required

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 072

# Candidate # USA-0065

**Candidate Recommendation:** Close the Tennessee Army National Guard Field Maintenance Shop located on the Volunteer Training Site near Smyrna, Tennessee; close the Tennessee Army National Guard Field Maintenance Shop located in Lebanon, Tennessee; close the Tennessee Army National Guard Field Maintenance Shop located in Nashville, Tennessee and re-locate units to a Consolidated Maintenance Facility on the Volunteer Training Site near Smyrna, Tennessee, if the State of Tennessee provides the real property at no cost to the United States.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Mission consolidation
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ New maintenance capability / consolidation on Federal land
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances equipment readiness
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$5,207K
- ✓ Net of Implementation Costs: \$5,236K
- ✓ Recurring Savings: \$16K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$4,861K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 073

# Candidate # USA-0069

**Candidate Recommendation:** Close the Tennessee Army National Guard Combined Support Maintenance Shop (CSMS) located on the Milan Army Ammunition Plant; close the Tennessee Army National Guard Field Maintenance Shop (FMS) located in Martin, Tennessee; close the Tennessee Army National Guard Field Maintenance Shop (FMS) located in Jackson, Tennessee; close the Field Maintenance Shop (FMS) located in Trenton, Tennessee; close the Field Maintenance Shop (FMS) located in Camden, Tennessee and re-locate units to a new Consolidated Maintenance Facility on the Milan Army Ammunition Plant.

## Justification

- ✓ Single Service reserve consolidation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Mission consolidation / increases functional effectiveness
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ Consolidates maintenance capability on Federal property
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Enhances administrative and storage capability

## Payback

- ✓ One-Time Cost: \$9,486K
- ✓ Net of Implementation Costs: \$9,662K
- ✓ Recurring Costs: \$1K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$9,248K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 267

# Candidate # USA-0076

**Candidate Recommendation:** Close the New Jersey Army National Guard Burlington Armory in Burlington, New Jersey; close the Nelson Brittin Army Reserve Center in Camden, New Jersey and relocate units to a new consolidated Armed Forces Reserve Center in Camden, New Jersey, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional effectiveness
- ✓ Increases training time

## Payback

- ✓ One-Time Cost: \$13,342K
- ✓ Net of Implementation Costs: \$235K
- ✓ Recurring Savings: \$2,986K
- ✓ Payback Period: 4 years
- ✓ NPV Savings: \$27,071K

## Impacts

- ✓ Criterion 6 Max potential reduction of 51 jobs (35 direct and 16 indirect) and a 0% impact on the economic area.
- ✓ Minimal community impact
- ✓ Environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 268

# Candidate # USA-0077

**Candidate Recommendation:** Close the Iowa Army Guard Armory Burlington, Iowa; close Army Reserve Center and Area Maintenance Support Activity in Middletown, Iowa; discontinue use of building #100-101 on Iowa Army Ammunition Plant and relocate units into a new consolidated Armed Forces Reserve Center with an organizational maintenance and vehicle storage facility on Iowa Army Ammunition Plant.

## Justification

- ✓ Multi-Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti-Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$21,186K
- ✓ Net of Implementation Costs: \$22,751K
- ✓ Recurring Costs: \$263K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$24,159K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 031

# Candidate # USA-0080

**Candidate Recommendation:** Close the Finnell United States Army Reserve Center and co-located Area Maintenance Support Activity located in Tuscaloosa, AL; close units from the Fort Powell-Shamblin Alabama Army National Guard Readiness Center located in Tuscaloosa and relocate units to the Northport Readiness Center; close the Vicksburg and Gulfport Mississippi Army Reserve Centers, and realign the Northport Alabama Army National Guard Readiness Center by relocating the 31st Chemical Brigade and consolidating reserve component units from other closed centers into a new Armed Forces Reserve Center and co-located Field Maintenance Facility in Tuscaloosa Alabama, if the Army is able to acquire land suitable for the construction of the facility.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$13,685K
- ✓ Net of Implementation Costs: \$2,450K
- ✓ Recurring Savings: \$2,517K
- ✓ Payback Period: 5 years
- ✓ NPV Savings: \$20,646K

## Impacts

- ✓ Minimal economic impact – maximum potential loss of 52 jobs (28 direct and 24 indirect) or 0.1 percent of the total employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 020

# Candidate # USA-0081

**Candidate Recommendation:** Close Connecticut US Army Reserve Centers: Middletown and associated Organizational Maintenance Shop (Middletown), SGT Libby and associated Organizational Maintenance Shop (New Haven); close Army Reserve Area Maintenance Support Activity #69 Milford; close Connecticut Army Guard Armories Putnam, Manchester, New Britain; close Connecticut Army Guard facility Newington and re-locate units to a new Armed Forces Reserve Center, Organizational Maintenance Shop and Army Maintenance Support Activity in Middletown Connecticut.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Terminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ New Army maintenance capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Transformational – improves functional effectiveness
- ✓ Consolidates / collocates training
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$86,689K
- ✓ Net of Implementation Costs: \$82,576K
- ✓ Recurring Savings: \$1,203K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$67,984K

## Impacts

- ✓ Maximum potential reduction of 28 jobs (20 direct & 8 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepS



PIMS # 269

# Candidate # USA-0082

**Candidate Recommendation:** Close the Iowa Army National Guard Armory in Muscatine, Iowa; close the United States Reserve Center in Muscatine, Iowa; and re-locate units into a new consolidated Armed Forces Reserve Center in Muscatine, Iowa, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi-Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – Enhanced operations
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training associations
- ✓ Combines combat support units in one location

## Payback

- ✓ One-Time Cost: \$8,418K
- ✓ Net of Implementation Costs: \$9,228K
- ✓ Recurring Costs: \$152K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$10,224K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 273

# Candidate # USA-0086

**Candidate Recommendation:** Close Minnesota Army National Guard Armory Cambridge, Minnesota; close the US Army Reserve Center Cambridge, Minnesota and re-locate units into a new Armed Forces Reserve Center in Cambridge Minnesota, if the State of Minnesota provides the real property at no cost to the United States.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time and effectiveness
- ✓ Combines combat support units in one location

## Payback

- ✓ One-Time Cost: \$8,338K
- ✓ Net of Implementation Costs: \$8,959K
- ✓ Recurring Costs: \$102K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$9,505K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 201

# Candidate # USA-0087

**Candidate Recommendation:** Close Missouri Army National Guard Armories in Cape Girardeau, Jackson, and Charleston; close the United States Army Reserve Center Cape Girardeau and re-locate units into a new Armed Forces Reserve Center in Cape Girardeau, Missouri, if the State of Missouri provides the real property at no cost to the United States.

## Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities / eliminates lease
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Increases training time and effectiveness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$28,272K
- ✓ Net of Implementation Costs: \$16,307K
- ✓ Recurring Savings: \$2,822K
- ✓ Payback Period: 11 Years
- ✓ NPV Savings: \$10,207K

## Impacts

- ✓ Max potential reduction of 39 jobs (32 direct & 7 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 231

# Candidate # USA-0089

**Candidate Recommendation:** Realign Fort Missoula, Montana by relocating all units of the Army Reserve Center Veuve Hall (building 26), the Area Maintenance Support Activity shop #75, and the Army Guard Armory; and relocating those units to a new Armed Forces Reserve Center on 22 acres of state owned land in Missoula, Montana.

## Justification

- ✓ Multi-Component Reserve collocation/eliminates encroachment
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Increases training time and effectiveness
- ✓ Improves operational efficiencies
- ✓ Combines combat and support units in one location
- ✓ Enhances Homeland Security and Homeland Defense

## Payback

- ✓ One-Time Cost: \$17,994K
- ✓ Net of Implementation Costs: \$17,705K
- ✓ Recurring Savings: \$168K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$15,372K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 065

# Candidate # USA-0090

**Candidate Recommendation:** Close New York Army National Guard Newburg Armory; close US Army Reserve Center Stewart Newburg; and re-locate units to a new Armed Forces Reserve Center on Stewart Army Sub Post adjacent to Stewart Air National Guard Base, New York.

## Justification

- ✓ Multi-Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Value Multi-Component operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time
- ✓ Collocates combat and support units

## Payback

- ✓ One-Time Cost: \$25,682K
- ✓ Net of Implementation Costs: \$20,869K
- ✓ Recurring Savings: \$1,265K
- ✓ Payback Yrs /Break Even Yr: 33 years
- ✓ NPV Costs: \$8,336K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepS



PIMS # 090

# Candidate # USA-0092

**Candidate Recommendation:** Close National Guard Readiness Centers located in Lawton, Frederick, Anadarko, Chickasha, Marlow, Walters, and Healdton; close United States Army Reserve Centers located in Keathley, Oklahoma; Burris, Oklahoma and Wichita Falls, Texas; close the 1st, 3rd, 5th, and 6th United States Army Reserve Centers and Equipment Concentration Site (ECS) located on Fort Sill; realign B/1-158 Field Artillery (MLRS) from the Oklahoma Army National Guard Readiness Center located in Duncan and re-locate units into a new Armed Forces Reserve Center on Fort Sill, Oklahoma and a new United States Army Reserve Equipment Concentration Site to be collocated with the Oklahoma Army National Guard Maneuver Area Training Equipment Site on Fort Sill.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$46,526K
- ✓ Net of Implementation Costs: \$47,453K
- ✓ Recurring Savings: \$27K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$45,105K

## Impacts

- ✓ Minimal economic impact-maximum potential reduction of 0 jobs in the Lawton, OK metropolitan area.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 107

# Candidate # USA-0095

**Candidate Recommendation:** Close Puerto Rico Army Guard Readiness Centers: Rocafort (Humacao), Algarin (Juncos), and Rivera (Ceiba). Realign United States Army Reserve Center 1st Lieutenant Paul Lavergne (Bayamon) by relocating the 973rd Combat Support (CS) Company and units from the closed Army Guard Readiness Centers into a new Armed Forces Reserve Center on USAR property in Ceiba, Puerto Rico.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Enhances Anti Terror/Force Protection, recruiting/retention

## Military Value

- ✓ New Army capability – collocates combat and support units
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Increases training time

## Payback

- ✓ One-Time Cost: \$26,407K
- ✓ Net of Implementation Costs: \$26,641K
- ✓ Recurring Savings: \$97K
- ✓ Payback Period: 100+Years
- ✓ NPV Costs: \$24,581K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 226

# Candidate # USA-0096

**Candidate Recommendation:** Realign US Army Reserve Center: Captain E. Rubio Junior, Puerto Nuevo by relocating the 8th Brigade, 108th DIV (IT); and realign Ft. Allen Puerto Rico Army Guard Center Juana Diaz by relocating the 201st Regional Training Institute into a new Armed Forces Reserve Center on Fort Allen.

## Justification

- ✓ Multi compo reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Enhances Anti Terror/Force Protection, recruiting/retention

## Military Value

- ✓ New multi compo capability – collocation of training schools
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Increases training time

## Payback

- ✓ One-Time Cost: \$14,567K
- ✓ Net of Implementation Costs: \$16,964K
- ✓ Recurring Costs: \$505K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$20,911K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 247

# Candidate # USA-0098

**Candidate Recommendation:** Close Texas Army National Guard Readiness Centers located in Denton, Irving, and Denison, Texas; close the Muchert United States Army Reserve Center located in Dallas, Texas, and relocate units into a new Armed Forces Reserve Center in Lewisville, Texas, if the Army is able to acquire land suitable for the construction of the facilities.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes Army interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$16,504K
- ✓ Net of Implementation Costs: \$16,921K
- ✓ Annual Recurring Cost: \$15K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$16,320K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 248

# Candidate # USA-0099

**Candidate Recommendation:** Close Texas Army National Guard Centers Dallas #2, Kaufman and Terrell (including the Organizational Maintenance Shop); close Hanby-Hayden United States Army Reserve Center, Mesquite and relocate units to a new Armed Forces Reserve Center with an Organizational Maintenance Shop on United States Army Reserve property in Seagoville, TX.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- ✓ One-Time Cost: \$15,505K
- ✓ Net of Implementation Savings: \$18,911K
- ✓ Recurring Savings: \$7,722K
- ✓ Payback Period: 1 Year
- ✓ NPV Savings: \$88,652K

## Impacts

- ✓ Max potential reduction of 141 jobs (90 direct & 51 indirect) or 0.1 % of total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepS



PIMS # 251

# Candidate # USA-0101

**Candidate Recommendation:** Collocate Reserve Component units and consolidate facilities into a new Armed Forces Reserve Center in Huntsville, Texas by closing Close the Texas Army National Guard Readiness Center located in Huntsville; close , and closing the Miller United States Army Reserve Center located in Huntsville and re-locate units into a new Armed Forces Reserve Center in Huntsville, Texas, if the Army is able to acquire land suitable for the construction of the facility, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Consolidates / collocates training

## Payback

- ✓ One-Time Cost: \$6,710K
- ✓ Net of Implementation Costs: \$7,183K
- ✓ Recurring Costs: \$79K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$7,593K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact/no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 252

# Candidate # USA-0102

**Candidate Recommendation:** Close Texas Army National Guard facilities at San Marcos, Sequin, and New Braunfels; close Army Reserve facility at San Marcos and relocate units into a new Armed Forces Reserve Center in San Marcos, Texas, if the State of Texas provides, at no cost to the United States, the real property for construction of the facility.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- |                                  |            |
|----------------------------------|------------|
| ✓ One-Time Cost:                 | \$13,844K  |
| ✓ Net of Implementation Savings: | \$26,789K  |
| ✓ Recurring Savings:             | \$9,093K   |
| ✓ Payback Period:                | 1Year      |
| ✓ NPV Savings:                   | \$108,707K |

## Impacts

- ✓ Minimal economic impact – max potential reduction of 145 jobs (106 direct and 39 indirect) or less than 0.1% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 257

# Candidate # USA-104

**Candidate Recommendation:** Close Texas Army National Guard Readiness Center in Hondo, Texas; close United States Army Reserve Centers located in Boswell and Callaghan and relocate units into a new Armed Forces Reserve Center on Camp Bullis with A Company and Headquarters Company, 1<sup>st</sup> of the 141st Infantry; the Fifth Army ITAAS; the Regional Training Site-Intelligence; and the Army National Guard Area Support Medical Battalion (WQBVA).

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes Army interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Defense

## Payback

- ✓ One-Time Cost: \$32,367K
- ✓ Net of Implementation Costs: \$32,812K
- ✓ Recurring Savings: \$6K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$31,320K

## Impacts

- ✓ Minimal economic impact: Maximum potential reduction of 0 jobs or 0 percent
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 188

# Candidate # USA-0117

**Candidate Recommendation:** Close the Faith Wing US Army Reserve Center on Ft McClellan, Alabama and relocate units into a new Armed Forces Reserve Center at the Joint Training and Equipment Concentration Site (ECS) on Pelham Range, Alabama, if the State of Alabama provides the real property at no cost to the United States.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facility
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – Army operational capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances maintenance capability / equipment readiness
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$16,575K
- ✓ Net of Implementation Costs: \$17,850K
- ✓ Recurring Costs: \$219K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$19,066K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps





PIMS # 002

# Candidate # USA-0139

**Candidate Recommendation:** Close Arizona Army National Guard Barnes Reserve Center and Organizational Maintenance Shop Phoenix, Arizona; close Army Reserve facility Phoenix; realign the Bulk Fuel Company from the Marine Corps Reserve Center Phoenix; and re-locate units to a new Armed Forces Reserve Center on the Arizona Army Guard Buckeye Training Site.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates leased facility
- ✓ Closes substandard / undersized facility
- ✓ Enhances Anti Terror / Force Protection, recruiting /retention

## Military Value

- ✓ New Joint Training Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases operational readiness
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$16,280K
- ✓ Net of Implementation Costs: \$14,508K
- ✓ Recurring savings: \$534K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$8,981K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0101

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 018

# Candidate # USA-0140

**Candidate Recommendation:** Close Alabama Army Guard Armories: Ft. Ganey and Ft. Hardeman in Mobile; close the Wright Army Reserve Center, Mobile; close the Naval / Marine Corps Reserve Center, Mobile and re-locate units into a new Armed Forces Reserve Center in Mobile, Alabama, if the state of Alabama provides, at no cost to the United States, the real property for construction of the facility.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting /retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances readiness / training opportunities
- ✓ Establishes joint use facility

## Payback

- ✓ One-Time Cost: \$10,918K
- ✓ Net of Implementation Costs: \$1,861K
- ✓ Recurring Savings: \$2,080K
- ✓ Payback Yrs /Break Even Yr: 5 Years
- ✓ NPV Savings: \$17,284K

## Impacts

- ✓ Minimal economic impact: 32 job losses (-0.01%)
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0130

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 004

# Candidate # USA-0141

**Candidate Recommendation:** Close Army Reserve Centers: Desiderio (Pasadena), Schroeder Hall (Long Beach), Hazard Park (Los Angeles) California; close California Army Guard Armories: Bell and Montebello California; close Marine Corps Reserve Center Pico Rivera; close Naval Reserve Centers: Encino and San Pedro California and relocate units into a new Armed Forces Reserve Center on property being transferred from the General Services Administration to the Army Reserve.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Multi service Reserve collocation</li> <li>✓ Supports Readiness Processing and Home Station Mobilization</li> <li>✓ Enhances Anti Terror/Force Protection and Homeland Support</li> <li>✓ Closes substandard / undersized facilities</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ High Military Value – New Joint Capability</li> <li>✓ Enhances Homeland Security and Homeland Defense</li> <li>✓ Establishes joint use facility</li> <li>✓ Enhances deployment capability</li> <li>✓ Increases training time / effectiveness</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">✓ One-Time Cost</td> <td style="text-align: right;">\$37,945K</td> </tr> <tr> <td>✓ Net of Implementation Costs:</td> <td style="text-align: right;">\$7,068K</td> </tr> <tr> <td>✓ Recurring savings:</td> <td style="text-align: right;">\$7,152K</td> </tr> <tr> <td>✓ Payback Period:</td> <td style="text-align: right;">5 years</td> </tr> <tr> <td>✓ NPV Savings:</td> <td style="text-align: right;">\$58,625K</td> </tr> </table>	✓ One-Time Cost	\$37,945K	✓ Net of Implementation Costs:	\$7,068K	✓ Recurring savings:	\$7,152K	✓ Payback Period:	5 years	✓ NPV Savings:	\$58,625K	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criterion 6 – Max potential reduction of 100 jobs (72 direct &amp; 28 indirect) or 0.01% of the economic area employment</li> <li>• Criterion 7 - Minimal community impact</li> <li>• Criterion 8 - no significant issues</li> </ul>
✓ One-Time Cost	\$37,945K										
✓ Net of Implementation Costs:	\$7,068K										
✓ Recurring savings:	\$7,152K										
✓ Payback Period:	5 years										
✓ NPV Savings:	\$58,625K										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 007

# Candidate # USA-0142

**Candidate Recommendation:** Close California Army Guard Armories: El Centro, Calexico, and Brawley CA and re-locate units into a new Armed Forces Reserve Center on El Centro Naval Air Station, California.

## Justification

- ✓ Multi-Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ New Army capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$12,497K
- ✓ Net of Implementation Costs \$12,749K
- ✓ Recurring Savings: \$8K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$12,108K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on DON Installation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 189

# Candidate # USA-0143

**Candidate Recommendation:** Close the United States Army Reserve Center located in Columbus, Georgia; close the Naval Reserve Center in Columbus, Georgia and relocate all units to a new Armed Forces Reserve Center and Equipment Concentration Site on Fort Benning, Georgia, to include all Army Reserve units currently occupying buildings #15 and #4960 on Fort Benning.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$21,161K
- ✓ Net of Implementation Costs: \$18,212K
- ✓ Recurring Savings: \$727K
- ✓ Payback Period: 80 Years
- ✓ NPV Costs: \$10,775K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 22 jobs (14 direct and 8 indirect) or -0.01% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0104

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 232

# Candidate # USA-0144

**Candidate Recommendation:** Close Illinois Army Guard Armory Waukegan; close Armed Forces Reserve Center Waukegan and re-locate Army and Marine Corps units into a new Armed Forces Reserve Center in Lake County, IL, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Collocates reserve units at a new Armed Forces Reserve Center
- ✓ Increases training time and effectiveness
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$10,812K
- ✓ Net of Implementation Costs: \$9,672K
- ✓ Recurring Savings: \$334K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$6,180K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 209

# Candidate # USA-0146

**Candidate Recommendation:** Close Texas Army National Guard Readiness Centers located in Austin, Texas; close the Texas Army National Guard Field Maintenance Shop located in Austin, Texas; relocate units into a new consolidated Armed Forces Reserve Center with a consolidated Field Maintenance Shop in Round Rock, Texas, if the Army is able to acquire land suitable for the construction of the facilities.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- ✓ One-Time Cost: \$21,633K
- ✓ Net of Implementation Costs: \$21,333K
- ✓ Recurring Saving: \$192K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$18,645K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 204

# Candidate # USA-0147

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located on Fort Bliss and Hondo Pass, Texas; close the United States Army Reserve Centers located in Seguera, Benavidez, Fort Bliss, and McGregor Range, Texas; close the United States Army Reserve Equipment Concentration Site located on McGregor Range, Texas; and relocate units into a new consolidated Armed Forces Reserve Center with an Consolidated Equipment Concentration Site and Maintenance Facility on Fort Bliss, Texas.

## Justification

- ✓ Multi Compo Reserve consolidation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$57,284K
- ✓ Net of Implementation Costs: \$18,807K
- ✓ Recurring Saving: \$8,790K
- ✓ Payback Period: 6 Years
- ✓ NPV Savings: \$62,341K

## Impacts

- ✓ Max potential reduction of 188 jobs (106 direct & 82 indirect) or 0.06% of the economic area employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 250

# Candidate # USA-148

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Center and the United States Army Reserve Center located in Brownsville, Texas. Re-locate units to a new Armed Forces Reserve Center in Brownsville, Texas, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi - Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Defense

## Payback

- ✓ One-Time Cost: \$6,636K
- ✓ Net of Implementation Costs: \$6,757K
- ✓ Recurring Savings: \$5K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$6,413K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 224

# Candidate # USA-0150

**Candidate Recommendation:** Close Louisiana Army National Guard Readiness Centers located in Vivian, Many, Jonesboro, Donaldsonville, and Eunice; realign the Louisiana Army National Guard Readiness Centers in Bossier City, Shreveport, and Coushatta by relocating from Bossier the 527 Engineer Battalion Detachment 1, from Shreveport the 1/156 Armor Companies B & C, and from Coushatta the 1/156 Armor Company A. Relocate all units from closed or realigned centers into a new Armed Forces Reserve Center on Camp Minden, Louisiana.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities / eliminates lease
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time and effectiveness
- ✓ Combines units / joint interoperability
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$17,718K
- ✓ Net of Implementation Costs: \$18,946K
- ✓ Recurring Cost: 200K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$19 943K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 152

# Candidate # USA-0151

**Candidate Recommendation:** Close the Army Reserve Center on Fort Knox (comprised of buildings #6538, #6335, #2757, #1467, #203, and #6581); close Kentucky Army National Guard Readiness Center (comprised of buildings #2370, #2371, #9297, #606, and #584); close the Naval Reserve Centers in Louisville and Lexington, KY; close the Naval Reserve Center in Evansville, TN; relocate units to a new Armed Forces Reserve Center and Organizational Maintenance Shop on Fort Knox.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Move from substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances maintenance capability / equipment readiness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies / functional effectiveness
- ✓ Enhances training

## Payback

- ✓ One-Time Cost: \$29,933K
- ✓ Net of Implementation Costs: \$29,549K
- ✓ Recurring Savings: \$247K
- ✓ Payback Period: 100 years
- ✓ NPV Costs: \$25,962K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-109

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 225

# Candidate # USA-0152

**Candidate Recommendation:** Close the Louisiana Army National Guard Army Aviation Support Facility AASF#1; close the Readiness Center located at Lake Front Airport, Louisiana; close the Louisiana Army National Guard Organizational Maintenance Shop located at Lake Front Airport and relocate units into a new Army Aviation Support Readiness Center and Joint Maintenance Facility on Naval Air Station, New Orleans.

## Justification

- ✓ Multi service active and reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Improves operational efficiencies / joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

## Payback

- ✓ One-Time Cost: \$57,207K
- ✓ Net Implementation Costs: \$29,400K
- ✓ Recurring Savings: \$6,270K
- ✓ Payback Period: 10 Years
- ✓ NPV Savings: \$29,177K

## Impacts

- ✓ Max potential reduction of 126 jobs (76 direct & 50 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ USA proposal on DON facility

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 246

# Candidate # USA-0153

**Candidate Recommendation:** Close the Roberts United States Army Reserve Center located in Baton Rouge, LA; close the Army National Guard Readiness Center located in Baton Rouge, LA close the Army National Guard Organizational Maintenance Shop #8 (OMS) located in Baton Rouge, LA; realign the Navy and Marine Corps Reserve Center located in Baton Rouge, LA and re-locate . US Marine Corps and Army units to a new Armed Forces Reserve Center and Field Maintenance Shop (FMS) on property adjacent to the Baton Rouge Airport (State Property). US Navy personnel will be re-located to the Navy Reserve Center, New Orleans.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

## Payback

- ✓ One-Time Cost: \$14,202K
- ✓ Net of Implementation Costs: \$8,191K
- ✓ Recurring Savings: \$1,393K
- ✓ Payback Period: 12 years
- ✓ NPV Savings: \$4,903K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 18 jobs (12 direct and 6 indirect) or less that 0.0% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0118

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 193

# Candidate # USA-0154

**Candidate Recommendation:** Close the Michigan Army National Guard Armory in Wyoming, MI; close the Navy Marine Corps Reserve Center Grand Rapids, Michigan and relocate units to a new Armed Forces Reserve Center in Grand Rapids Industrial Park near Gerald R. Ford Airport, if the State of Michigan provides the real property at no cost to the United States.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Increases training time and effectiveness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint use facility
- ✓ Eliminates encroachment

## Payback

- ✓ One-Time Cost: \$16,187K
- ✓ Net of Implementation Costs: \$12,508K
- ✓ Recurring Savings: \$848K
- ✓ Payback Period: 28 years
- ✓ NPV Costs: \$4,210K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 9 jobs (7 direct and 2 indirect) or less that 0.0% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal supported by DON-0123

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 192

# Candidate # USA-0156

**Candidate Recommendation:** Close the US Army Reserve Center Stanford C. Parisian in Lansing; close the Army Reserve Center Area Maintenance Support Activity #135 Battle Creek; close the Naval and Marine Corps Reserve Center in Battle Creek, Michigan and re-locate units to a new Armed Forces Reserve Center on Fort Custer Reserve Training Center, Michigan.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Increases training time and effectiveness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Maximizes joint training associations
- ✓ Establishes joint use facility

## Payback

- ✓ One-Time Cost: \$7,787K
- ✓ Net of Implementation Costs: \$7,911K
- ✓ Recurring Savings: \$10K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$7,506K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON -0097

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDep



PIMS # 155

# Candidate # USA-0157

**Candidate Recommendation:** Close the Army National Guard Readiness centers located in Greenville, Williamston, Belton, and Easley, South Carolina; close Lake City Army Reserve Center, Lake City, South Carolina; close the Rock Hill Memorial Army Reserve Center, Rock Hill, NC; close the Navy Marine Corps Reserve Center located in Greenville, South Carolina and relocate units to a new Armed Forces Reserve Center in Greenville, SC, if the State of South Carolina provides the real property at no cost to the United States.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$25,476K
- ✓ Net of Implementation Costs: \$15,306K
- ✓ Recurring Savings: \$2,378K
- ✓ Payback Period: 12 Years
- ✓ NPV Savings: \$7,107K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 40 jobs (30 direct and 10 indirect jobs) or 0.01% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0124

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 045

# Candidate # USA-0158

**Candidate Recommendation:** Close the Bristol, RI Army Reserve Center; close the Harwood Army Reserve Center in Providence, RI; close the Warwick, RI Army Reserve Center and Organizational Maintenance Shop and relocate units to a new Armed Forces Reserve Center on Newport Naval Base, Rhode Island.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$31,934K
- ✓ Net of Implementation Costs: \$33,789K
- ✓ Annual Recurring Costs: \$322K
- ✓ Payback Period: Never
- ✓ NPV (costs): \$35,101K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on DON Installation
- ✓ Joint USA and DON proposal that supports DON-0150

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 069

# Candidate # USA-0159

**Candidate Recommendation:** Close the Guerry United States Army Reserve Center located in Chattanooga; close the Bonney Oaks Army Reserve Center located on the Volunteer Army Ammunition Plant; realign M Battery, 4/14 Marines from the Navy and Marine Corps Reserve Center in Chattanooga; and re-locate units into a new Armed Forces Reserve Center on the Volunteer Army Ammunition Plant, Tennessee.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Terminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$10,682K
- ✓ Net of Implementation Costs: \$11,993K
- ✓ Annual Recurring Costs: \$259K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$13,837K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0106

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 245

# Candidate # USA-0160

**Candidate Recommendation:** Close Milwaukee Army National Guard Armory and Field Maintenance Shops; close Naval and Marine Corps Reserve Center, Milwaukee and consolidate units into a new Armed Forces Reserve Center and Field Maintenance Shop in Milwaukee, if the state of Wisconsin provides suitable land for the construction of the facilities at no cost to the United States.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional operations
- ✓ New training capability / increases training time
- ✓ Collocates combat and support units

## Payback

- ✓ One-Time Cost: \$23,264K
- ✓ Net of Implementation Costs: \$18,815K
- ✓ Recurring Savings: \$1,064K
- ✓ Payback Period: 37 years
- ✓ NPV Costs: \$8,272K

## Impacts

- ✓ Minimal economic impact – maximum potential reduction of 22 jobs (16 direct and 6 indirect) or less than 0.1% of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON- 0144

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 208

# Candidate # USA-0161

**Candidate Recommendation:** Close the Virginia Army National Guard Armory and Organizational Maintenance Shop (OMS #10) Roanoke, Virginia; close the Virginia Army National Guard Military Vehicle Storage Compound Roanoke, Virginia and relocate units into an Armed Forces Reserve Center with an Organizational Maintenance Facility adjacent to the Navy and Marine Corps Reserve Center in Roanoke, Virginia, if the State of Virginia provides the real property at no cost to the United States.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ New training capability - Increases training time
- ✓ Improves functional effectiveness
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$13,196K
- ✓ Net of Implementation Costs: \$14,214K
- ✓ Recurring Costs: \$175K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$15,187K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 236

# Candidate # USA-0162

**Candidate Recommendation:** Close Reese US Army Reserve Center and Organizational Maintenance Shop Chester, Pennsylvania; close US Army Reserve Germantown Veterans Memorial Center, Philadelphia; close The US Marine Corps Reserve Center, Folsam, Pennsylvania and re-locate units to an Armed Forces Reserve Center in vicinity of Chester / Germantown, Pennsylvania. Implementation of this recommendation is contingent upon the acquisition of suitable land.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ High Military Value - New joint capability
- ✓ Enhances joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ New training capability – maximizes training associations

## Payback

- ✓ One-Time Cost: \$16,913K
- ✓ Net of Implementation Costs: \$13,358K
- ✓ Recurring Savings: \$877K
- ✓ Payback Period: 30 years
- ✓ NPV Costs: \$4,753K

## Impacts

- ✓ Minimal economic impact – maximum potential reduction of 15 jobs (-0.0%)
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA / DON proposal that supports DON-0121

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MILDEP Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



PIMS # 239

# Candidate # USA-0163

**Candidate Recommendation:** Close the Pennsylvania Army National Guard Armory in Scranton, Pennsylvania; close the Serrenti Memorial Army Reserve Center and its organizational maintenance shop in Scranton, Pennsylvania; close the Wilkes-Barre Army Reserve Center and its organizational maintenance shop in Wilkes-Barre, Pennsylvania; close the Marine Corps Reserve Center in Forty Fort, Pennsylvania; close the US Navy Reserve Center in Avoca, Pennsylvania and re-locate units into a new consolidated Armed Forces Reserve Center and organizational maintenance support facility in Scranton, Pennsylvania, if the Army is able to acquire suitable land for the construction of the facilities.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Multi service Reserve collocation</li> <li>✓ Supports Readiness Processing and Home Station Mobilization</li> <li>✓ Closes substandard / undersized facilities</li> <li>✓ Enhances Anti Terror / Force Protection, recruiting / retention</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ High Military Value – joint operational capability</li> <li>✓ Enhances Homeland Security and Homeland Defense</li> <li>✓ Enhances maintenance capability / equipment readiness</li> <li>✓ Combines combat and support units in one location</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-Time Cost: \$31,398K</li> <li>✓ Net of Implementation Costs: \$26,996K</li> <li>✓ Recurring Savings: \$1,108K</li> <li>✓ Payback Period: 72 Years</li> <li>✓ NPV Costs: \$15,678K</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Minimal economic impact – maximum potential reduction of 20 jobs (15 direct and 5 indirect) or -0.01% of the total ROI employment.</li> <li>✓ Minimal community impact</li> <li>✓ Low environmental risk / no significant issues</li> <li>✓ Joint USA and DON proposal that supports DON-0122</li> </ul>

- |            |   |                         |                           |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MilDep Recommended    | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



PIMS # 241

# Candidate # USA-0164

**Candidate Recommendation:** Close the Delaware Army National Guard William Nelson Armory in Middletown, Delaware; close the Major Robert Kirkwood United States Army Reserve Center and its organizational maintenance shop in Newark, Delaware; close the Naval and Marine Corps Reserve Center in Newark, Delaware and re-locate units to a new consolidated Armed Forces Reserve Center and organizational maintenance support facility in Newark, Delaware, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional operations
- ✓ New training capability / increases training time

## Payback

- ✓ One-Time Cost: \$14,945K
- ✓ Net of Implementation Costs: \$11,286K
- ✓ Recurring Savings: \$874K
- ✓ Payback Period: 24 years
- ✓ NPV Costs: \$2,888K

## Impacts

- ✓ Minimal economic impact – maximum potential reduction of 17 jobs (9 direct and 8 indirect) or -0.1 percent
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0119

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 014

# Candidate # USA-0165

**Candidate Recommendation:** Close New York Army Guard Armories: Bayshore, Freeport, Huntington Station, Patchogue and Riverhead, Organizational Maintenance Shop (OMS) 21 (collocated with Bayshore Armory) New York; close Army Reserve Centers: the BG Theodore Roosevelt (Uniondale), Amityville Armed Forces Reserve Center (Army Reserve and Marine Corps Reserve) and re-locate units into a new Armed Forces Reserve Center/Organizational Maintenance Shop on federal property licensed to the New York Army National Guard in Farmingdale, New York.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection, recruiting/retention

## Military Value

- ✓ New Army maintenance capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$54,125K
- ✓ Net of Implementation Costs: \$51,699K
- ✓ Recurring Savings: \$885K
- ✓ Payback Period: 100+ years
- ✓ NPV Costs: \$41,284K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal that includes USMCR tenant

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 032

# Candidate # USA-0169

**Candidate Recommendation:** Close Iowa Army Guard Armories Newton, Chariton, and Knoxville; and re-locate units to a new Armed Forces Reserve Center and vehicle maintenance facility and storage buildings in the vicinity of Indianola, Iowa, if the State of Iowa provides the real property at not cost to the United states.

## Justification

- ✓ Multi-Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti-Terror / Force Protection, recruiting / retention

## Military Value

- ✓ New Army Multi-Component capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies / Increases training time
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$5,941K
- ✓ Net of Implementation Costs: \$5,740K
- ✓ Recurring Savings: \$80K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$4,747K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 074

# Candidate # USA-0171

**Candidate Recommendation:** Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, NC and re-locate Army and Navy (tenant) units to a new Armed Forces Reserve Center and collocated Organizational Maintenance Shop (OMS) in Wilmington, NC, if the Army can acquire suitable land for construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ Enhances joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves overall training efficiencies
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$9,029K
- ✓ Net of Implementation Costs: \$9,509K
- ✓ Recurring Costs: \$70K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$9,739K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Navy currently a tenant and will move with host

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 149

# Candidate # USA-0172

**Candidate Recommendation:** Close United States Army Reserve center in Richmond, KY and relocate units to a new Armed Forces Reserve Center and Maintenance Facility on Bluegrass Army Depot, KY. Consolidate KY ARNG and USAR units currently on Bluegrass Army Depot into the new Armed Forces Reserve Center and Maintenance Facility on Bluegrass Army Depot, KY.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ Supports Army Transformation Initiatives – Transportation
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint use facility
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$6,834K
- ✓ Net of Implementation Cost: \$54K
- ✓ Recurring Savings: \$1,561K
- ✓ Payback Period: 4 years
- ✓ NPV Savings: \$14,214K

## Impacts

- ✓ Maximum potential reduction of 24 jobs (18 direct and 6 indirect) or less than 0.1% of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepS



PIMS # 259

# Candidate # USA-0173

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located in Killeen and Brady; realign the United States Army Reserve Center, Fort Hood by relocating all units from building 4442 and the Hood Army Airfield United States Army Reserve Center. Relocate all Reserve Component units into an expanded Armed Forces Reserve Center on Hood Army Airfield, Fort Hood, Texas.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$29,293K
- ✓ Net of Implementation Costs: \$31,360K
- ✓ Recurring Costs: \$386K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$33,523K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 260

# Candidate # USA-0174

**Candidate Recommendation:** Close Texas Army National Guard Readiness Centers in Alice and Kingsville; close the Army Reserve Centers in Alice and Kingsville, currently on Kingsville Naval Air Station (NAS); and relocate and consolidate units into a new Armed Forces Reserve Center on NAS Kingsville.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Establishes joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- ✓ One-Time Cost: \$8,438K
- ✓ Net of Implementation Costs: \$8,490K
- ✓ Recurring Savings: \$32K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$7,816K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ USA proposal on DON Installation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 238

# Candidate # USA-0175

**Candidate Recommendation:** Close US Army Reserve Philadelphia Memorial Reserve Center and collocated Organizational Maintenance Shop, Woodhaven, Pennsylvania; close US Army Reserve Bristol Veterans Memorial Army Reserve Center and collocated Organizational Maintenance Shop, Woodhaven, Pennsylvania and relocate Army and Marine Corps units into a new Armed Forces Reserve Center and supporting maintenance facility on existing Bristol Reserve Center site.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional operations
- ✓ New training capability / increases training time
- ✓ Collocates combat and support units

## Payback

- |                                |           |
|--------------------------------|-----------|
| ✓ One-Time Cost:               | \$18,254K |
| ✓ Net of Implementation Costs: | \$15,021K |
| ✓ Recurring Savings:           | \$755K    |
| ✓ Payback Period:              | 41        |
| ✓ NPV Costs:                   | \$6,934K  |

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal that includes USMCR tenant

- |            |   |                         |                           |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MilDep Recommended    | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



PIMS # 154

# Candidate # USA-0176

**Candidate Recommendation:** Close the Iowa Army National Guard Armory and its organizational maintenance shop in Cedar Rapids, Iowa; close the Armed Forces Reserve Center in Cedar Rapids, Iowa, and relocate units to a new consolidated Armed Forces Reserve Center with an organizational maintenance facility in Cedar Rapids, Iowa, if the State of Iowa provides the real property, suitable for the construction of the facility, at no cost to the United States.

## Justification

- ✓ Multi Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$14,543K
- ✓ Net of Implementation Costs: \$14,262K
- ✓ Recurring Savings: \$148K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$12,273K

## Impacts

- Criterion 6 – Max potential reduction of 0 jobs (0 direct & 0 indirect) or 0.0% of the economic area employment
- Criterion 7 - Minimal community impact
- Criterion 8 - no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



PIMS # 237

# Candidate # USA-0177

**Candidate Recommendation:** Close the Wilson Kramer US Army Reserve Center and collocated organizational maintenance shop in Bethlehem, Pennsylvania; close the Naval and Marine Corps Reserve Center in Reading, Pennsylvania; close the Naval and Marine Corps Reserve Center in Allentown, Pennsylvania (Lehigh Valley) and re-locate units into a new consolidated Armed Forces Reserve Center and organizational maintenance support facility in the vicinity of Allentown/ Bethlehem, Pennsylvania, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional operations
- ✓ New training capability / increases training time
- ✓ Collocates combat and support units

## Payback

- ✓ One-Time Cost: \$8,809K
- ✓ Net of Implementation Costs: \$9,116K
- ✓ Recurring Costs: \$26K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$8,954K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0120

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 242

# Candidate # USA-0178

**Candidate Recommendation:** Close the Flair Memorial Armed Forces Reserve Center and its Organizational Maintenance Shop in Frederick Maryland and re-locate units to new consolidated Armed Forces Reserve Center and organizational maintenance support facility on Fort Detrick Maryland.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

## Military Value

- ✓ High Military Value – Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time
- ✓ Combines combat and support units in one location

## Payback

- ✓ One-Time Cost: \$6,122K
- ✓ Net of Implementation Costs: \$6,631K
- ✓ Recurring Costs: \$93K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$7,196K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal includes USMCR as a tenant

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 235

# Candidate # USA-0179

**Candidate Recommendation:** Close the Oswald United States Army Reserve Center located in Everett; close two Washington Army National Guard Centers located in Everett and Snohomish; and consolidate units in a new Armed Forces Reserve Center in the Everett, Washington area, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Army Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$12,984K
- ✓ Net of Implementation Costs: \$12,714K
- ✓ Annual Recurring Savings: \$127K
- ✓ Payback Period: 100 +Years
- ✓ NPV Costs: \$10,981K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 106

# Candidate # USA-0180

**Candidate Recommendation:** Close the US Army Reserve Center 1st Lieutenant Paul Lavergne in Bayamon; realign the US Army Reserve Center Captain E. Rubio Junior in Puerto Nuevo by re-locating the 807<sup>th</sup> SC Company; realign the Puerto Rico Army Guard San Juan Readiness Center by re-locating HHC 125<sup>th</sup> MP Company and the 480<sup>th</sup> MP Company. Relocate all units from the closed or realigned centers to a new Armed Forces Reserve Center on Fort Buchanan, Puerto Rico.

## Justification

- ✓ Multi compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Enhances Anti Terror/Force Protection, recruiting/retention

## Military Value

- ✓ High Military Value – new Army capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Increases training time

## Payback

- ✓ One-Time Cost: \$31,013K
- ✓ Net of Implementation Costs: \$33,440K
- ✓ Recurring Costs: \$443K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$35,896K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 261

# Candidate # USA-0181

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located in Amarillo, Pampa, and Plainview; close the Tarp United States Army Reserve Center located in Amarillo; close the Navy and Marine Corps Reserve Center located in Amarillo and the NRC in Lubbock, and re-locate units into a new Armed Forces Reserve Center in Amarillo, Texas, if the Army is able to acquire land suitable for the construction of the facility.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$11,595K
- ✓ Net of Implementation Costs: \$11,682K
- ✓ Recurring Savings: \$40K
- ✓ Payback Period: 100 Years
- ✓ NPV Costs: \$10,800K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact/no significant issues
- ✓ Potential Joint Proposal – Enables DON 0117

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 233

# Candidate # USA-0182

**Candidate Recommendation:** Close United States Army Reserve Centers located in Shreveport and Bossier City, Louisiana and Co-locate Reserve Component units into a new Reserve Center in Bossier City, if the Army is able to acquire land suitable for the construction of the facilities.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Multi-service Reserve consolidation</li> <li>✓ Supports Readiness Processing and Home Station Mobilization</li> <li>✓ Closes substandard / undersized facilities</li> <li>✓ Enhances Anti Terror / Force Protection, recruiting / retention</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Enhances Homeland Security and Homeland Defense</li> <li>✓ Establishes joint interoperability</li> <li>✓ Improves operational efficiencies</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-Time Cost: \$9,705K</li> <li>✓ Net Implementation Cost: \$9,961K</li> <li>✓ Recurring Costs: \$10K</li> <li>✓ Payback Period: Never</li> <li>✓ NPV Costs: \$9,614K</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Minimal economic impact</li> <li>✓ Minimal community impact</li> <li>✓ Low environmental impact / no significant issues</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ MILDEP Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification (On going)
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 262

# Candidate # USA-0183

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located in Atlanta and Texarkana; close the United States Army Reserve Centers located in Texarkana and Hooks Army Reserve Center on Red River Army Depot; close the Marine Corps Reserve Center located in Texarkana, Texas; re-locate Reserve Component units in a new facility or an addition to the New Boston Texas Army National Guard Readiness Center located on Red River Army Depot.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Eliminates leased space

## Payback

- |                               |            |
|-------------------------------|------------|
| ✓ One-Time Cost:              | \$18,016K  |
| ✓ Net of Implementation Cost: | \$18,282K  |
| ✓ Recurring Savings:          | \$32K      |
| ✓ Payback Period:             | 100+ Years |
| ✓ NPV Costs:                  | \$17,178K  |

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0093

- |            |   |                         |                           |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ MilDep Recommended    | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



PIMS # 010

# Candidate # USA-0184

**Candidate Recommendation:** Close Oregon Army National Guard support facilities Lake Oswego (buildings #s 3001, 3003, 3004); close Sears Hall and Sharff Hall US Army Reserve Centers; close Naval/Marine Corps Reserve Center in Portland, OR; relocate units from the Camp Withycombe building #s 6100, 6105, 6106, 6230, 6232 and realign four National Guard facilities on Camp Withycombe (building #6220 and #6400), the Camp Withycombe armory building and the Jackson Band Building #1004; realign Maison Armory by moving the National Guard Museum and the 162 Engineer Battalion; relocate Reserve Component units into the new Clackamas Armed Forces Reserve Center on Camp Withycombe, Oregon.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint operational efficiencies
- ✓ Improves functional operations
- ✓ New training capability / increases training time
- ✓ Collocates combat and support units
- ✓ Enhances Homeland Security and Homeland Defense

## Payback

- ✓ One-Time Cost: \$24,133K
- ✓ Net Implementation of Costs: \$23,264K
- ✓ Annual Recurring Savings: \$350K
- ✓ Payback Period: 100+ Years
- ✓ NPV (Cost): \$19,029K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ MILDEP Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification (On going)
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 200

# Candidate # USA-0185

**Candidate Recommendation:** Close the Recruiting Battalion Headquarters (Active Duty) in Des Moines and relocate to Camp Dodge, IA. Close the Military Entrance Processing Station (MEPS) in Des Moines, IA. Close the Navy and Marine Corps Reserve Center in Des Moines, IA. Close Iowa Army National Guard Readiness Center at Camp Dodge and relocate all units and activities into a new Armed Forces Reserve Center and MEPS at Camp Dodge, IA.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention
- ✓ Co-locates reserve units on a Army Guard installation

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time and effectiveness
- ✓ Combines combat and support units in one location
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$24,785K
- ✓ Net of Implementation Savings: \$60,692K
- ✓ Annual Recurring Savings: \$19,170K
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$233,209K

## Impacts

- ✓ Max potential reduction of 335 jobs (218 direct & 117 indirect) or less than 1.34 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0102

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 016

# Candidate # USA-0186

**Candidate Recommendation:** Close the Adjutant General's Building, the State Military Department Annex, the Screws Army Reserve Center, all located in Montgomery, Alabama; close the Grady Anderson Army Reserve Center in Troy; close the Cleveland Abbot Army Reserve Center in Tuskegee; close the Harry Gary, Jr. Army Reserve Center in Enterprise; close the Maidre Army Reserve Center in Opelika; close the Quarles-Flowers Army Reserve Center in Decatur, Alabama and re-locate units to consolidated Joint Forces Headquarters Complex, and Armed Forces Reserve Center (AFRC) in Montgomery, Alabama if the State of Alabama provides the real property at no cost to the United States.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$44,546K
- ✓ Net of Implementation Savings: \$4,248K
- ✓ Recurring Savings: \$10,987K
- ✓ Payback Period: 3 years
- ✓ NPV Savings: \$104,466K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 218 jobs (131 direct and 87 indirect) or less than -0.10% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 263

# Candidate # USA-0187

**Candidate Recommendation:** Close Texas Army National Guard Readiness Centers located in Baytown, Pasadena, and Ellington Field; close the Texas Army National Guard Field Maintenance Site located on Ellington Field; close United States Army Reserve Center located in Pasadena and relocate units to a new Armed Forces Reserve Center in Houston, Texas, if the Army is able to acquire land suitable for the construction of a new facilities.

## Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$47,407K
- ✓ Net of Implementation Costs: \$33,027K
- ✓ Recurring Savings: \$3,372K
- ✓ Payback Period: 18 Years
- ✓ NPV Costs: \$770K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 101 jobs (59 direct and 42 indirect) or 0.0% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 154

# Candidate # USA-0197

**Candidate Recommendation:** Close the Holmes Road Tennessee Army National Guard Readiness Center located in Memphis; close the Army National Guard Field Maintenance Shop (FMS) located in Memphis; and relocate Army National Guard and United States Marine Corps resource units into a new Armed Forces Reserve Center and Field Maintenance Shop adjacent to the Tennessee Air National Guard Base at the Memphis Airport, if the State of Tennessee provides the real property at no cost to the United States.

## Justification

- ✓ Multi Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$16,151K
- ✓ Net of Implementation Savings: \$16,917K
- ✓ Recurring Savings: \$7,416K
- ✓ Payback Period: 1 year
- ✓ NPV Savings: \$83,946K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 122 jobs (81 direct and 41 indirect) or -0.02% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



PIMS # 254

# Candidate # USA-0200

**Candidate Recommendation:** Close the Truman Olson, G.F. O’Connell and the Marine Corps Reserve Centers, all located in Madison, WI. Close the Navy Reserve Center, La Crosse, WI. Realign the Madison Armory (Bowman Street) by re-locating the 64<sup>th</sup> Troop Command; realign the Madison Armory / OMS 9, by re-locating the 54<sup>th</sup> Civil Support Team, realign the Madison Armory (2400 Wright Street) by re-locating the 641<sup>st</sup> Troop Command. Relocate units from closed or realigned facilities to a new AFRC in Madison, WI, if the state of Wisconsin provides suitable land for construction of the facilities at no cost to the United States.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

## Military Value

- ✓ High Military Value - new joint capability
- ✓ Improves functional operations
- ✓ New training capability / increases training time
- ✓ Collocates combat and support units
- ✓ Enhances Homeland Security and Homeland Defense

## Payback

- |                                  |            |
|----------------------------------|------------|
| ✓ One-Time Cost:                 | \$10,711K  |
| ✓ Net of Implementation Savings: | \$37,670K  |
| ✓ Recurring Savings:             | \$10,807K  |
| ✓ Payback Period:                | Immediate  |
| ✓ NPV Savings:                   | \$134,780K |

## Impacts

- ✓ Criterion 6 – Max potential reduction of 173 jobs (125 direct and 48 indirect) or .04% of the economic area employment.
- ✓ Minimal community impact
- ✓ Low Environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0115

- |            |  |                         |                            |
|------------|--|-------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification (On going)       | ✓ MILDEP Recommended    | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification (On going) | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDepts |



PIMS # 062

# Candidate # USA-0202

**•Candidate Recommendation:** Close the Ayer Armory, Consolidated Support Maintenance Shop and Army Reserve Equipment Concentration Site 65 in Ayer, Massachusetts and the Marine Corps Reserve Center in Worcester, Massachusetts. Close the Equipment Concentration Site 65 Annex (Bldg 3713), 323d Maintenance Facility and Regional Training Site (Maintenance) Army Reserve facilities on the Devens Reserve Forces Training Area. Realign the Marine Corps Reserve Center Ayer by relocating the 1/25th Marines Maintenance Facility, Marine Corps Reserve Electronic Maintenance Section and Maintenance Company/4th Marine Battalion. Relocate all units from closed or realigned units to a new AFRC complex in Ayer, MA if the State of Massachusetts provides the real property suitable for the construction of the facilities at no cost to the United States.

## Justification

- ✓ Multi Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational / functional effectiveness
- ✓ New maintenance capability / effectiveness

## Payback

- ✓ One-Time Cost: \$95,296K
- ✓ Net of Implementation Costs: \$90,799K
- ✓ Recurring Savings: \$1,561K
- ✓ Payback Period: 100+ Years
- ✓ NPV Costs: \$72,501K

## Impacts

- ✓ Minimal economic impact: maximum potential reduction of 0 jobs or 0.0 percent
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



PIMS # 195

# Candidate # USA-0205

**Candidate Recommendation:** Realign the Army National Guard Readiness Center located in Raleigh by relocating the Joint Forces Headquarters, 440th Army Band, Detachment #1 Army National Guard Joint Forces Command, Recruiting and Retention Command, and the 42nd Civil Support Team. Close the Niven Army Reserve Center, Albemarle. Close the Navy and Marine Corps Reserve Center, Raleigh. Relocate units from closed or realigned centers into a new Armed Forces Reserve Center at the existing North Carolina Army National Guard installation in Raleigh, NC, if the state of North Carolina provides, at no cost to the United States, the real property required for the construction of the facility.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

## Payback

- ✓ One-Time Cost: \$28,760K
- ✓ Net of Implementation Costs: \$17,339K
- ✓ Recurring Savings: \$2,632K
- ✓ Payback Period: 13 Years
- ✓ NPV Savings: \$7,469K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 51 jobs (38 direct and 13 indirect) or -0.01% of the total ROI employment.
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0105

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 256

# Candidate # USA-0213

**Candidate Recommendation:** Close the Texas Army National Guard Readiness Centers located in Weatherford, Sandage, and Cobb Park; realign the United States Army Reserve and Marine Corps Reserve facilities on Naval Air Station- Joint Reserve Base, Fort Worth , Texas and relocate units into a new Armed Forces Reserve Center and Consolidated Field Maintenance Shop on Naval Air Station-Joint Reserve Base Fort Worth, Texas, if the Army is able to acquire suitable land for the construction of the facilities.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$20,531K
- ✓ Net of Implementation Savings: \$7,929K
- ✓ Recurring Savings: \$6,417K
- ✓ Payback Period: 2 Years
- ✓ NPV Savings: \$66,227K

## Impacts

- ✓ Max potential reduction of 119 jobs (76 direct & 43 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues
- ✓ USA proposal on DON Installation

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 068

# Candidate # USA-0214

**Candidate Recommendation:** Close the Oklahoma Army National Guard Readiness Centers located in Broken Arrow, Eufaula, Okmulgee, Tahlequah, Haskell, Muskogee, Stilwell, Cushing and Wagoner; close the Oklahoma Army National Guard Field Maintenance Shop (FMS 14) located in Okmulgee; realign the US Marine Corps Reserve Anti Tank TOW Training unit from the Navy and Marine Corps Reserve Center located in Broken Arrow, Oklahoma, and relocate units into a new Armed Forces Reserve Center and consolidated Maintenance facility in Broken Arrow, Oklahoma if the State of Oklahoma provides the real property at no cost to the United States.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

## Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

## Payback

- ✓ One-Time Cost: \$45,004K
- ✓ Net of Implementation Costs: \$24,078K
- ✓ Recurring Savings: \$4,845K
- ✓ Payback Yrs /Break Even Yr: 10 years
- ✓ NPV Savings: \$21,258K

## Impacts

- ✓ Minimal economic impact – max potential reduction of 74 jobs (52 direct and 22 indirect) or -0.02% of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0129

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



PIMS # 003

# Candidate # USA-0217

**Candidate Recommendation:** Close Army Reserve Centers Moffett Field, George Richey (San Jose) and Jones Hall (Mountain View) California; close California Army Guard Armories in Sunnyvale, San Lorenzo, Redwood City and the San Jose Organizational Maintenance Shop; close the Marine Corps Reserve Center in San Bruno; and Navy Reserve Center in San Jose, California and re-locate Army, Navy and Marine Corps units into a new Armed Forces Reserve Center on existing Army Reserve property on Moffett Field, California.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Increases training time
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection, recruiting and retention

## Military Value

- ✓ High Military Value - New joint capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Maximizes training associations

## Payback

- ✓ One-Time Cost: \$40,780K
- ✓ Net of Implementation Costs: \$34,270K
- ✓ Recurring Savings: \$1,792K
- ✓ Payback Period: 42 years
- ✓ NPV Costs: \$16,350K

## Impacts

- ✓ Max potential reduction of 4 jobs (3 direct & 1 indirect) or 0.0% of the economic area employment
- ✓ Minimal economic impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-0103

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



PIMS # 012

# Candidate # USA-0218

•**Candidate Recommendation:** Close Wagenaar Army Reserve Center Pasco, Pendleton Reserve Center, Yakima Training Center, all located in Washington; close the Washington Army Guard center Ellensburg; close the Marine Corps Reserve Center Yakima, Washington; and relocate units into a new Armed Forces Reserve Center on Yakima Training Center, Washington.

## Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting /retention

## Military Value

- ✓ High Military Value - New joint capability
- ✓ Increases training time / new training capability
- ✓ Establishes joint use facility

## Payback

- ✓ One-Time Cost: \$16,742K
- ✓ Net of Implementation Costs: \$17,723K
- ✓ Recurring Cost: \$153K
- ✓ Payback Period: Never
- ✓ NPV Costs: \$18,337K

## Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Medium environmental risk / remediation issues present
- ✓ Joint USA and DON proposal that supports DON-0098

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



Department of the Navy

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**Department of the Navy**  
**BRAC 2005**  
**Candidate Recommendations Brief**  
**to**  
**Infrastructure Executive Council**





# DON BRAC Strategy

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- **Continue to rationalize/consolidate infrastructure capabilities to eliminate unnecessary excess**
- **Balance effectiveness of fleet concentration with AT/FP desire for dispersion/redundancy**
- **Leverage opportunities for total force laydown and joint basing**
- **Accommodate changing operational concepts**
- **Facilitate evolution of force structure and infrastructure organizational alignment**



Department of the Navy

761 Navy activities  
76 Marine Corps activities  
Total 376 "fencelines"

# BRAC 2005 Scope of Review

## DON

### 469 DON Activities

Surface/Subsurface  
Aviation  
Ground  
Recruit Training  
Officer Accessions  
DON Unique PME  
Reserve Centers  
Recruiting Districts/Stations  
Regional Support  
Other Support

## Headquarters & Support

### 74 DON Activities

Civilian Personnel Offices  
Major Admin/HQs Activities  
Joint Mobilization  
Military Personnel Centers  
Corrections  
Defense Finance & Accounting Service  
Installation Management

## Education & Training

### 124 DON Activities

Flight Training  
Specialized Skills Training  
Professional Development Education  
Ranges

## Supply & Storage

### 9 DON Activities

(does not include detachments)

Supply  
Storage  
Distribution

## Technical

### 54 DON Activities

(does not include detachments)

Air, Land, Sea, Space  
Weapons & Armaments  
C4ISR  
Innovative Systems  
Enabling Technologies

## Industrial

### 101 DON Activities

(includes 35 detachments)

Maintenance  
Ship Overhaul & Repair  
Munitions & Armaments

## Medical

### 52 DON Activities

Education & Training  
Health Care Services  
RDA

## Intelligence

### 18 DON Activities

Intelligence



# Progression of Analysis

## DON

### 469 DON Activities

#### Surface/Subsurface

Aviation

#### Ground

Recruit Training

Officer Accessions

DON Unique PME

Reserve Centers

Recruiting Districts/Stations

Regional Support

Other Support

Capacity Analysis  
Military Value Analysis  
Optimization  
Scenario Development  
Scenario Assessment

#### Operational:

- Ground – 1 scenario
- Surface/Subsurface – 11 scenarios (plus 4 variations)

#### DON-specific HSA:

- Reserve Centers – 36 scenarios
- Regional Support Activities – 13 scenarios
- Recruiting Management – 3 scenarios

#### Additional Analysis:

- \* Surface/Subsurface
  - Carrier move (2 scenarios)
- \* Regional Support Activities
  - Marine Corps Districts (2 scenarios)
- \* Reserve Centers (Joint)

Scenario Analysis  
Costs & Saving  
Other Considerations  
IEG Deliberations  
CR Risk Assessment

#### Operational:

- Surface/Subsurface – 3 Candidate Recommendations (CRs) [4 activities]

#### DON-specific HSA:

- Reserve Centers – 29 CRs [29 activities]
- Regional Support Activities – 5 CRs [10 activities]
- Recruiting Management – 1 CR [5 activities]



# Candidate Recommendations

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- **Submission is initial step in developing final recommendations for the Department of Defense**
  - **May require amendment or additions as we review and integrate with candidate recommendations submitted by other Military Departments and the JCSGs**
  - **Expect some unknown number of fence line closures, as well as other alternatives to fill up or empty out bases as integration of candidate recommendations progresses**
  - **Formulation of final recommendations is iterative process**



## Candidate Recommendations

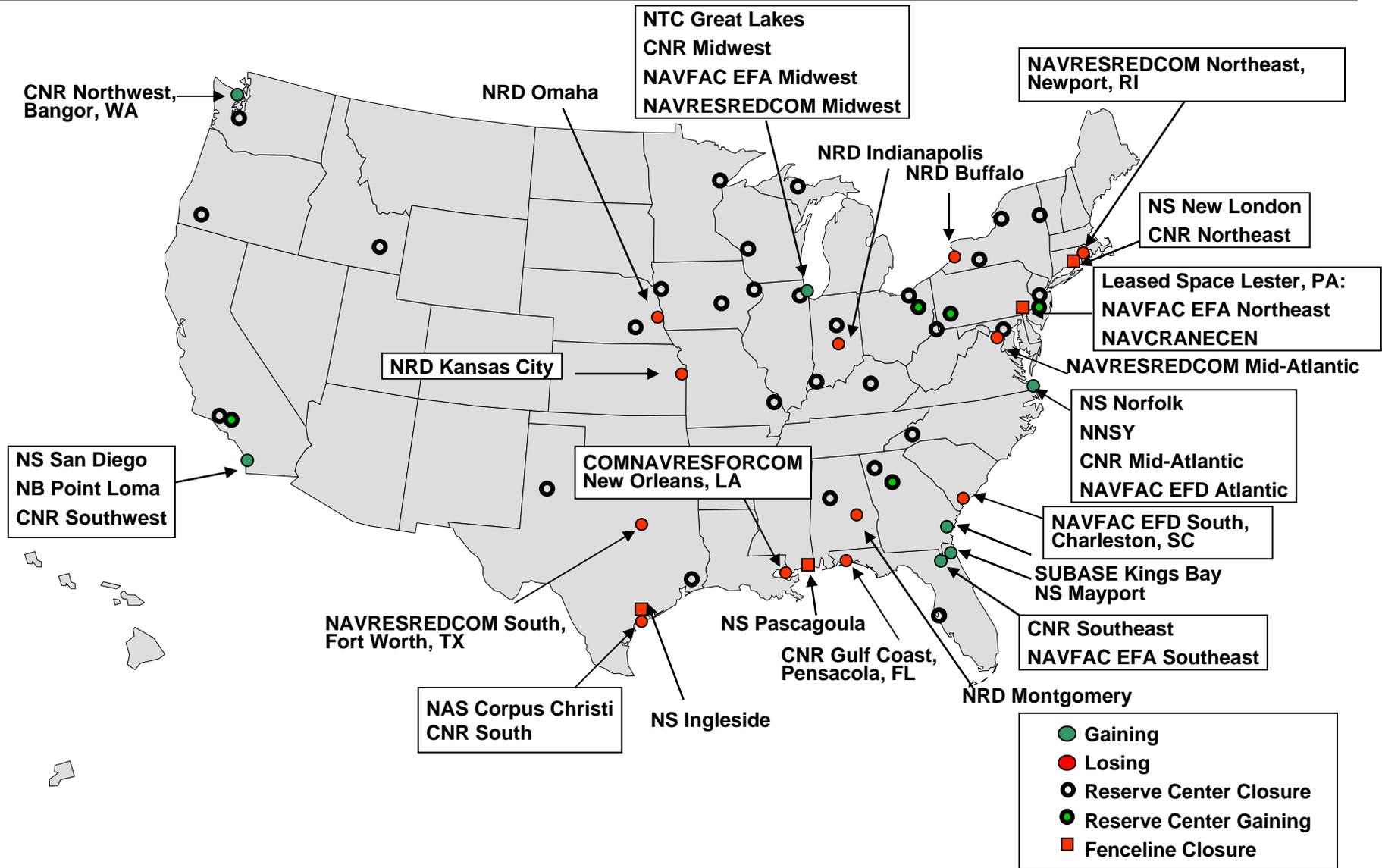
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- Close Naval Station Pascagoula, MS; Relocate ships to Naval Station Mayport, FL. Relocate Defense Common Ground Station to another naval activity.
- Close Naval Station Ingleside, TX; Relocate ships to Naval Station San Diego, CA; Consolidate MINEWARTRACEN with FLEASWTRACEN, San Diego, CA. Realign NAS Corpus Christi, TX; Relocate COMINEWARCOM to ASW Center, Naval Base Point Loma, CA.
- Close SUBASE New London, CT. Relocate assigned submarines to Naval Station Norfolk, VA and SUBASE Kings Bay, GA. Relocate the Naval Submarine School and Center for Submarine Learning to SUBASE Kings Bay, GA.
- Close 29 Navy Reserve Centers/Navy and Marine Corps Reserve Centers/ Inspector-Instructors.
- Consolidate Regional Support Activities (Five Candidate Recommendations involving ten activities).
- Close Navy Recruiting District (NRD) Indianapolis IN, NRD Omaha NE, NRD Buffalo NY, NRD Montgomery AL and NRD Kansas City MO.



Department of the Navy  
Infrastructure Evaluation Group

## Candidate Recommendations





# DON Candidate Recommendation Payback Summary

	<b>Billets Elim</b>	<b>Billets Moved</b>	<b>One-Time Costs</b>	<b>Steady-State Savings</b>	<b>20 Year NPV</b>	<b>Cost/NPV ratio</b>
<b>Surface/Subsurface (3 CRs)</b>	<b>2,887</b>	<b>9061</b>	<b>895.88</b>	<b>-308.48</b>	<b>-2,817.46</b>	<b>1:3</b>
<b>Reserve Centers (29 CRs)</b>	<b>170</b>	<b>142</b>	<b>8.65</b>	<b>-22.61</b>	<b>-316.17</b>	<b>1:37</b>
<b>Regional Support Activities (5 CRs)</b>	<b>251</b>	<b>815</b>	<b>49.32</b>	<b>-23.04</b>	<b>-258.33</b>	<b>1:5</b>
<b>Recruiting Management (1 CR)</b>	<b>152</b>	<b>0</b>	<b>2.44</b>	<b>-14.53</b>	<b>-207.76</b>	<b>1:85</b>
<b>TOTAL (38 CRs)</b>	<b>3,460</b>	<b>10,018</b>	<b>956.29</b>	<b>-368.66</b>	<b>-3,599.72</b>	<b>1:4</b>

All Dollars shown in Millions



*Department of the Navy*

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# Surface/Subsurface



Department of the Navy

# Candidate #DON-0002

**Candidate Recommendation:** Close Naval Station Pascagoula, MS; Relocate ships to Naval Station Mayport, FL. Relocate Defense Common Ground Station (Navy-2) to another naval activity.

<p><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces Excess Capacity</li> <li>✓ Saves \$\$ by closing entire installation</li> <li>✓ Moves ships to fleet concentration areas</li> <li>✓ Consolidates training and maintenance</li> </ul>	<p><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 52.87 to 54.11</li> <li>✓ Ranked 16 of 16 Active Bases in the Surface-Subsurface Operations function</li> </ul>
<p><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$11M</li> <li>✓ Net Implementation Savings: \$228M</li> <li>✓ Annual Recurring Savings: \$47M</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$651M</li> </ul>	<p><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -1,758 jobs; 2.57% job loss</li> <li>✓ Criterion 7: No substantial impact</li> <li>✓ Criterion 8: No substantial impact</li> </ul>



Department of the Navy

# Candidate #DON-0032

**Candidate Recommendation:** Close Naval Station Ingleside, TX; Relocate ships to Naval Station San Diego, CA; Consolidate MINEWARTRACEN with FLEASWTRACEN, San Diego, CA. Realign NAS Corpus Christi, TX; Relocate COMINEWARCOM to ASW Center, Naval Base Point Loma, CA

## Justification

- ✓ Reduces Excess Capacity.
- ✓ Saves \$\$ by closing entire installation
- ✓ Single sites at West Coast Port; preferred operationally
- ✓ Ensures capacity available at Little Creek for future platforms
- ✓ Synergy between MINEWARCOM/ASW Center and surface mine ships

## Military Value

- ✓ Increases average military value from 52.87 to 53.97
- ✓ Ranked 15 of 16 Active Bases in the Surface-Subsurface Operations function.

## Payback

- ✓ One Time Cost: \$232M
- ✓ Net Implementation Costs: \$11M
- ✓ Annual Recurring Savings: \$60M
- ✓ Payback: 4 Years
- ✓ NPV Savings: \$541M

## Impacts

- ✓ Criterion 6: -6066 jobs; 2.74% job loss
- ✓ Criterion 7: No substantial impact
- ✓ Criterion 8: No substantial impact



Department of the Navy

# Candidate #DON-0033

**Candidate Recommendation:** Close SUBASE New London, CT. Relocate assigned submarines to Naval Station Norfolk, VA and SUBASE Kings Bay, GA. Appropriate personnel, equipment, and support will be relocated with the ships. Relocate the Naval Submarine School and Center for Submarine Learning to SUBASE Kings Bay, GA.

### Justification

- ✓ Reduces Excess Capacity
- ✓ Saves \$\$ by closing entire installation
- ✓ Maintains strategic and operational flexibility (2 SSN sites on East Coast)

### Military Value

- ✓ Increases average military value from 52.87 to 53.25
- ✓ Ranked 12 of 16 Active Bases in the Surface-Subsurface Operations function

### Payback

- ✓ One Time Cost: \$653M
- ✓ Net Implementation Cost: \$281M
- ✓ Annual Recurring Savings: \$203M
- ✓ Payback Period: 2 yrs
- ✓ NPV savings: \$1.66B

### Impacts

- ✓ Criterion 6: -15,948 jobs; 9.46% job loss
- ✓ Criterion 7: No substantial impact
- ✓ Criterion 8: No substantial impact



*Department of the Navy*

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# Reserve Centers



Department of the Navy

# Candidate #DON-0009

**Candidate Recommendation:** Close Navy Reserve Center Asheville NC.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓ Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓ Ranked 152 of 152 NRCs/NMCRs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓ One Time Cost: \$38K</p> <p>✓ Net Implementation Savings: \$2.99M</p> <p>✓ Annual Recurring Savings: \$538K</p> <p>✓ Payback: Immediate</p> <p>✓ NPV Savings: \$7.79M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</p> <p>✓ Criteria 7: No substantial impact.</p> <p>✓ Criteria 8: No substantial impact.</p>



Department of the Navy

# Candidate #DON-0010

**Candidate Recommendation:** Close Navy Reserve Center Cedar Rapids IA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓ Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓ Ranked 146 of 152 NRCs/NMCRs in the Reserve Centers function.</p>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px 2px 0;">✓ One Time Cost:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$52K</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Net Implementation Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$2.91M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$532K</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Payback:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">Immediate</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ NPV Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$7.65M</td> </tr> </table>	✓ One Time Cost:	\$52K	✓ Net Implementation Savings:	\$2.91M	✓ Annual Recurring Savings:	\$532K	✓ Payback:	Immediate	✓ NPV Savings:	\$7.65M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</p> <p>✓ Criteria 7: No substantial impact.</p> <p>✓ Criteria 8: No substantial impact.</p>
✓ One Time Cost:	\$52K										
✓ Net Implementation Savings:	\$2.91M										
✓ Annual Recurring Savings:	\$532K										
✓ Payback:	Immediate										
✓ NPV Savings:	\$7.65M										



Department of the Navy

# Candidate #DON-0011

**Candidate Recommendation:** Close Navy Reserve Center Tuscaloosa AL.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 150 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$46K</li> <li>✓ Net Implementation Savings: \$4.24M</li> <li>✓ Annual Recurring Savings: \$765K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$11.05M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -10 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDeps



Department of the Navy

# Candidate #DON-0012

**Candidate Recommendation:** Close Navy Reserve Center Pocatello ID.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 147 of 152 NRCs/NMCRs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$37K</li> <li>✓ Net Implementation Savings: \$3.20M</li> <li>✓ Annual Recurring Savings: \$585K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$8.42M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -10 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0013

**Candidate Recommendation:** Close Navy Reserve Center Cape Girardeau MO.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 139 of 152 NRCs/NMCRs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓One Time Cost: \$64K</p> <p>✓Net Implementation Savings: \$2.64M</p> <p>✓Annual Recurring Savings: \$482K</p> <p>✓Payback: Immediate</p> <p>✓NPV Savings: \$6.94M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -8 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>



Department of the Navy

# Candidate #DON-0014

**Candidate Recommendation:** Close Navy Reserve Center Lacrosse WI.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 144 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$59K</li> <li>✓ Net Implementation Savings: \$4.45M</li> <li>✓ Annual Recurring Savings: \$811K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$11.69M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0015

**Candidate Recommendation:** Close Navy Reserve Center Horseheads NY.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 148 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$51K</li> <li>✓ Net Implementation Savings: \$2.26M</li> <li>✓ Annual Recurring Savings: \$413K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$5.95M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -14 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0016

**Candidate Recommendation:** Close Navy Reserve Center Central Point OR.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 136 of 152 NRCs/NMCRCs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓One Time Cost: \$44K</p> <p>✓Net Implementation Savings: \$2.84M</p> <p>✓Annual Recurring Savings: \$517K</p> <p>✓Payback: Immediate</p> <p>✓NPV Savings: \$7.45M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -9 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>



Department of the Navy

# Candidate #DON-0018

**Candidate Recommendation:** Close Navy Reserve Center Evansville IN.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 117 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$61K</li> <li>✓ Net Implementation Savings: \$2.94M</li> <li>✓ Annual Recurring Savings: \$536K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$7.71M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0019

**Candidate Recommendation:** Close Navy Reserve Center Adelphi MD.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 124 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$164K</li> <li>✓ Net Implementation Savings: \$9.43M</li> <li>✓ Annual Recurring Savings: \$1.73M</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$24.81M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -28 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0020

**Candidate Recommendation:** Close Navy Reserve Center Duluth MN.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 123 of 152 NRCs/NMCRs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓One Time Cost: \$65K</p> <p>✓Net Implementation Savings: \$4.80M</p> <p>✓Annual Recurring Savings: \$878K</p> <p>✓Payback: Immediate</p> <p>✓NPV Savings: \$12.63M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -9 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>







Department of the Navy

# Candidate #DON-0023

**Candidate Recommendation:** Close Navy Reserve Facility Marquette MI.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 94 of 152 NRCs/NMCRCs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓One Time Cost: \$49K</p> <p>✓Net Implementation Savings: \$2.58M</p> <p>✓Annual Recurring Savings: \$468K</p> <p>✓Payback: Immediate</p> <p>✓NPV Savings: \$6.74M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -9 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>

✓Strategy  
 ✓COBRA  
 28 Jan 05

✓Capacity Analysis/Data Verification  
 ✓Military Value Analysis/Data Verification

✓JCSG/MilDep Recommended  
 ✓Criteria 6-8 Analysis

✓De-conflicted w/JCSGs  
 ✓De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0024

**Candidate Recommendation:** Close Navy Reserve Center Sioux City IA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 67 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$54K</li> <li>✓ Net Implementation Savings: \$3.12M</li> <li>✓ Annual Recurring Savings: \$572K</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV Savings: \$8.22M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -10 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0025

**Candidate Recommendation:** Close Navy Marine Corps Reserve Center Moundsville, WV and relocate Marine Corps units to Navy Marine Corps Reserve Center Pittsburgh, PA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓Ranked 122 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓One Time Cost:                                 \$239K</li> <li>✓Net Implementation Savings:             \$4.65M</li> <li>✓Annual Recurring Savings:                \$883K</li> <li>✓Payback:   Immediate</li> <li>✓NPV Savings:                                 \$12.53M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓Criteria 6: -21 jobs; &lt; 0.1% job loss</li> <li>✓Criteria 7: No substantial impact.</li> <li>✓Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0043

**Candidate Recommendation:** Close Navy Reserve Center Glens Falls NY.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 143 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$41K</li> <li>✓ Net Implementation Savings: \$4.50M</li> <li>✓ Annual Recurring Savings: \$824K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$11.85M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0046

**Candidate Recommendation:** Close Navy Reserve Center Dubuque IA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 111 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$46K</li> <li>✓ Net Implementation Savings: \$3.56M</li> <li>✓ Annual Recurring Savings: \$654K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$9.39M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -9 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0047

**Candidate Recommendation:** Close Navy Reserve Center Watertown NY.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 101 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$77K</li> <li>✓ Net Implementation Savings: \$2.12M</li> <li>✓ Annual Recurring Savings: \$392K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$5.62M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -15 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0048

**Candidate Recommendation:** Close Navy Reserve Center Lubbock TX.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 108 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: <span style="float: right;">\$77K</span></li> <li>✓ Net Implementation Savings: <span style="float: right;">\$3.67M</span></li> <li>✓ Annual Recurring Savings: <span style="float: right;">\$669K</span></li> <li>✓ Payback: <span style="float: right;">Immediate</span></li> <li>✓ NPV Savings: <span style="float: right;">\$9.64M</span></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -10 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0049

**Candidate Recommendation:** Close Navy Reserve Center Forest Park IL.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 57 of 152 NRCs/NMCRs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓One Time Cost:                     \$170K</p> <p>✓Net Implementation Savings:   \$10.88M</p> <p>✓Annual Recurring Savings:       \$1.94M</p> <p>✓Payback:                                Immediate</p> <p>✓NPV Savings:                         \$28.15M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -21 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>



Department of the Navy

# Candidate #DON-0050

**Candidate Recommendation:** Close Navy Reserve Center St Petersburg FL.

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓Reduction of excess capacity, in line with force structure planned reductions.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</p> <p>✓Ranked 54 of 152 NRCs/NMCRCs in the Reserve Centers function.</p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <p>✓ One Time Cost:                      \$95K</p> <p>✓Net Implementation Savings:      \$4.41M</p> <p>✓Annual Recurring Savings:         \$792K</p> <p>✓Payback:                                    Immediate</p> <p>✓NPV Savings:                            \$11.47M</p>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓Criteria 6: -22 jobs; &lt; 0.1% job loss</p> <p>✓Criteria 7: No substantial impact.</p> <p>✓Criteria 8: No substantial impact.</p>



Department of the Navy

# Candidate #DON-0051

**Candidate Recommendation:** Close Navy Reserve Center Cleveland OH and relocate to Navy Marine Corps Reserve Center Youngstown OH.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 56 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$4.90M</li> <li>✓ Net Implementation Savings: \$1.78M</li> <li>✓ Annual Recurring Savings: \$1.69M</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$17.02M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -23 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: Minor wetland mitigation with State required. Minor construction to remedy storm water discharge issue.</li> </ul>



Department of the Navy

# Candidate #DON-0052

**Candidate Recommendation:** Close Navy Reserve Center Orange TX.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 86 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$328K</li> <li>✓ Net Implementation Savings: \$7.38M</li> <li>✓ Annual Recurring Savings: \$1.40M</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$19.91M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -20 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0053

**Candidate Recommendation:** Close Navy Marine Corps Reserve Center  
Tacoma WA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 31 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost:                     \$142K</li> <li>✓ Net Implementation Savings:     \$6.07M</li> <li>✓ Annual Recurring Savings:        \$1.13M</li> <li>✓ Payback:                                Immediate</li> <li>✓ NPV Savings:                         \$16.12M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -35 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
✓ COBRA  
28 Jan 05

✓ Capacity Analysis/Data Verification  
✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
✓ De-conflicted w/MilDeps



Department of the Navy

# Candidate #DON-0054

**Candidate Recommendation:** Close Navy Marine Corps Reserve Center Encino CA and relocate Marine Corps units to Fourth LAAD (Navy Marine Corps Reserve Center Pasadena CA).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓ Ranked 58 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$111K</li> <li>✓ Net Implementation Savings: \$5.19M</li> <li>✓ Annual Recurring Savings: \$947K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$13.65M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -55 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0055

**Candidate Recommendation:** Close Navy Marine Corps Reserve Center  
Grissom ARB IN.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓Reduction of excess capacity, in line with force structure planned reductions.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓Increases average military value from 59.96 to 61.50 (cumulative result of Navy Reserve Center closures).</li> <li>✓Ranked 120 of 152 NRCs/NMCRCs in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$76K</li> <li>✓Net Implementation Savings: \$3.12M</li> <li>✓Annual Recurring Savings: \$570K</li> <li>✓Payback: Immediate</li> <li>✓NPV Savings: \$8.20M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓Criteria 6: -9 jobs; &lt; 0.1% job loss</li> <li>✓Criteria 7: No substantial impact.</li> <li>✓Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0056

**Candidate Recommendation:** Close Inspector-Instructor Rome GA and relocate to NAS Atlanta.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Collocation with higher headquarters.</li> <li>✓ Reduction of footprint.</li> <li>✓ Locates on active duty base.</li> <li>✓ Improves AT/FP posture.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Average military value remains unchanged at 50.60.</li> <li>✓ Ranked 18 of 35 I&amp;Is in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$52K</li> <li>✓ Net Implementation Savings: \$551K</li> <li>✓ Annual Recurring Savings: \$156K</li> <li>✓ Payback: Immediate</li> <li>✓ NPV Savings: \$1.96M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -12 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>



Department of the Navy

# Candidate #DON-0057

**Candidate Recommendation:** Close Inspector-Instructor West Trenton NJ and relocate to Navy Reserve Center Ft Dix NJ.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓Reduction of footprint.</li> <li>✓Locates on active duty base.</li> <li>✓Improves AT/FP posture.</li> <li>✓Puts unit closer to training areas.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓Average military value remains unchanged at 50.60.</li> <li>✓Ranked 6 of 35 I&amp;Is in the Reserve Centers function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓One Time Cost: \$1.25M</li> <li>✓Net Implementation Savings: \$1.39M</li> <li>✓Annual Recurring Savings: \$471K</li> <li>✓Payback: 2 Years</li> <li>✓NPV Savings: \$5.61M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓Criteria 6: -15 jobs; &lt; 0.1% job loss</li> <li>✓Criteria 7: No substantial impact.</li> <li>✓Criteria 8: No substantial impact.</li> </ul>



*Department of the Navy*

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# Regional Support Activities



Department of the Navy

# Candidate #DON-0041

**Candidate Recommendation:** Consolidate COMNAVREG (CNR) Gulf Coast with CNR Southeast; CNR South with CNR Midwest and Southeast; CNR Northeast with CNR Mid-Atlantic; COMNAVRESFORCOM (Installation Management) IM with CNR Southwest, Northwest and Midwest

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓ Achieves mission consolidation and enables further IM regional support activity alignment.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 60.86 to 67.38                  ✓ Ranked 7 (CNRNE), 9 (CNRGC), 11 (CNRS) and 12 (CNRFC) of 12 Installation Management Regions in the Regional Support Activities function.</p>												
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">✓ One Time Cost:</td> <td style="text-align: right;">\$6.41M</td> </tr> <tr> <td>✓ Net Implementation Savings:</td> <td style="text-align: right;">\$26.07M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td style="text-align: right;">\$6.53M</td> </tr> <tr> <td>✓ Payback:</td> <td></td> </tr> <tr> <td>Immediate</td> <td></td> </tr> <tr> <td>✓ NPV Savings:</td> <td style="text-align: right;">\$84.62 M</td> </tr> </table>	✓ One Time Cost:	\$6.41M	✓ Net Implementation Savings:	\$26.07M	✓ Annual Recurring Savings:	\$6.53M	✓ Payback:		Immediate		✓ NPV Savings:	\$84.62 M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓ Criteria 6: -389 jobs; &lt; 0.1% job loss (each location)                  ✓ Criteria 7: No substantial impact.                  ✓ Criteria 8: No substantial impact.</p>
✓ One Time Cost:	\$6.41M												
✓ Net Implementation Savings:	\$26.07M												
✓ Annual Recurring Savings:	\$6.53M												
✓ Payback:													
Immediate													
✓ NPV Savings:	\$84.62 M												

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDepts



Department of the Navy

# Candidate #DON-0074A

**Candidate Recommendation:** Close NAVFAC EFD South leased space in Charleston, SC; consolidate NAVFAC EFD South Charleston, SC to EFA Southeast Jacksonville, FL, EFA MW Great Lakes, IL and EFD Atlantic Norfolk, VA

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Achieves minimization of long term leased administrative space and facilitates evolution of force structure and infrastructure organizational alignment</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average military value from 65.74 to 66.40</li> <li>✓ Ranked 7 of 11 NAVFAC EFDs/EFAs in the Regional Support Activities function.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time cost: \$25.05 M</li> <li>✓ Net Implementation Savings: \$14.74 M</li> <li>✓ Annual Recurring Savings: \$3.67 M</li> <li>✓ Payback: 8 year</li> <li>✓ NPV Savings: \$20.42 M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -1,318 jobs; 0.4% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDeps



Department of the Navy

# Candidate #DON-0075/0154

**Candidate Recommendation:** Close NAVFAC EFA Northeast leased space in Lester, PA; consolidate NAVFAC EFA Northeast Philadelphia, PA with NAVFAC Mid-Atlantic Norfolk, VA; relocate NAVCRANECEN Lester, PA to Norfolk Naval Shipyard Norfolk, VA

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓ Achieves minimization of long term leased administrative space and facilitates evolution of force structure and infrastructure organizational alignment</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 65.74 to 66.45</p> <p>✓ Ranked 9 of 11 NAVFAC EFDs/EFAs in the Regional Support Activities function</p>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px 2px 0;">✓ One time costs</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$15.23M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Net Implementation Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$3.91M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$5.83M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Payback:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">3 years</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ NPV Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$57.48M</td> </tr> </table>	✓ One time costs	\$15.23M	✓ Net Implementation Savings:	\$3.91M	✓ Annual Recurring Savings:	\$5.83M	✓ Payback:	3 years	✓ NPV Savings:	\$57.48M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓ Criteria 6: -447 jobs; &lt; 0.1% job loss</p> <p>✓ Criteria 7: No substantial impact.</p> <p>✓ Criteria 8: No substantial impact.</p>
✓ One time costs	\$15.23M										
✓ Net Implementation Savings:	\$3.91M										
✓ Annual Recurring Savings:	\$5.83M										
✓ Payback:	3 years										
✓ NPV Savings:	\$57.48M										

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDeps



Department of the Navy

# Candidate #DON-0078

**Candidate Recommendation:** Consolidate NAVRESREDCOM South, Fort Worth, TX with NAVRESREDCOM Midwest Great Lakes, IL

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓Facilitates Active and Reserve integration and rationalizes regional management structure for reserve readiness commands</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓Increases average military value from 72.03 to 74.17</li> <li>✓Ranked 7 of 7 REDCOMs in the Regional Support Activities function</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 20px;">✓One time costs</td> <td style="text-align: right;">\$650K</td> </tr> <tr> <td style="padding-left: 20px;">✓Net Implementation Savings:</td> <td style="text-align: right;">\$21.38M</td> </tr> <tr> <td style="padding-left: 20px;">✓Annual Recurring Savings:</td> <td style="text-align: right;">\$3.98M</td> </tr> <tr> <td style="padding-left: 20px;">✓Payback:</td> <td style="text-align: right;">Immediate</td> </tr> <tr> <td style="padding-left: 20px;">✓NPV Savings:</td> <td style="text-align: right;">\$56.83M</td> </tr> </table>	✓One time costs	\$650K	✓Net Implementation Savings:	\$21.38M	✓Annual Recurring Savings:	\$3.98M	✓Payback:	Immediate	✓NPV Savings:	\$56.83M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓Criteria 6: -94 jobs; &lt; 0.1% job loss</li> <li>✓Criteria 7: No substantial impact.</li> <li>✓Criteria 8: No substantial impact.</li> </ul>
✓One time costs	\$650K										
✓Net Implementation Savings:	\$21.38M										
✓Annual Recurring Savings:	\$3.98M										
✓Payback:	Immediate										
✓NPV Savings:	\$56.83M										



Department of the Navy

# Candidate #DON-0156

**Candidate Recommendation:** Consolidate NAVRESREDCOM, Northeast Newport, RI with NAVRESREDCOM Mid-Atlantic Washington DC and relocate to NAVSTA Norfolk, VA

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Facilitates Active and Reserve integration and rationalizes regional management structure for reserve readiness commands</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Increases average Military Value 72.03 to 72.93</li> <li>✓ Ranked 5 of 7 REDCOMs in the Regional Support Activities function</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One time costs                                 \$1.98M</li> <li>✓ Net Implementation Savings:             \$11.76M</li> <li>✓ Annual Recurring Savings:                \$3.00M</li> <li>✓ Payback:   1 Year</li> <li>✓ NPV Savings:                                    \$38.64M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -185 jobs; &lt; 0.1% job loss</li> <li>✓ Criteria 7: No substantial impact.</li> <li>✓ Criteria 8: No substantial impact.</li> </ul>

✓ Strategy  
 ✓ COBRA  
 28 Jan 05

✓ Capacity Analysis/Data Verification  
 ✓ Military Value Analysis/Data Verification

✓ JCSG/MilDep Recommended  
 ✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs  
 ✓ De-conflicted w/MilDeps   228



*Department of the Navy*

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# Recruiting Management



Department of the Navy

# Candidate #DON-0062

**Candidate Recommendation:** Close Navy Recruiting District (NRD) Indianapolis, NRD Omaha, NRD Buffalo, NRD Montgomery, and NRD Kansas City

<p style="text-align: center;"><b><u>Justification</u></b></p> <p>✓ Achieves economies of scale and scope by reducing excess capacity in management overhead and lease space.</p>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <p>✓ Increases average military value from 68.97 to 69.79</p> <p>✓ Ranked 14 (Indianapolis), 17 (Kansas City), 23 (Omaha), 24 (Montgomery) and 29 (Buffalo) of 31 NRDs in the Recruiting Management function.</p>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px 2px 0;">✓ One Time Cost:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$2.44M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Net Implementation Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$78.27M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$14.53M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Payback:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">Immediate</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ NPV Savings:</td> <td style="text-align: right; padding: 2px 10px 2px 0;">\$207.76M</td> </tr> </table>	✓ One Time Cost:	\$2.44M	✓ Net Implementation Savings:	\$78.27M	✓ Annual Recurring Savings:	\$14.53M	✓ Payback:	Immediate	✓ NPV Savings:	\$207.76M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <p>✓ Criteria 6: -299 jobs; &lt; 0.1% job loss (each location)</p> <p>✓ Criteria 7: No substantial impact.</p> <p>✓ Criteria 8: No substantial impact.</p>
✓ One Time Cost:	\$2.44M										
✓ Net Implementation Savings:	\$78.27M										
✓ Annual Recurring Savings:	\$14.53M										
✓ Payback:	Immediate										
✓ NPV Savings:	\$207.76M										



# Registered Closure Scenarios

## Annotated to Indicate Potential Withdrawals

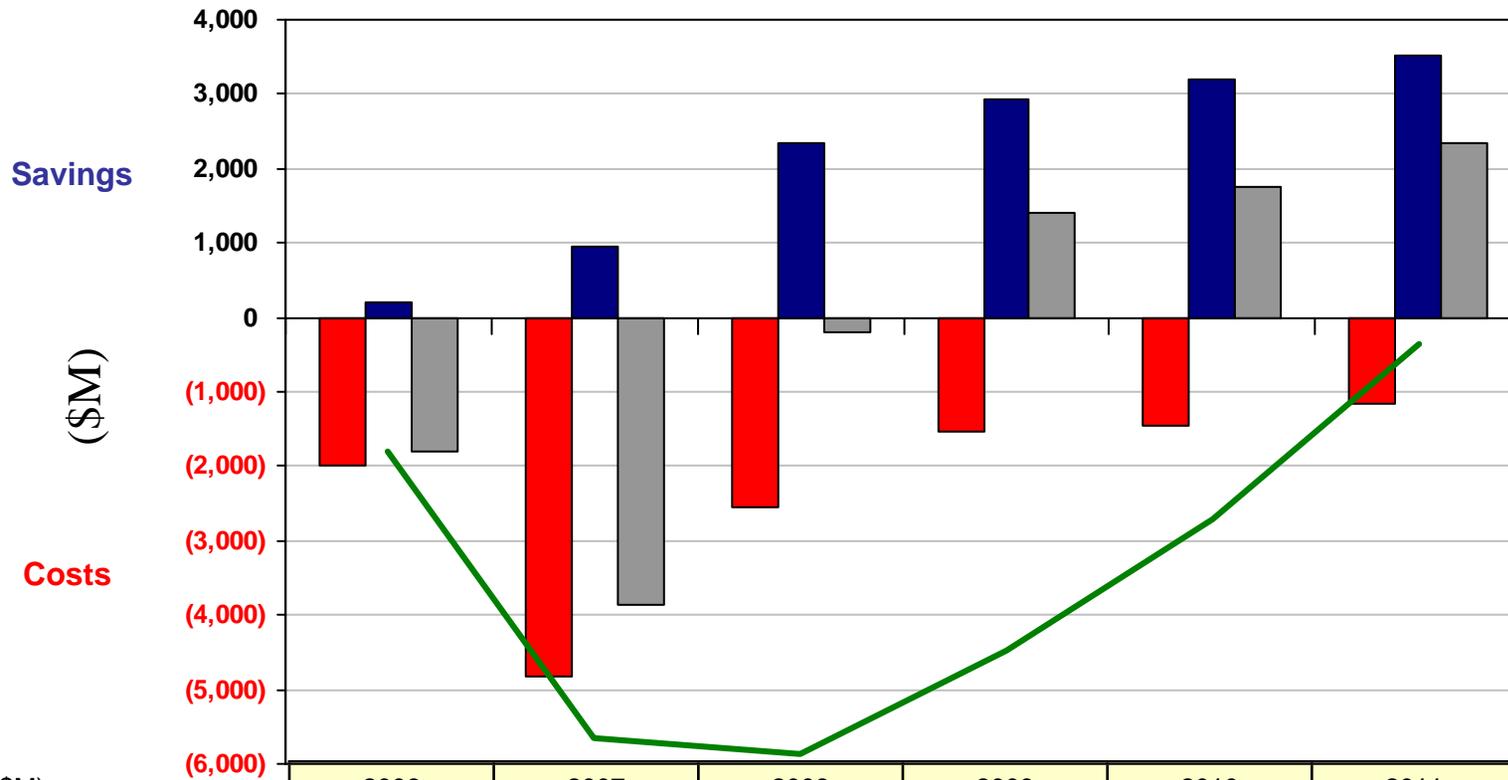
(as of 27 Jan 05)

Army	Dept of the Navy	Air Force	JCSG Potential Closures
Ft Hamilton	NS Pascagoula ✓	Cannon AFB	Fort Huachuca
Selfridge Army Activities	NS Ingleside ✓	Grand Forks AFB	Soldier System Center Natick
Pueblo Chem Depot ✓	NS Everett	Scott AFB	Red River Army Depot
Newport Chem Depot ✓	<del>SUBASE San Diego</del>	Ellsworth AFB	Fort Monmouth
Umatilla Chem Depot ✓	SUBASE New London ✓	Onizuka AFS	<i>Walter Reed</i>
Deseret Chem Depot ✓	NAS Atlanta	Los Angeles AFB	<i>National Naval Med Ctr Bethesda</i>
Ft Gillem	NAS JRB Fort Worth	Moody AFB	<del>NAS Meridian</del>
<del>Ft Shafter</del>	NAS Brunswick	Pope AFB	<del>NAS Corpus Christi</del>
Ft Monroe ✓	NAS Oceana	ANG / Reserve Stations (20 sites)	NAES Lakehurst
Ft McPherson	MCRD San Diego		<del>Presidio of Monterey</del>
Watervliet Arsenal	MCAS Beaufort		NSA Crane
Rock Island Arsenal	NAS JRB Willow Grove		<i>MCLB Albany</i>
Detroit Arsenal	<del>CBC Gulfport</del>		Brooks City Base
Sierra Army Depot	NAS Whiting Field		Rome Lab
Hawthorne Army Depot ✓	MCSA Kansas		Mesa AFRL
<del>Louisiana AAP</del>	NSA New Orleans		
Lone Star AAP	Naval Postgraduate School		
Mississippi AAP ✓	NDW DC (Potomac Annex)		
Kansas AAP ✓	<del>Navy Supply Corps School</del>		
River Bank AAP	<del>NAV Shipyd Norfolk</del>		
Carlisle Barracks ✓	<del>NAV Shipyd Portsmouth</del>		
NG / Reserve Centers (~ 400 sites)	NSA Corona		
	NAS Point Mugu		
	Arlington Service Center		
	NS Newport		
	<i>MCLB Barstow</i>		
	Reserve Centers (~ 80 sites)		

- Notes:
1. Yellow represents JCSG/MilDep cooperative effort.
  2. Italics represent options, only one of which would be recommended
  3. Strike through indicates deliberate decision to eliminate, or render inactive
  4. Expect a significant number of realignments in addition to these closures
  5. ✓ indicates candidate recommendation submitted

# Current DoD Candidate Recommendations Costs/Savings Profile

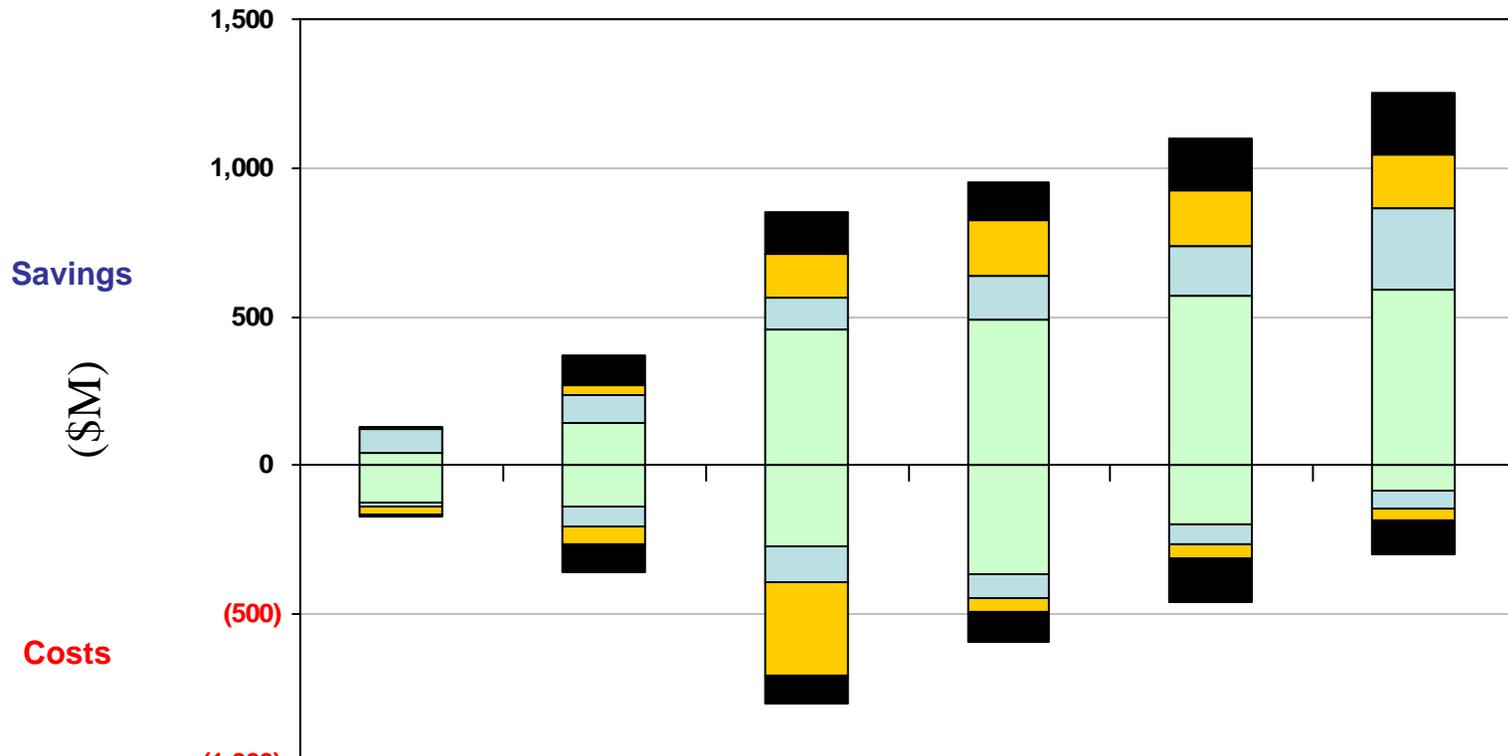
Jan 25, 2005



(\$M)	2006	2007	2008	2009	2010	2011	Total
Savings	199.9	953.0	2,346.2	2,930.8	3,209.9	3,515.7	13,155.5
Costs	(1,992.7)	(4,817.1)	(2,548.3)	(1,535.3)	(1,448.5)	(1,172.0)	(13,513.8)
NET	(1,792.7)	(3,864.1)	(202.1)	1,395.5	1,761.4	2,343.7	(358.2)
CUM NET	(1,792.7)	(5,656.8)	(5,858.9)	(4,463.4)	(2,701.9)	(358.2)	
<b>WEDGE</b>							
	2006	2007	2008	2009	2010	2011	Total
Includes PDM Plus Up	1,488.0	4,514.5	4,170.2	1,448.4	745.0	761.4	13,127.5
IGPBS	392.5	1,145.7	1,103.7	357.7	241.0	0.0	3,240.7
TOTAL	1,880.5	5,660.3	5,273.9	1,806.1	986.0	761.4	16,368.1

# Current Individual JCSG Candidate Recommendations Costs/Savings Profile

Jan 25, 2005



Cost/Savings (\$M)	2006	2007	2008	2009	2010	2011	Total
Ed & Tng	0/0	0/0	0/0	0/0	0/0	0/0	0/0
H&SA	(125.8)/39.6	(138.4)/142.3	(268.7)/459.6	(366.3)/492.0	(195.1)/571.2	(86.7)/592.3	(1,181.0)/2,297.1
Medical	(15.5)/85.3	(68.4)/92.9	(122.9)/100.7	(76.1)/143.9	(68.6)/169.0	(54.7)/275.8	(406.1)/867.7
Industrial	(24.7)/4.7	(57.7)/35.5	(315.6)/151.9	(49.0)/186.9	(49.1)/182.8	(42.1)/179.5	(538.3)/741.2
Supply & Storage	(3.5)/0	(94.6)/98.5	(94.4)/136.2	(102.7)/128.8	(142.9)/175.6	(112.3)/204.2	(550.4)/743.3
Technical	0/0	0/0	0/0	0/0	0/0	0/0	0/0
Intel	0/0	0/0	0/0	0/0	0/0	0/0	0/0
NET	(40.0)	10.1	46.9	357.6	643.0	955.9	1,973.5
CUM NET	(40.0)	(29.9)	17.0	374.5	1,017.5	1,973.5	



# Summary

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- Lost opportunities
- Impact of JCSGs
  - Dominant force to date
  - Service Support
- Senior Leadership involvement
- BRAC 2005 – Last chance



# Next Steps

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- Next IEC meeting – 7 Feb 05
- Continue to review and approve candidate recommendations
- Focus on impact of realignments