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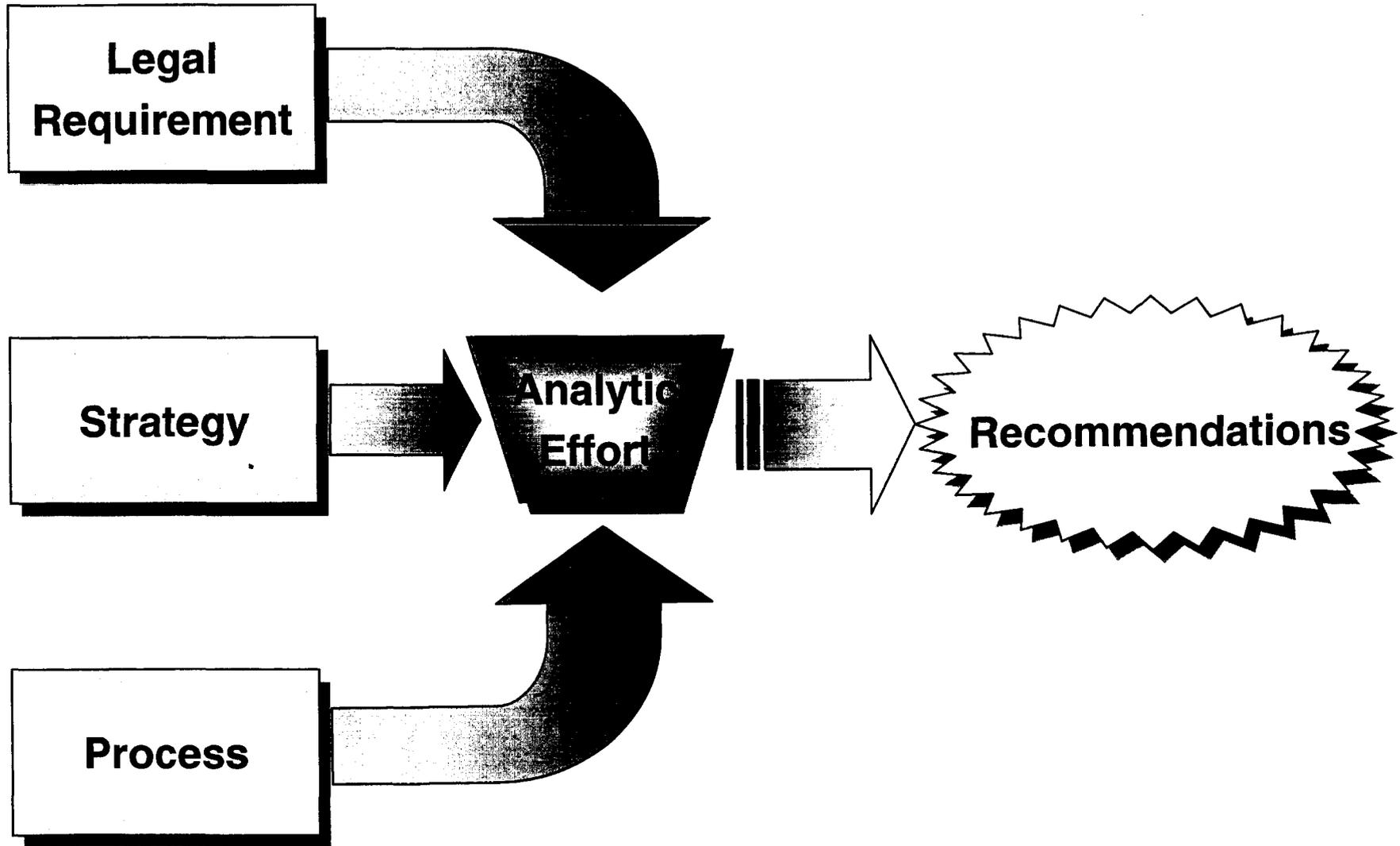
# **Department of the Navy BRAC 2005 Process & Methodology**



**May 17, 2005**



# Overview





# Legal Requirements

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- **BRAC Law Requirements**

- All installations considered equally
- Use only certified data
- 20 Year Force Structure Plan
- Selection Criteria (Military Value Paramount)

- **Process Linkages**

- Installations treated equally → Like data/analyses for like installations
- Certified Data → Analytical methodology for capacity, military value & scenario development
- Force Structure Plan → Capacity requirements
- Selection Criteria → Military value, COBRA (costs/savings), and impacts

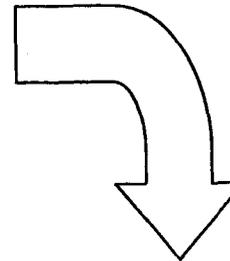


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# DON BRAC Strategy

## DON Strategy

- 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

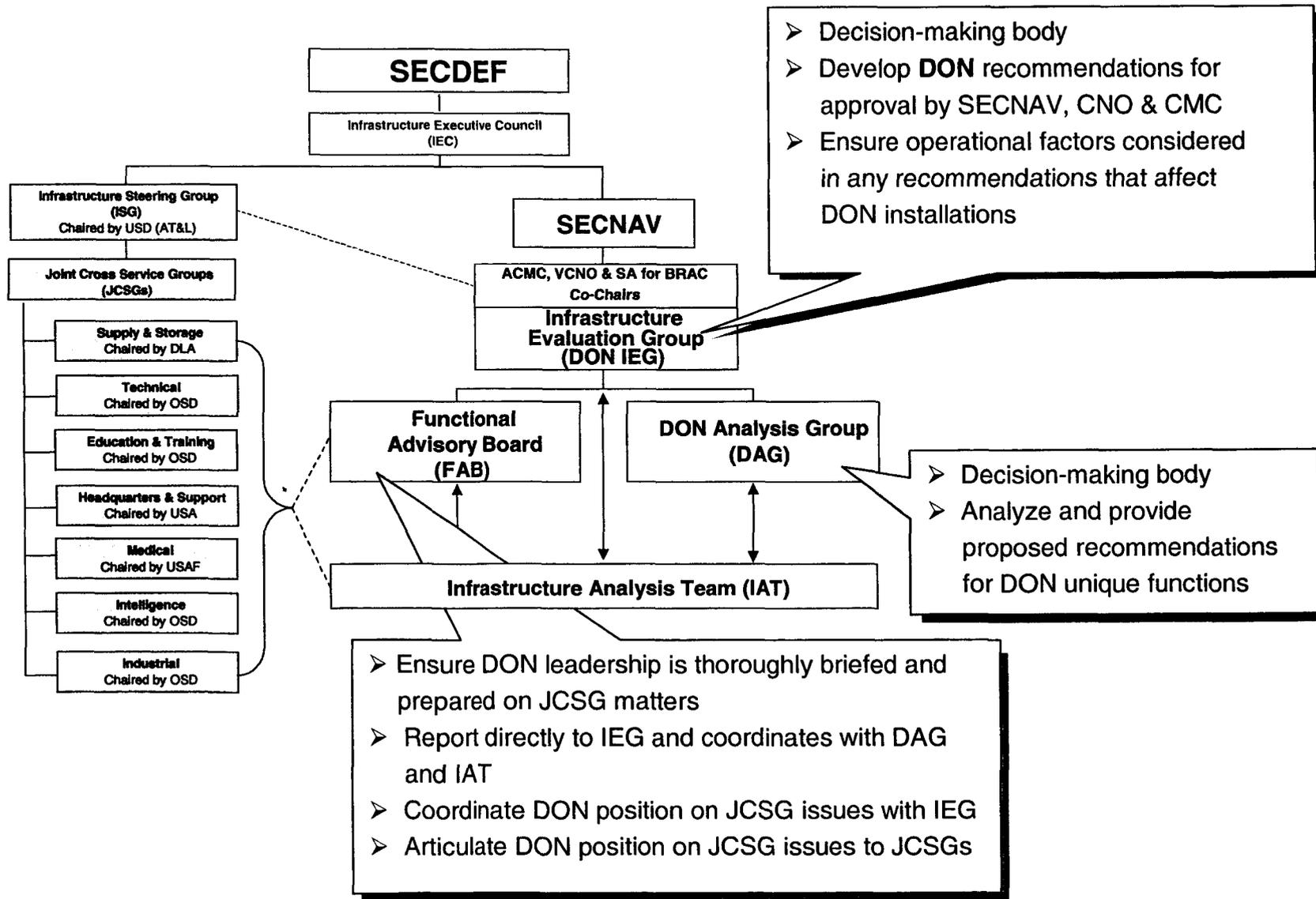


## DON Goals

- Significant savings that can be better applied to the Department's transformation and recapitalization needs
- Reshaped bases/infrastructure that will optimize military readiness



# DON BRAC Roles and Responsibilities





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765 Navy activities  
124 Marine Corps activities  
419 "fencelines"

# Process – Scope of Effort

## DON and Joint Cross Service Group Review

### Education & Training

(158 activities)

Officer Accession  
Recruit Training  
Professional Military Education  
*Flight Training*  
*Specialized Skills Training*  
*Professional Development Education*  
*Ranges*

### Industrial

(105 activities)

Weapons Station Munitions  
Storage and Distribution  
*Maintenance*  
*Ship Overhaul & Repair*  
*Munitions & Armaments*

### DON Operational

(64 activities)

Surface / Subsurface  
Aviation  
Ground

### Intelligence

(19 activities)

*Intelligence*

### Headquarters & Support

(507 activities)

Reserve Centers  
Recruiting Management  
Regional Support Activities  
*Civilian Personnel Offices*  
*Major Admin/HQs Activities*  
*Joint Mobilization*  
*Military Personnel Centers*  
*Corrections*  
*Defense Finance & Accounting Service*  
*Installation Management*

### Supply & Storage

(31 activities)

*Supply*  
*Storage*  
*Distribution*

### Medical

(52 activities)

*Education & Training*  
*Health Care Services*  
*RD&A*

### Technical

(62 activities)

*Air, Land, Sea, Space*  
*Weapons & Armaments*  
*C4ISR*  
*Innovative Systems*  
*Enabling Technologies*

**Note: Functions in *purple italics* were primarily analyzed by the JCSGs.**



# Data Calls

- **The foundation of the certified data process**
  - DON process starts at the activity level
  - Full chain of command input and visibility of response
- **Capacity**  1
  - Single data call released to all activities on 6 Jan 04
- **Military Value (MilVal)**  12
  - Targeted on a question-by-question basis
  - Like activities received same data call
- **Scenarios**  394
  - Multiple data calls developed to identify possible alternatives or to refine previous data calls
- **Discrepancy Data Calls/Supplementals**  3500+
  - Continuous process to ensure the best data was used for analysis

**Resulted in 3.8M data elements**



# Process Steps

## RECOMMENDATION DEVELOPMENT

- Candidates for closure and realignment
- SECNAV, CNO, CMC take to IEC

## SCENARIO ANALYSIS

- Evaluation of actual actions necessary to accomplish scenario and comparison of similar scenarios
- Determines scenario's net present value (cost, savings, ROI) [Selection Criteria 5]
- Assesses potential impacts of action (economics, community infrastructure, and environment) [Selection Criteria 6-8]

## SCENARIO DEVELOPMENT

- Uses results of capacity and military value analyses to generate set of technically feasible alternatives
- Explores tradeoffs between reducing excess capacity and retaining high military value
- Starting point for application of military judgment to develop potential scenarios based on data, policy guidance, and input from DON military and civilian leadership

## MILITARY VALUE ANALYSIS

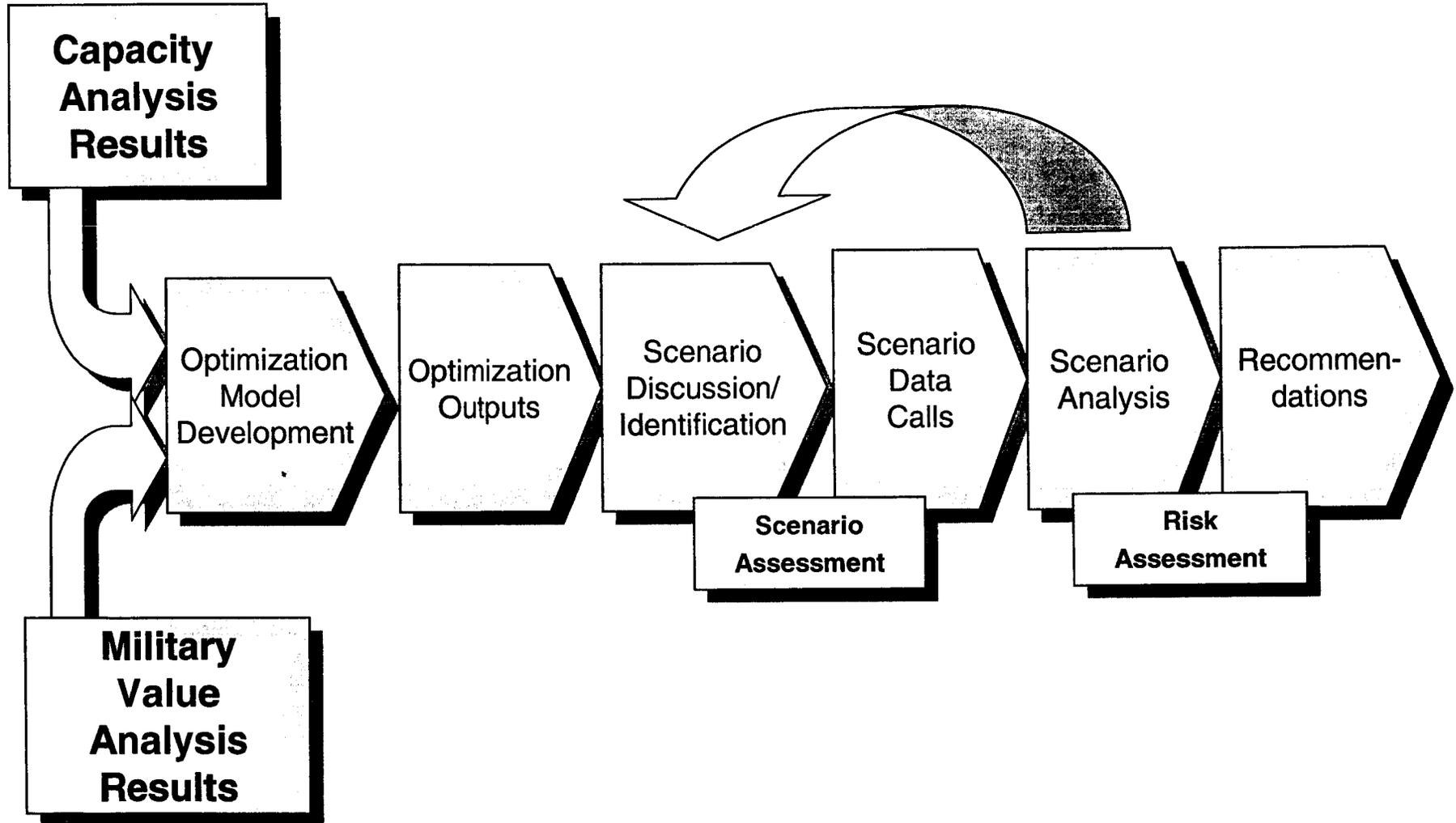
- Methodology to score an installation on the ability to perform a given function [Selection Criteria 1-4]
- Relevant only in comparison to other bases performing that function
- Make quantitative and objective what could be perceived as subjective

## CAPACITY ANALYSIS

- Objective process to compare 20-year force structure requirements with current capacity using a top-level capacity metric
- Determination of excess by function (e.g., ship berthing) vice installation category (e.g., Naval Station)



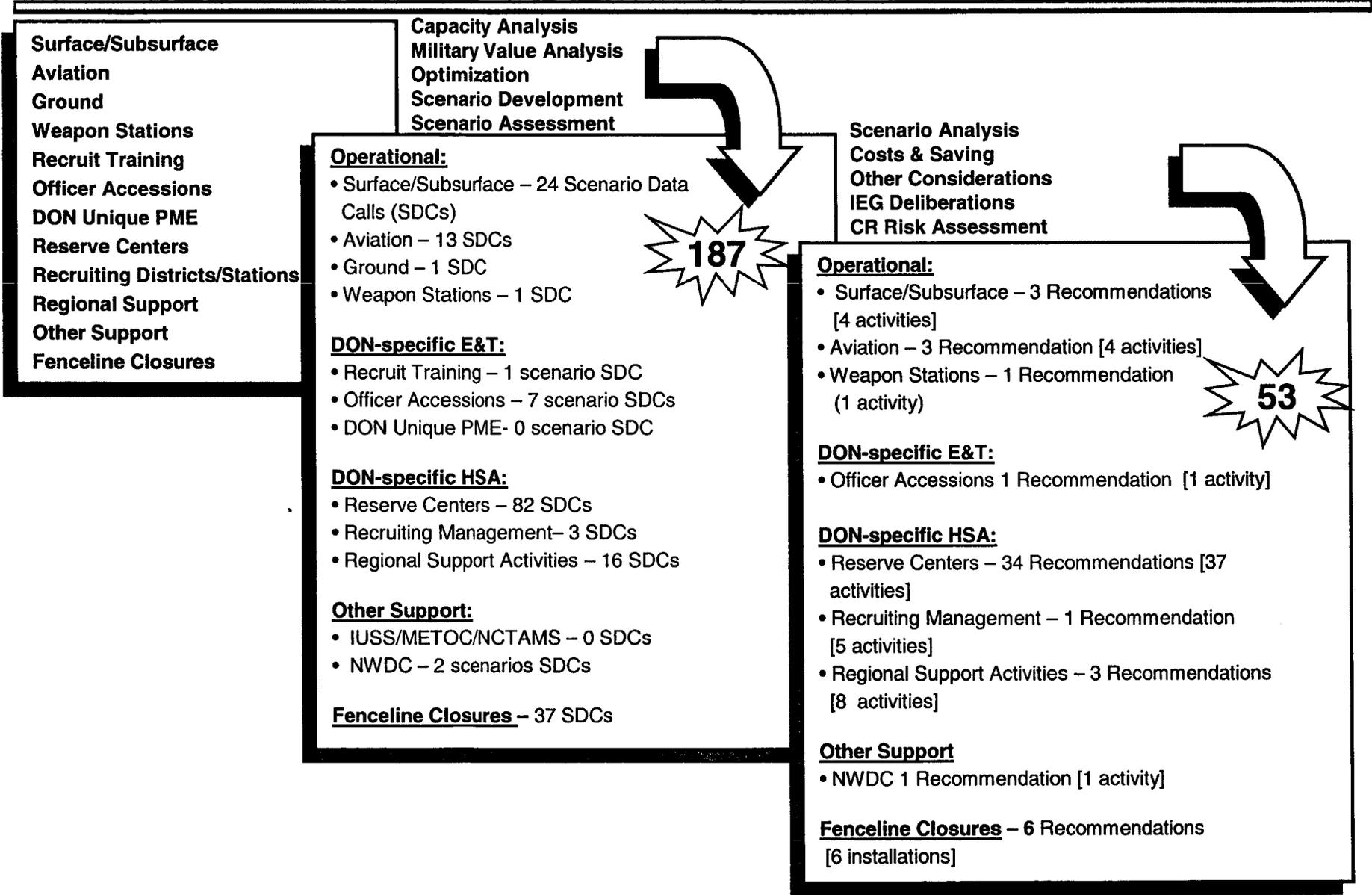
# Scenario Development Approach





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# DON Progression of Analysis



- Surface/Subsurface
- Aviation
- Ground
- Weapon Stations
- Recruit Training
- Officer Accessions
- DON Unique PME
- Reserve Centers
- Recruiting Districts/Stations
- Regional Support
- Other Support
- Fenceline Closures

- Capacity Analysis
- Military Value Analysis
- Optimization
- Scenario Development
- Scenario Assessment

- Operational:**
- Surface/Subsurface – 24 Scenario Data Calls (SDCs)
  - Aviation – 13 SDCs
  - Ground – 1 SDC
  - Weapon Stations – 1 SDC
- DON-specific E&T:**
- Recruit Training – 1 scenario SDC
  - Officer Accessions – 7 scenario SDCs
  - DON Unique PME- 0 scenario SDC
- DON-specific HSA:**
- Reserve Centers – 82 SDCs
  - Recruiting Management– 3 SDCs
  - Regional Support Activities – 16 SDCs
- Other Support:**
- IUSS/METOC/NCTAMS – 0 SDCs
  - NWDC – 2 scenarios SDCs
- Fenceline Closures – 37 SDCs**

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- Scenario Analysis
- Costs & Saving
- Other Considerations
- IEG Deliberations
- CR Risk Assessment

- Operational:**
- Surface/Subsurface – 3 Recommendations [4 activities]
  - Aviation – 3 Recommendation [4 activities]
  - Weapon Stations – 1 Recommendation (1 activity)
- DON-specific E&T:**
- Officer Accessions 1 Recommendation [1 activity]
- DON-specific HSA:**
- Reserve Centers – 34 Recommendations [37 activities]
  - Recruiting Management – 1 Recommendation [5 activities]
  - Regional Support Activities – 3 Recommendations [8 activities]
- Other Support**
- NWDC 1 Recommendation [1 activity]
- Fenceline Closures – 6 Recommendations [6 installations]**

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# DON Recommendations

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## Close:

**Major**

- NSA Corona, CA
- NWS Concord (Inland Area), CA
- SUBASE New London, CT
- NAS Atlanta, GA
- NSA New Orleans, LA
- NSY Portsmouth, Kittery, ME
- NAVSTA Pascagoula, MS
- NAS Willow Grove, PA
- NAVSTA Ingleside, TX

**Minor**

- Navy Supply Corps School, Athens, GA
- MCSA Kansas City, MO
- Engineering Field Activities (SC, PA)
- 5 Navy Recruiting Districts
- 37 Reserve Centers

## Realign:

- MCLB Barstow, CA
- Washington Navy Yard, DC (REDCOM Mid-Atlantic)
- NAS Pensacola, FL (OTC, NAVREG South)
- NAS Brunswick, ME
- Cambria Airport, Johnstown, PA
- NAVSTA Newport, RI (REDCOM Northeast, NWDC)
- NAS Corpus Christi, TX (HM15, NAVREG Gulf Coast)
- NAS JRB Fort Worth, TX (REDCOM South)



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# Major Closure: Close SUBASE New London, CT

## Capacity Analysis

- Ship berthing capacity for Surface / Subsurface vessels at activities across the DoD
- Normalized capacity to "Cruiser Equivalent" (CGE)
- Total excess of 88 CGE

## Military Value Analysis

- Analyzed 5 Attributes
  - Operational Infrastructure
  - Operational Training
  - Port Characteristics
  - Environment and Encroachment
  - Personnel Support/QOL
- SUBASE New London ranked 12 of 16 active Surface/Subsurface bases

## Alternatives

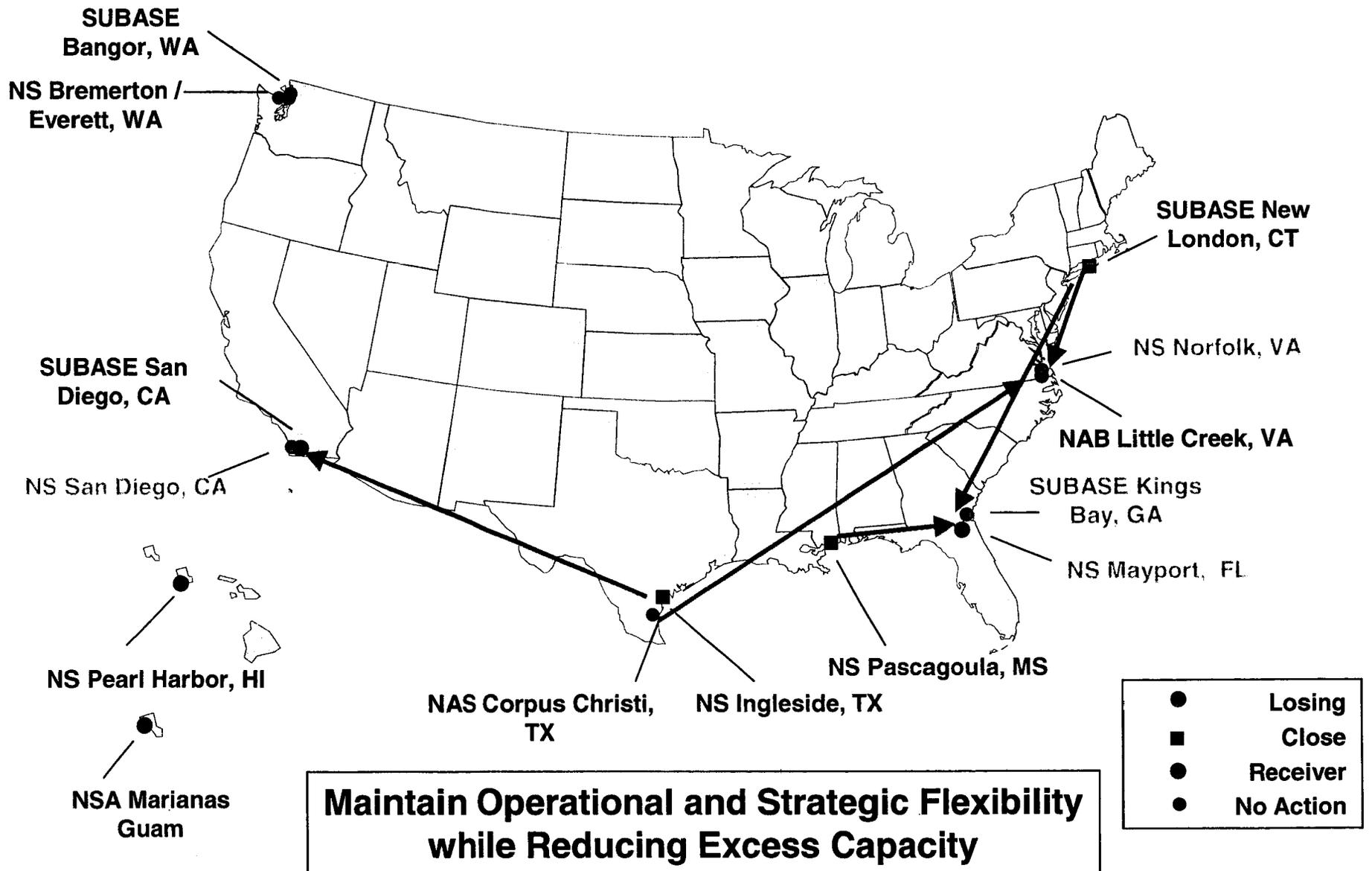
- All submarines at NAVSTA Norfolk to New London
- All submarines at SUBASE New London and SUBSCOL to NAVSTA Norfolk
- Submarines at SUBASE New London to both NAVSTA Norfolk and SUBASE Kings Bay with the SUBSCOL to SUBASE Kings Bay GA or NAVSTA Newport RI

## Candidate Recommendation

- Excess capacity reduces by 4.6%; Average MilVal increases from 55.64 to 55.97
- One Time Cost = \$679.6M
- Annual recurring savings = \$192.8M
- NPV Savings = \$1.58B
- Payback: 3 years
- Personnel: 817 military and 743 civilian billets eliminated; 6276 military and 209 civilian billets moved to SUBASE Kings Bay and NAVSTA Norfolk



# Surface / Subsurface





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# Minor Closure: Close Five Navy Recruiting Districts

## Capacity Analysis

- Evaluated 31 Navy Recruiting Districts (NRDs)
- Excess capacity: 26% equating to 8 Navy Recruiting Districts
- Capacity to manage recruiters and storefront recruiting offices

## Military Value Analysis

- Analyzed 4 Attributes
  - Effectiveness of Operations
  - Efficiency of Operations
  - Quality of Facilities
  - Personnel Support
- Ranking (Out of 31)
  - NRD Indianapolis (14)
  - NRD Kansas City (17)
  - NRD Omaha (23)
  - NRD Montgomery (24)
  - NRD Buffalo (29)

## Alternatives

- Close 5 NRDs – Buffalo, Indianapolis, Montgomery, Omaha, San Antonio
- Close 5 NRDs – Buffalo, Indianapolis, Kansas City, Montgomery, Omaha
- Close 8 NRDs – Buffalo, Indianapolis, Montgomery, Omaha, San Antonio, Portland, Jacksonville, St. Louis (100% of excess capacity)

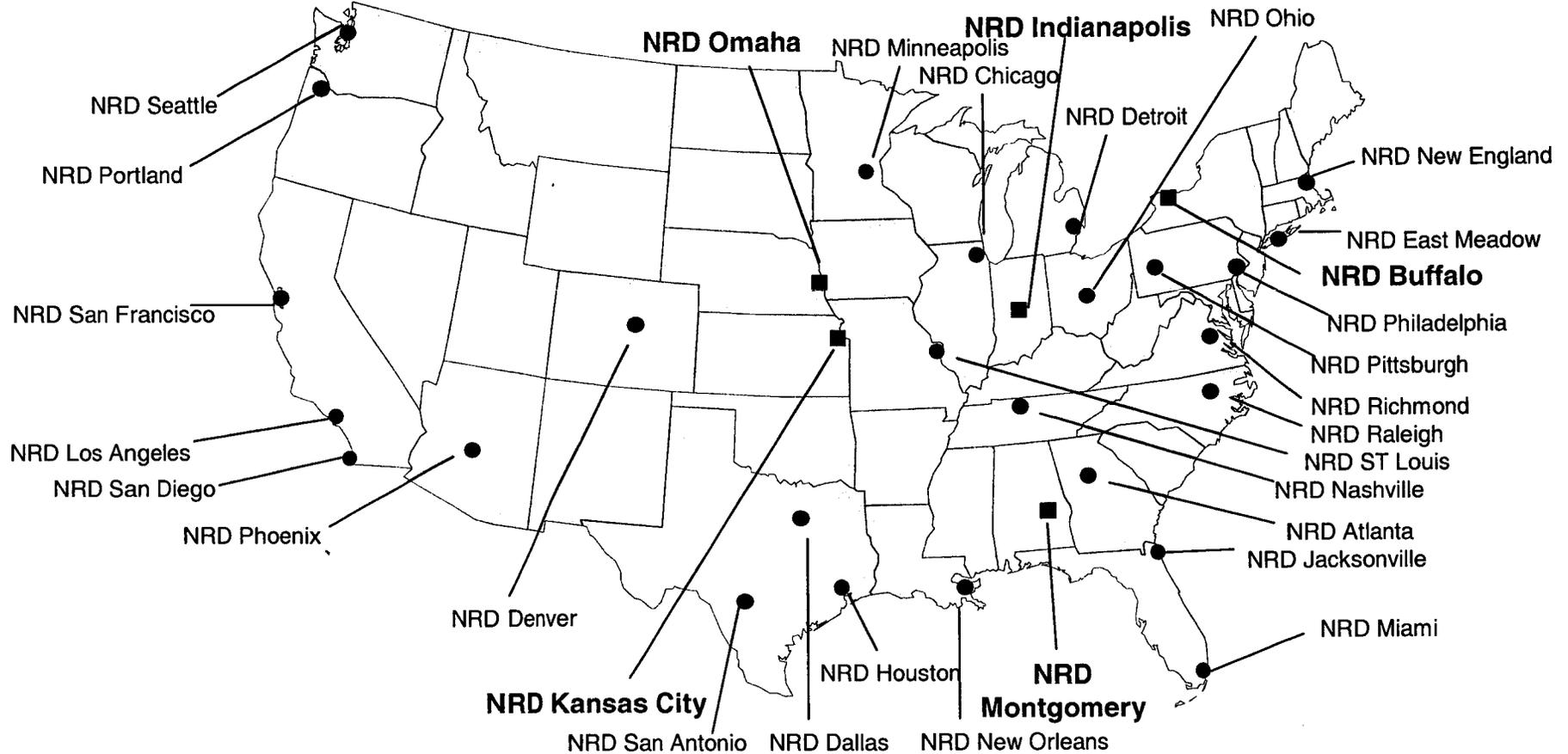
## Candidate Recommendation

- Excess capacity reduces by 16%; Average MilVal increases from 68.9 to 69.79
- One Time Costs: \$2.44 Million
- Annual Recurring Savings: \$14.53 Million
- NPV Savings: \$214.50 Million
- Payback: Immediate
- Personnel: 123 military and 29 civilian billets eliminated



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# Navy Recruiting Districts



**Eliminates excess capacity by reducing recruiting management and associated resources**

■	Close
●	NRD



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# Realignment: Realign OTC Pensacola, FL

## Capacity Analysis

- Evaluated Classroom Capacity
- 34% Excess Capacity identified

## Military Value Analysis

- Analyzed 5 Attributes
  - Training Infrastructure
  - Location
  - Personnel Support
  - Ability to support other missions
  - Environment/Encroachment
- NAS Pensacola ranked 4 of 4 in Officer Accession Training function

## Alternatives

- Consolidate OTCs & NAPS at NAS Pensacola, FL
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- Consolidate OTCs & NAPS at NAVSTA Great Lakes, IL
- Consolidate OTCs at NAVSTA Great Lakes, IL

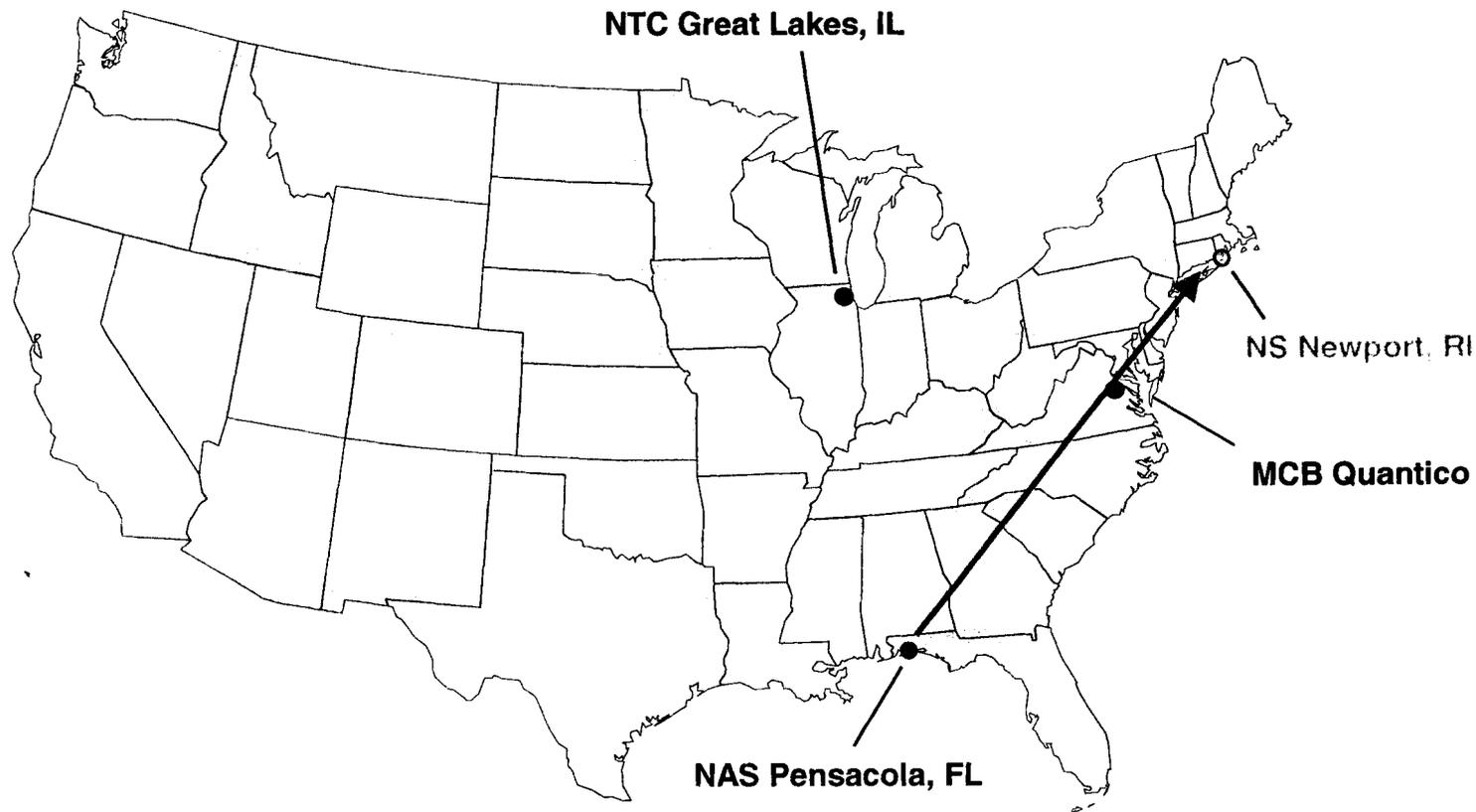
## Candidate Recommendation

- Excess capacity reduces by 4%; Average MilVal increases from 55.91 to 57.50
- One time cost = \$3.57M
- Annual Recurring Savings = \$0.91M
- NPV Savings = \$10.0M
- Payback: 4 years
- Personnel: 11 military and 7 civilian billets eliminated, 263 military and 14 civilian billets moved to NAVSTA Newport, RI



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# Realign OTC Pensacola, FL



**Consolidates Navy Officer Training at a single site**

- Losing
- Receiver



# Summary



Recommendations

IEC

Deliberations

IEG Recommendations

IEG Deliberations

DAG Deliberations  
Data Presentation (IAT)

Data Analysis (IAT)

Certified Data (Activities)