

Economic Impact Report

This report depicts the economic impact of the following Scenarios:

DON-0085: Move OTC to Newport

The data in this report is rolled up by Region of Influence

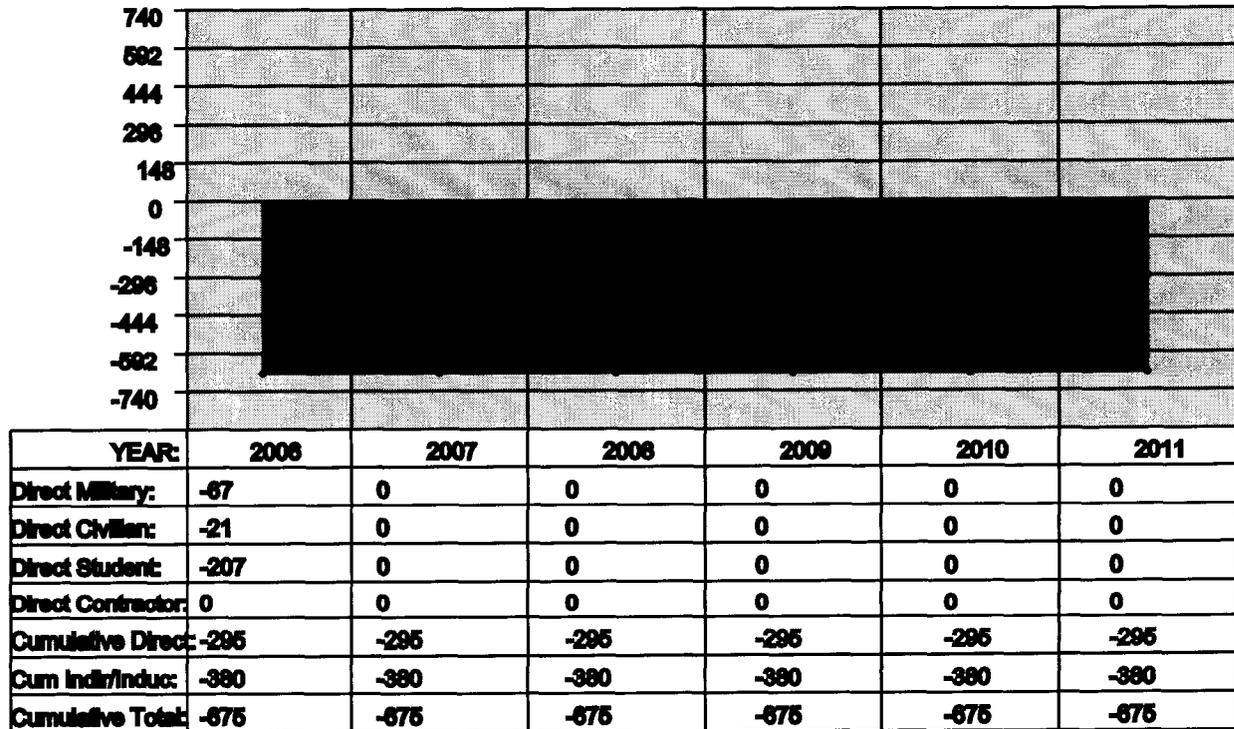
ECONOMIC IMPACT DATA

Scenario: All Selected (see title page)
 Economic Region of Influence(ROI): Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area
 Base: All Bases
 Action: All Actions

Overall Economic Impact of Proposed BRAC-05 Action:

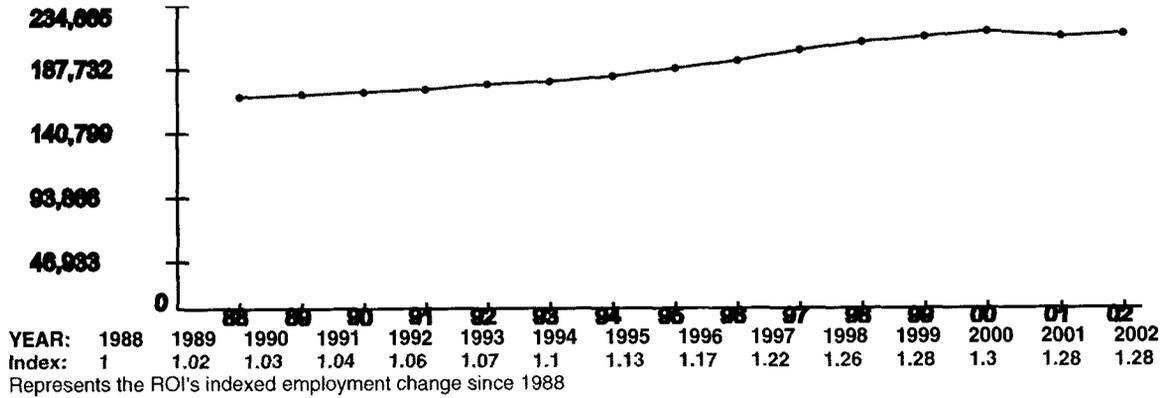
ROI Population (2002): 423,727
 ROI Employment (2002): 210,512
 Authorized Manpower (2005): 14,614
 Authorized Manpower(2005) / ROI Employment(2002): 6.94%
 Total Estimated Job Change: -675
 Total Estimated Job Change / ROI Employment(2002): -0.32%

Cumulative Job Change (Gain/Loss) Over Time:

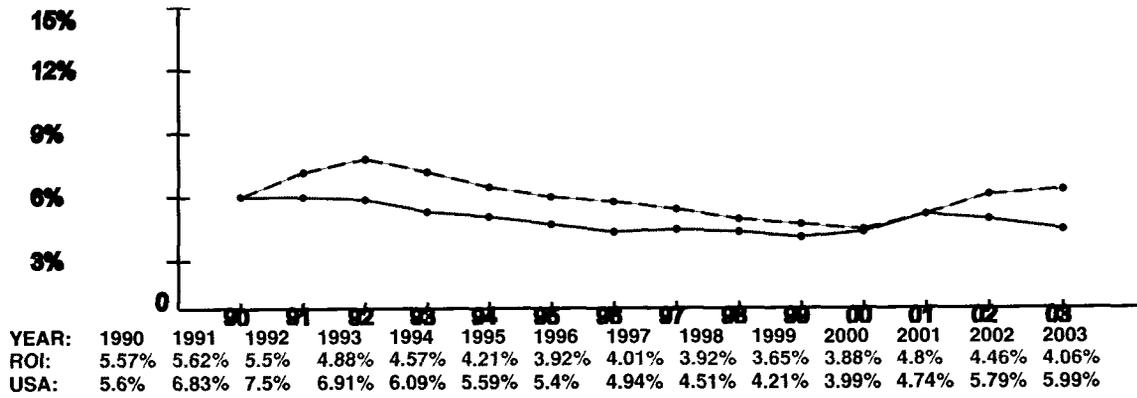


Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area Trend Data

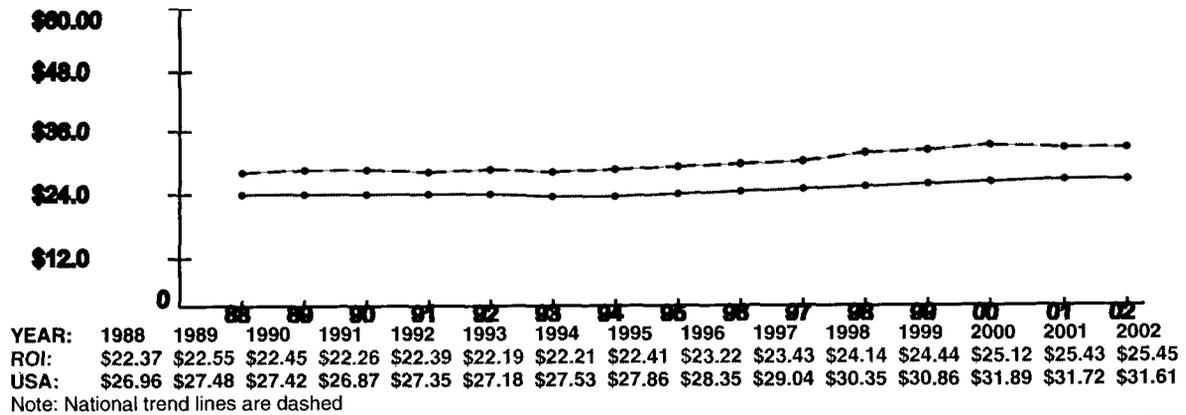
Employment Trend (1988-2002)



Unemployment Percentage Trend (1990-2003)



Per Capita Income x \$1,000 (1988-2002)



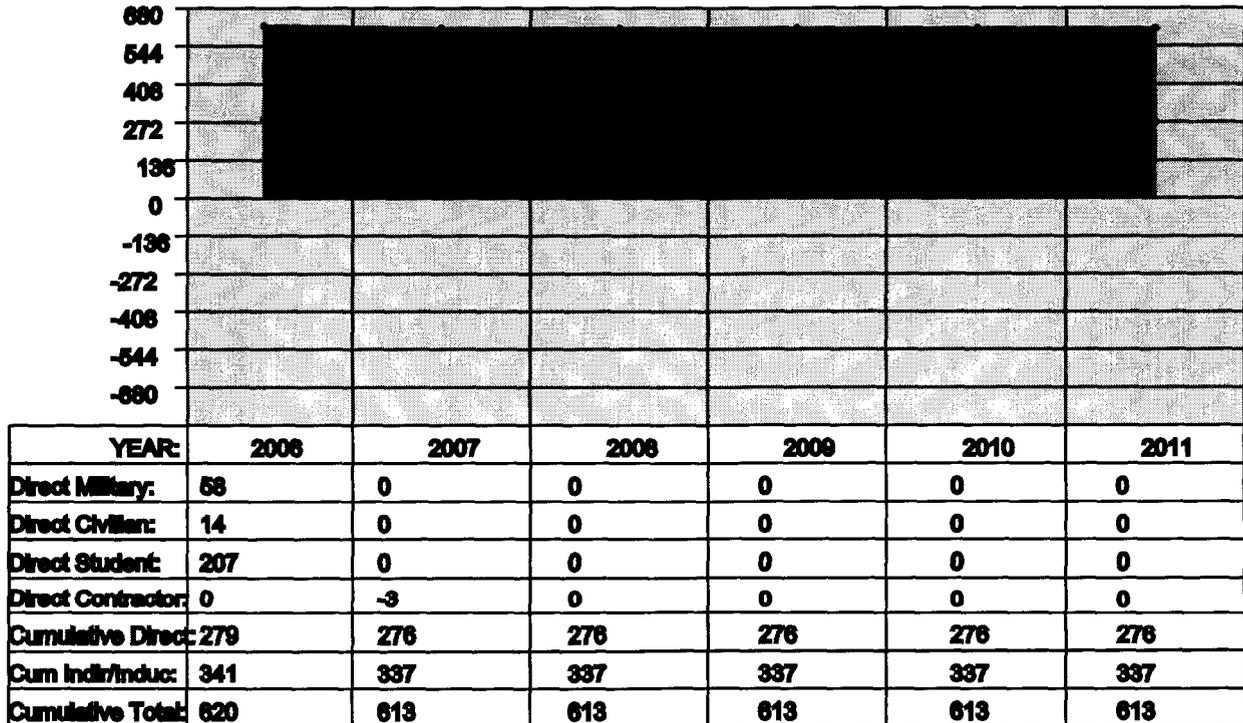
ECONOMIC IMPACT DATA

Scenario: All Selected (see title page)
 Economic Region of Influence(ROI): Providence-New Bedford-Fall River, RI-MA Metropolitan Statistical Area
 Base: All Bases
 Action: All Actions

Overall Economic Impact of Proposed BRAC-05 Action:

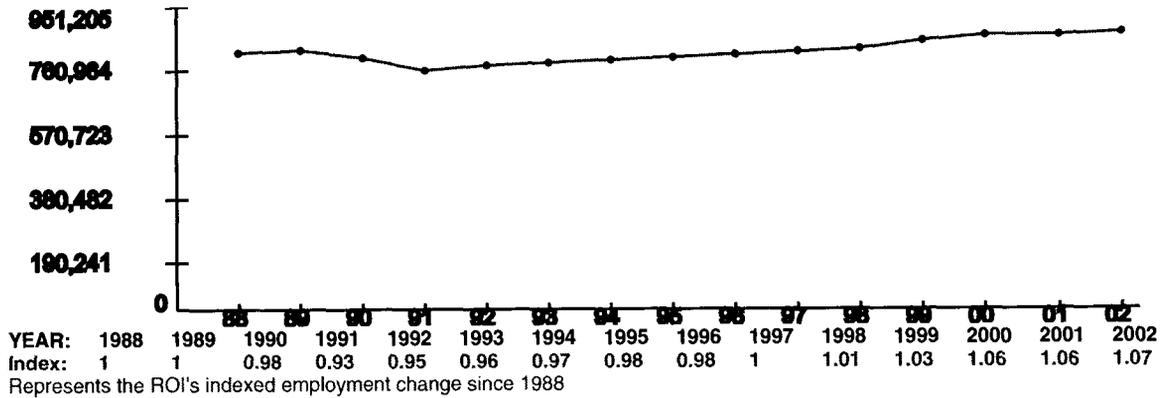
ROI Population (2002): 1,612,048
 ROI Employment (2002): 864,734
 Authorized Manpower (2005): 24,266
 Authorized Manpower(2005) / ROI Employment(2002): 2.81%
 Total Estimated Job Change: 613
 Total Estimated Job Change / ROI Employment(2002): 0.07%

Cumulative Job Change (Gain/Loss) Over Time:

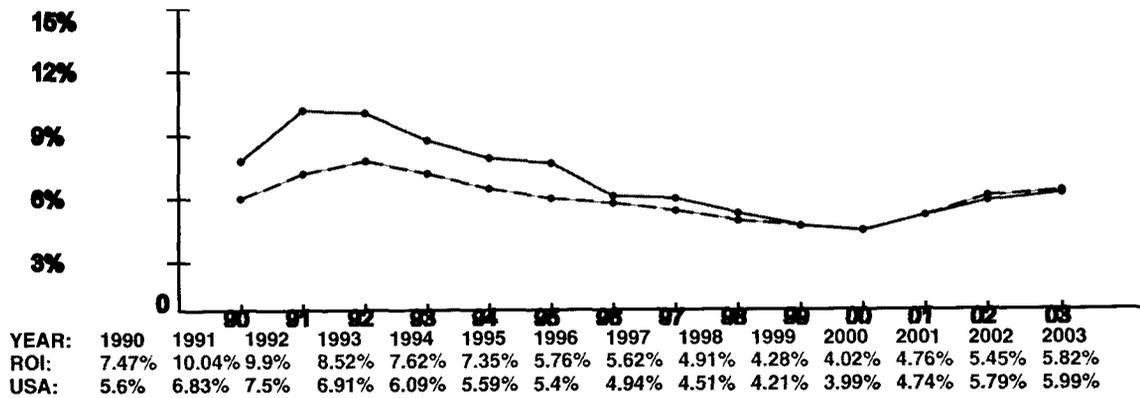


Providence-New Bedford-Fall River, RI-MA Metropolitan Statistical Area Trend Data

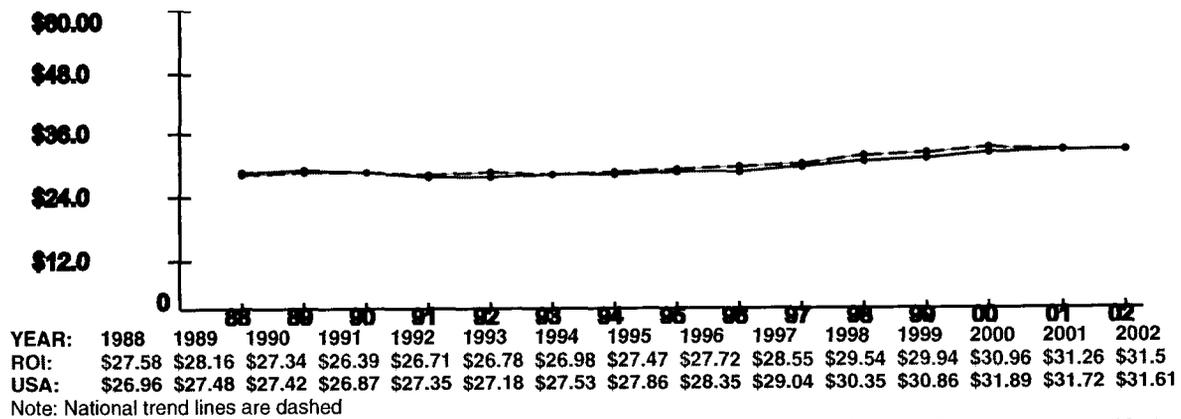
Employment Trend (1988-2002)



Unemployment Percentage Trend (1990-2003)



Per Capita Income x \$1,000 (1988-2002)



NAS_PENSACOLA_FL, FL

Demographics

The following tables provide a short description of the area near the installation/activity. NAS_PENSACOLA_FL is 58 miles from Mobile, AL, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Pensacola, FL MSA	412,153

The following entities comprise the military housing area (MHA):

County/City	Population
Escambia	294410
Santa Rosa	117743
Total	412,153

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 13

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$36,975	Basis: MSA
Median House Value	(US Avg \$119,600)	\$91,500	
GS Locality Pay	("Rest of US" 10.9%)	10.9%	
O-3 with Dependents BAH Rate		\$ 946	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		Yes	

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: "MFR"--means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information. For

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each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	48,362	1 of 1 district
Students Enrolled	43,273	1 of 1 district
Average Pupil/Teacher Ratio	26.0:1	1 of 1 district
High School Students Enrolled	11,372	1 of 1 district
Average High School Graduation Rate (US Avg 67.3%)	79.0%	1 of 1 district
Average Composite SAT I Score (US Avg 1026)	1029	1 of 1 district
Average ACT Score (US Avg 20.8)	21	1 of 1 district
Available Graduate/PhD Programs	2	
Available Colleges and/or Universities	3	
Available Vocational and/or Technical Schools	2	

Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	3.6%	3.9%	4.8%	4.5%	4.1%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	1.5%	-.5%	-1.2%	-.3%	1.8%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community. Note: According to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal total Vacant Housing Units. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	18,924	Basis: MSA
Vacant Sale Units	2,935	
Vacant Rental Units	6,654	

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Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	901	1,634	412,153	Basis: MSA
Ratio	1:457	1:252		
National Ratio (2003)	1:421.2	1:373.7		

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	4,230.9	Basis: MSA
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAS_PENSACOLA_FL to nearest commercial airport: 13.5 miles

Is NAS_PENSACOLA_FL served by regularly scheduled public transportation? Yes

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

NAVSTA_NEWPORT_RI, RI

Demographics

The following tables provide a short description of the area near the installation/activity.

NAVSTA_NEWPORT_RI is 32 miles from Providence, RI, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Providence-Fall River-Warwick, RI-MA	1,188,613

The following entities comprise the military housing area (MHA):

County/City	Population
Bristol	534678
Bristol	50648
Newport	85433
Total	670,759

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 3

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$44,928	Basis: 3 of 3 counties
Median House Value	(US Avg \$119,600)	\$154,081	
GS Locality Pay	("Rest of US" 10.9%)	17.0%	
O-3 with Dependents BAH Rate		\$1,952	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		No	

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: "MFR"--means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the

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school district refused to provide the information or the school district does not use or track the information. For each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	105,485	27 of 27 districts
Students Enrolled	99,263	27 of 27 districts
Average Pupil/Teacher Ratio	16.8:1	27 of 27 districts
High School Students Enrolled	29,721	21 of 27 districts
Average High School Graduation Rate (US Avg 67.3%)	89.4%	21 of 27 districts
Average Composite SAT I Score (US Avg 1026)	1013	21 of 27 districts
Average ACT Score (US Avg 20.8)		0 of 27 districts, 6 MFRs
Available Graduate/PhD Programs	5	
Available Colleges and/or Universities	6	
Available Vocational and/or Technical Schools	3	

Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	4.4%	3.8%	4.6%	5.8%	6.5%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	3 of 3 counties				

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	1.5%	-71.0%	245.8%	.8%	.6%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	3 of 3 counties				

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community. Note: According to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal total Vacant Housing Units. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	16,688	Basis:
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Vacant Sale Units	1,851	3 of 3 counties
Vacant Rental Units	5,693	

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	1,057	1,312	1,154,789	Basis: 3 of 3 counties
Ratio	1:1,093	1:880		
National Ratio (2003)	1:421.2	1:373.7		

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	3,589.1	Basis: state
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAVSTA_NEWPORT_RI to nearest commercial airport: 27.0 miles
Is NAVSTA_NEWPORT_RI served by regularly scheduled public transportation? Yes

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Summary of Scenario Environmental Impacts

DON scenario DON-0085/0038

Action 1: Consolidate USN Officer Accession Training from OTC Pensacola, FL to OTC Newport, RI

General Environmental Impacts

Environmental Resource Area	Naval Air Station Pensacola, FL (Realigned Installation)	Naval Station Newport, RI (Gaining Installation)
Air Quality	No impact.	No impact.
Cultural/Archeological/Tribal Resources	No impact.	Historic Sites identified but no impact.
Dredging	No impact.	No impact.
Land Use Constraints/Sensitive Resource Areas	No impact.	No impact. New MILCON is all rehab of existing structures.
Marine Mammals/Marine Resources/ Marine Sanctuaries	No impact.	No impact.
Noise	No impact.	No impact.
Threatened& Endangered Species/Critical Habitat	No impact.	No impact.
Waste Management	No impact.	Solid Waste will increase but infrastructure can support.
Water Resources	No impact.	No impact.
Wetlands	No impact.	No impact.

Impacts of Costs

Selection Criterion 8 Environmental Points	Naval Air Station Pensacola, FL (Realigned Installation)	Naval Station Newport, RI (Gaining Installation)
Environmental Restoration	DERA Costs \$56.1 M thru FY 03 with \$59.2 M CTC	DERA Costs \$77.1 M thru FY 03 with \$41 M CTC
Waste Management	None	None
Environmental Compliance	None	None

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
MATRIX QUESTIONS**

MV Matrix #	Supporting Question(s)	IAT Band	Matrix Scoring Statements	IEG Score
ATTRIBUTE - Attribute Weight				
Component				
TRAINING INFRASTRUCTURE				
Student Throughput				
1	E&T-1	1	Comparison of student load	6
2	E&T-2	1	Comparison of maximum student capacity	6
Messing				
3	E&T-4	1	Capacity of messing facilities	7
Billeting				
4	E&T-5	1	Capacity of billeting facilities	8
Expansion Potential				
5	E&T-6	2	Amount of buildable acres	6
Classrooms				
6	E&T-7a-c	1	Capacity and condition of classroom space	9
Training Facilities				
7	E&T-8	1	Availability of non-classroom training facilities	9

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
MATRIX QUESTIONS**

MV Matrix # ATTRIBUTE - Attribute Weight Component	Supporting Question(s)	IAT Band	Matrix Scoring Statements	IEG Score
LOCATION				
Transportation Availability				
8	E&T-9	1	Relative proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier	7
9	E&T-10a-b	2	Centralization of training	4
Weather Impacts				
10	E&T-11	3	Number of training days annually lost/impaired due to weather	1

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**DON OFFICER ACCESSION TRAINING MILITARY VALUE
MATRIX QUESTIONS**

MV Matrix #	Supporting Question(s)	IAT Band	Matrix Scoring Statements	IEG Score
ATTRIBUTE - Attribute Weight				
Component				
PERSONNEL SUPPORT				
Medical				
11	PS-1	2	Located within the medical catchment area of an in-patient military medical treatment facility	4
Housing				
12	PS-2a-c	1	Relative value of government and PPV housing availability	10
13	PS-3a-d	1	Relative value of community housing availability, affordability and proximity	10
Education				
14	PS-4a-c	2	Relative value of dependent primary and secondary education opportunities in the local community	7
15	PS-5a-d	2	Relative availability of dependent and member post-secondary education in the local community	6
Employment				
16	PS-6a-b	3	Relative opportunity dependent/off-duty employment	3
Fleet and Family Services				
17	PS-7	2	Relative availability base services	7
18	PS-8a-b	2	Relative availability of child development services	6
MWR				
19	PS-9	2	Relative availability of MWR/MCCS facilities	6
Follow-on Tour Opportunities				
20	PS-10	3	Relative opportunity for follow-on tour in the homeport	1
Metropolitan Area Characteristics				
21	PS-11	3	Relative proximity to a population center/city that has a population greater than 100,000	2
22	PS-12	3	Relative proximity to a nearest commercial airport that offers regularly scheduled service by a major airline carrier	3
23	PS-13	3	Relative local crime rate	3

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**DON OFFICER ACCESSION TRAINING MILITARY VALUE
MATRIX QUESTIONS**

MV Matrix #	Supporting Question(s)	IAT Band	Matrix Scoring Statements	IEG Score
ATTRIBUTE - Attribute Weight				
Component				
ABILITY TO SUPPORT OTHER MISSIONS				
Other Training				
24	E&T-12a-b	2	Ability to support other missions	5
Reserve Support				
25	E&T-13	2	Reserve/Guard support	5

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
MATRIX QUESTIONS**

MV Matrix #	Supporting Question(s)	IAT Band	Matrix Scoring Statements	IEG Score	
ATTRIBUTE - Attribute Weight					
Component					
ENVIRONMENT & ENCROACHMENT					
Land Constraints					
26	ENV-2a-c		1	Relative value of land constraints at the installation and its outlying real property which restrict operations	7
Natural Resource Considerations					
31	ENV-7a		1	Relative value of restrictions to in-water operations conducted at the installation or at ranges that the installation manages due to environmental laws/regulations	7

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

TRAINING INFRASTRUCTURE			READINESS					FACILITIES					SURGE CAPABILITIES					COST				
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE
Student Throughput																						
1	E&T-1	Comparison of student load	1					1														
2	E&T-2	Comparison of maximum student capacity	1					1														
Messing																						
3	E&T-4	Capacity of messing facilities	1					1														
Billeting																						
4	E&T-5	Capacity of billeting facilities	1					1														
Expansion Potential																						
5	E&T-6	Amount of buildable acres	1																			
Classrooms																						
6	E&T-7a-c	Capacity and condition of classroom space	1					1														
Training Facilities																						
7	E&T-8	Availability of non-classroom training facilities	1					1														

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

LOCATION			READINESS					FACILITIES					SURGE CAPABILITIES					COST					
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	
Transportation Availability																							
8	E&T-9	Relative proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier		1										1								1	
Degree of Training Centralization																							
9	E&T-10a-b	Centralization of training		1					1													1	
Weather Impacts																							
10	E&T-11	Number of training days annually lost/impaired due to weather		1					1					1								1	

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

ABILITY TO SUPPORT OTHER MISSIONS			READINESS					FACILITIES					SURGE CAPABILITIES					COST				
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE
Other Training																						
24	E&T-12a-b	Relative ability to support Non-DON missions				1					1					1						1
Reserve Support																						
25	E&T-13	Reserve/Guard support				1					1					1						1

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

ENVIRONMENT & ENCROACHMENT			READINESS					FACILITIES					SURGE CAPABILITIES					COST				
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE
Land Constraints																						
26	ENV-2a-c	Relative value of land constraints at the installation and its outlying real property which restrict operations				1					1					1						1
Natural Resource Considerations																						
31	ENV-7a	Relative value of restrictions to in-water operations conducted at the installation or at ranges that the installation manages due to environmental laws/regulations				1										1						1

EDUCATION AND TRAINING TOTAL	7	3	4	2	2	6	2	5	2	1	6	2	4	2	2	6	3	13	2	2
	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE
	Readiness					Facilities					Surge Capabilities					Cost				

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
ATTRIBUTE - SELECTION CRITERIA WEIGHTING**

Selection Criteria (SC)		Readiness	Facilities	Surge Capabilities	Cost	TOTAL
Weighting		40	30	15	15	100
Attribute	Components					
Training Infrastructure	Student Throughput, Messing, Billeting, Expansion Potential, Classrooms, Training Facilities	50	50	50	45	
		20.00	15.00	7.50	6.75	49.25
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts	15	15	15	15	
		6.00	4.50	2.25	2.25	15.00
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	15	15	10	25	
		6.00	4.50	1.50	3.75	15.75
Ability to Support Other Missions	Other training, Reserve Support	10	10	15	5	
		4.00	3.00	2.25	0.75	10.00
Environment & Encroachment	Land Constraints, Natural Resource Considerations	10	10	10	10	
		4.00	3.00	1.50	1.50	10.00
		100	40.00	100	30.00	100
		15.00	100	15.00	100	15.00
		100.00				100.00

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**DON OFFICER ACCESSION TRAINING MILITARY VALUE
SUMMARY**

Criteria Weight	Attribute-to-Criteria Weight	A-C Partial Score	IEC Score																				Wgt
			READINESS 50					FACILITIES 20					SURGE CAPABILITIES 15					COST 15					
			50	15	15	10	10	50	15	15	10	10	50	15	10	15	10	45	15	25	5	10	
TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE				
			20.00	6.00	6.00	4.00	4.00	15.00	4.50	4.50	3.00	3.00	7.50	2.25	1.50	2.25	1.50	6.75	2.25	3.75	0.75	1.50	
TRAINING INFRASTRUCTURE																						10.61	
Student Throughput																							
1	E&T-1	Student Load	6	2.35										0.00								0.90	5.25
2	E&T-2	Student Capacity	6	2.35										1.00								0.00	5.35
Messing																							7.30
4	E&T-4	Messing Facilities	7	2.75										1.17								1.05	7.30
Billings																							8.34
5	E&T-5	Billings Facilities	8	3.14										1.33								1.20	8.34
Expansion Potential																							4.25
6	E&T-6	Amt Buildable Acres	6	2.35										1.00								0.90	4.25
Classrooms																							9.38
7	E&T-7a-c	Classroom Space	9	3.53										1.50								1.35	9.38
Training Facilities																							9.38
8	E&T-8	Non-classroom Facilities	9	3.53										1.50								1.35	9.38
Question Total																							49.25

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
SUMMARY**

Criteria Weight	Attribute-to-Criteria Weight	IEG Score	READINESS					FACILITIES					SURGE CAPABILITIES					COST					Wgt
			50					20					15					15					
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	
A-C Partial Score			20.00	6.00	6.00	4.00	4.00	15.00	4.50	4.50	3.00	3.00	7.50	2.25	1.50	2.25	1.50	6.75	2.25	3.75	0.75	1.50	
LOCATION																							
Transportation Availability																							6.78
9	E&T-9	Proximity to nearest commercial airport	7	3.50					0.00						1.97						1.31		6.78
Degree of Training Centralization																							6.35
10	E&T-10a-b	Centralization of Trng	4	2.00				3.60						0.00						0.75		6.35	
Weather impacts																							1.87
11	E&T-11	Training lost/impaired due to weather	1	0.50				0.90						0.28						0.19		1.87	
Question Total				6.00				4.50						2.25						2.25		15.00	

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
SUMMARY**

Criteria Weight	Attribute-to-Criteria Weight	A-C Partial Score	IEG Score																				Wgt
			READINESS 50					FACILITIES 20					SURGE CAPABILITIES 15					COST 15					
			50	15	15	10	10	50	15	15	10	10	50	15	10	15	10	45	15	25	5	10	
			TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	
20.00	6.00	6.00	4.00	4.00	15.00	4.50	4.50	3.00	3.00	7.50	2.25	1.50	2.25	1.50	6.75	2.25	3.75	0.75	1.50				
PERSONNEL SUPPORT																							
Medical																						1.88	
12	PS-1	In-patient treatment	4		0.89				0.55					0.22				0.22				1.88	
Housing																						8.02	
13	PS-2a-c	Govt/PPV Housing	10		2.22			1.36					0.56					0.55				4.69	
14	PS-3a-d	Community Housing	10		2.22			0.00					0.56					0.55				3.33	
Non-Military Education																						0.72	
15	PS-4a-c	K-12	7		0.00			0.00					0.00					0.39				0.39	
16	PS-5a-d	Post-Secondary Ed	6		0.00			0.00					0.00					0.33				0.33	
Employment																						0.17	
17	PS-6a-b	Off-base Employment	3		0.00			0.00					0.00					0.17				0.17	
Fleet and Family Services																						2.49	
18	PS-7	Base Services	7		0.00			0.95					0.00					0.39				1.34	
19	PS-8a-b	Child Development	6		0.00			0.82					0.00					0.33				1.15	
MWR																						1.15	
20	PS-9	MWR	6		0.00			0.82					0.00					0.33				1.15	
Follow-on-Tour Opportunities																						0.06	
21	PS-10	Follow-On Tours	1		0.00			0.00					0.00					0.06				0.06	
Metropolitan Area Characteristics																						1.27	
22	PS-11	Big City	2		0.00			0.00					0.00					0.11				0.11	
23	PS-12	Commercial Air	3		0.67			0.00					0.17					0.17				1.00	
24	PS-13	Crime	3		0.00			0.00					0.00					0.17				0.17	
Question Total					6.00			4.50					1.50					3.75				15.75	

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
SUMMARY**

Criteria Weight	Attribute-to-Criteria Weight	A-C Partial Score	IEG Score																				Wgt
			READINESS 50					FACILITIES 20					SURGE CAPABILITIES 15					COST 15					
			50	15	15	10	10	50	15	15	10	10	50	15	10	15	10	45	15	25	5	10	
TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE	TI	L	PS	ASOM	EE				
ABILITY TO SUPPORT OTHER MISSIONS			20.00	6.00	6.00	4.00	4.00	15.00	4.50	4.50	3.00	3.00	7.50	2.25	1.50	1.50	1.50	6.75	2.25	3.75	0.75	1.50	
Other Training																						5.00	
25	E&T-12a-b	Ability to Support Non-DON Missions	5			2.00				1.50					1.13						0.38		5.00
Reserve Support																						5.00	
26	E&T-13	Reserve/Guard Support	5			2.00				1.50					1.13						0.38		5.00
Question Total						4.00				3.00					2.25						0.75		10.00

**DON OFFICER ACCESSION TRAINING MILITARY VALUE
RANKING OF ATTRIBUTE COMPONENTS BY WEIGHT**

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Student Throughput	TI	10.61	1
Training Facilities	TI	9.38	2
Classrooms	TI	9.38	2
Billeting	TI	8.34	4
Housing	PS	8.02	5
Messing	TI	7.30	6
Transportation Availability	L	6.78	7
Land Constraints	EE	6.50	8
Degree of Training Centralization	L	6.35	9
Reserve Support	ASOM	5.00	10
Other Training	ASOM	5.00	10
Expansion Potential	TI	4.25	12
Natural Resource Considerations	EE	3.50	13
Fleet and Family Services	PS	2.49	14
Medical	PS	1.88	15
Weather Impacts	L	1.87	16
Metropolitan Area Characteristics	PS	1.27	17
MWR	PS	1.15	18
Non-Military Education	PS	0.72	19
Employment	PS	0.17	20
Follow-on-Tour Opportunities	PS	0.06	21

ATTRIBUTES

Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM
Environment & Encroachment	EE



DON E&T Attributes/Components
Military Value Evaluation Questions
Officer Accession Training

Attribute: Training Infrastructure

Component: Student Throughput

E&T-1: Comparison of student loads

*E&T-1. List the annual DON-specific PME, recruit and/or officer accession training student throughput by training syllabus for FY03.

Source: Capacity Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum

E&T-2: Comparison of maximum student capacity

E&T -2. Given your current facility infrastructure, what is the maximum annual DON-specific PME, recruit and/or officer accession training student load, by training syllabus, which can be supported by your activity?

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

Component: Messing

E&T-4: Capacity of messing facilities

*E&T-4. List the maximum student messing available for recruit and/or officer accession training as of 30 September 2003.

Source: Capacity Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

Component: Billeting

E&T-5: Capacity of billeting facilities

*E&T -5. What is the maximum dedicated billeting capacity (number of beds) available for recruit and/or officer accession training billeting?

	<i># Dedicated Beds</i>
Recruit Training	
Officer Accession Training	

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum

Component: Expansion Potential

E&T-6: Amount of buildable acres

*E&T-6. What amount of on-base/post acreage can be developed to expand training functions? (Only count buildable acres.)

Source: Capacity Data Call

* = JCSG Question

Analyst will apply a linear scale with .01 points assigned per acre, maximum 1 point.

Component: Classrooms

E&T-7a-c: Capacity and condition of classroom space.

E&T-7a. (0.3) Provide the number of classrooms dedicated to DON-specific PME, recruit and/or officer accession training on your installation.

Source: Capacity Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum

*E&T-7b. (0.3) Provide the total square feet of all classrooms dedicated to DON-specific PME, recruit and/or officer accession training on your installation.

Source: Capacity Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum

*E&T-7c. (0.4) What percentage of your total DON-specific PME, recruit and/or officer accession training classroom square footage is classified as adequate?

Source: Capacity Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

Component: Training Facilities

E&T-8: Availability of non-classroom training facilities.

*E&T-8. Which of the following non-classroom training facilities are available on your installation and are required for DON-specific PME, recruit and/or officer accession training syllabus?

<i>Facility</i>	<i>Required</i>	<i>Available</i>	<i>Usage (hours/week)</i>
Small Arms Range			
Swimming Pool			
Drill fields			
Physical Fitness/Obstacle Course			
Outdoor Maneuver/Combat Training Area			
Mockup/Lab			
Library			
Other (Specify):			

Source: Military Value Data Call

Responses will be graded with the following formula:

$$\frac{\# \text{Facilities Required and Available}}{\# \text{Facilities Required}}$$

* = JCSG Question

Attribute: Location

Component: *Transportation Availability*

E&T-9: Proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier.

*E&T-9. What is the distance (in miles) from your facility to the nearest Large or Medium Primary Airport?

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the minimum response and zero for the maximum.

Component: *Degree of Training Centralization*

E&T-10a-b: Centralization of training

E&T -10a. (0.75) What is the average annual percentage of your recruit and/or officer accession training graduates who require funded TAD or PCS orders, for immediate follow-on training or assignment?

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the minimum response and zero for the maximum.

E&T -10b. (0.25) If your activity transports students to facilities located off your installation to complete DON-specific PME, recruit and/or officer accession training, list the facility type, location and distance from your installation?

	Facility Type	Location	Distance From Installation
PME			
Recruit Training			
Officer Accession Training			

* = JCSG Question

Source: Military Value Data Call

Binary

Component: Weather Impacts

E&T-11: Number of training days annually lost/impaired due to weather

*E&T-11. Report the number of DON-specific PME, recruit and/or officer accession training days per year lost/impaired due to weather.

	<i><u>Days Lost</u></i>
PME	
Recruit Training	
Officer Accession Training	

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the minimum response and zero for the maximum.

* = JCSG Question

Attribute: Personnel Support

Component: *Medical*

PS-1. Located within the medical catchment area of an in-patient military medical treatment facility.

*PS-1. Is your activity within the medical catchment area of an in-patient military medical treatment facility? (yes/no)

Source: Data Call II

Binary.

Component: *Housing*

PS-2a-c. Relative value of government and PPV housing availability.

*PS-2a. (0.5) What was the average wait time (in months) for family housing, including Public Private Venture (PPV) units, at your installation as of 30 September 2003?

Avg Wait Time = $\frac{(\text{List}_1 \text{ Wait Time} \times \text{List}_1 \text{ Units}) + (\text{List}_2 \text{ Wait Time} \times \text{List}_2 \text{ Units}) + \dots}{\text{Total Housing Units}}$

Source: Data Call II

Based on responses received, analyst will apply a function for zero to maximum credit.

*PS-2b. (0.25) What is the total number of adequate Bachelor Quarters (combined officer and enlisted; both current and budgeted) at your installation divided by the total military population as of 30 Sep 2003?

Source: Capacity Data Call

Ratio of number of rooms per active duty population. Based on responses received, analyst will apply a function for zero to maximum credit.

PS-2c. (0.25) What was the total number of non availabilities issued over the past five years (1999-2003) divided by the total number of transient rooms as of 30 Sept. 2003 at your installation?

Source: Capacity Data Call

Ratio of number of non-availabilities per total number of transient rooms. Based on responses received, analyst will apply a function for zero to maximum credit.

PS-3a-d. Relative value of community housing availability, affordability and proximity.

PS-3a (0.25) What is the community rental vacancy rate?

Source: Data Call II (Criteria 7 question)

Based on responses received, analyst will apply a function for zero to maximum credit.

PS-3b. (0.5) What is the BAH (O-3 with dependents) for the locality as of 1 Jan 2004?

Source: Data Call II (Criteria 7 question)

Based on responses received, analyst will apply a function for zero to maximum credit

~~PS-3c. (0) What is the BAH (E-5 with dependents) for the locality as of 1 Jan 2004?
Deleted by DAG~~

PS-3d. (0.25) What is the average commute time for those living off base (source: Census Bureau)? (Time: minutes)

Source: Data Call II

Based on responses received, analyst will apply a function for zero to maximum credit.

Component: Non-Military Education

PS-4a-c. Relative value of dependent primary and secondary education opportunities in the local community. (Amplification: Local Community is defined as the Military Housing Area (MHA)).

PS-4a. (0.5) What is the total average composite SAT score in the local school districts in the 2002-2003 school year?

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

PS-4b. (0.5) What was the pupil/teacher ratio in the local school districts in the 2002-2003 school year?

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

~~PS-4e. (0) What percent of high school classroom teachers were certified in their subject/core area in the local school districts in the 2002-2003 school year? (%)~~
Deleted by JPAT 7

PS-5a-d. Relative availability of dependent and member post-secondary education in the local community.

PS-5a. (0.4) Does your installation's state charge military family members the in-state tuition rate for higher education? (yes/no)

Source: Military Value Data Call (Criterion 7)

Binary value.

*PS-5b. (0.2) How many vocational/technical schools are available in the local community? (count)

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

*PS-5c. (0.3) How many undergraduate colleges/universities are available in the local community? (count)

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

*PS-5d. (0.1) How many colleges/universities with graduate programs (Masters and/or Ph.D. level) are available in the local community? (count)

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

Component: Employment

PS-6a-b. Relative opportunity for dependent/off-duty employment.

PS-6a. (0.5) What were the annual unemployment rates for the 5-year period of 1999-2003?

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

PS-6b. (0.5) What was the annual covered employment (job growth) for the periods 1998-2003 (%)

Source: Military Value Data Call (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

Component: Fleet and Family Services

PS-7. Relative availability of base services.

*PS-7. Which Support Services facilities are located at your installation?

FACILITY	Available (yes/no)	Value
Commissary		0.4
Exchange		0.2
Family Service Center		0.2
Convenience Store		0.1
Religious Support Services		0.1
TOTAL		1.00

Source: Capacity Data Call

Binary values.

PS-8a-b. Relative availability of child development services.

PS-8a. (0.5) What is the average wait to enroll (in days) for on-base child care? (Count: days)

Source: Data Call II

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

PS-8b. (0.5) How many licensed and/or accredited child care centers do you have in your community (MHA)?

Source: Data Call II (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

* = JCSG Question

Component: MWR

PS-9. Relative availability of MWR facilities.

*PS-9. Which MWR facilities are located at your installation? (y/n)

FACILITY	Available (yes/no)	Value
Gymnasium/Fitness Center		0.3
Swimming Facilities		0.2
Golf Course		0.1
Youth Center		0.1
Officer/Enlisted Club		0.1
Bowling		0.03
Softball Field		0.02
Library		0.01
Theater		0.01
ITT		0.01
Museum/Memorial		0.01
Wood Hobby		0.01
Beach		0.01
Tennis CT		0.01
Volleyball CT (outdoor)		0.01
Basketball CT (outdoor)		0.01
Racquetball CT		0.01
Driving Range		0.01
Marina		0.01
Stables		0.01
Football Field		0.01
Soccer Field		0.01
TOTAL		1.00

Source: Data Call II

Binary value.

* = JCSG Question

Component: Follow-on Tour Opportunities

PS-10. Relative opportunity for follow-on tour in the homeport.

PS-10. For the top five sea intensive ratings in the principle warfare community your base supports, provide the following: (Text: Counts)

Rating	# of Sea Billets in Local Area	#of Shore Billets in Local Area

Source: Data Call II

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

Component: Metropolitan Area Characteristics

PS-11. Relative proximity to a population center/city that has a population greater than 100,000.

PS-11. What is the distance in miles to the nearest population center/city that has a population greater than 100,000?

Source: Data Call II (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

PS-12. Relative proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier.

PS-12. What is the distance in miles to the nearest commercial airport that offers regularly scheduled service by a major airline carrier?

Source: Data Call II (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

* = JCSG Question

PS-13. Relative local crime rate.

PS-13. What is the FBI Crime Index for your activity's location (MHA)? (source: FBI Crime Index 2002; <http://www.fbi.gov/ucr/ucr.htm>) (Numeric)

Source: Data Call II (Criterion 7)

Based on responses received, analyst will apply a function for zero credit to a maximum credit.

Attribute: Ability to support other missions

E&T-12a-b. Ability to support other missions

Component: Other Training

*E&T12a. (0.6) How many square feet of classroom facilities dedicated to DON-specific PME, recruit and/or officer accession training are also used for other training functions?

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

E&T12b. (0.4) How many days per year are your DON-specific PME, recruit and/or officer accession training facilities used in direct support of a joint military, foreign military or other federal, state or local agency sponsored missions?

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

Component: Reserve Support

E&T-13: Reserve/Guard Support.

*E&T-13. How many days per year do Reserve or Guard units use your DON-specific PME, recruit and/or officer accession training facilities for drill periods?

	<i>Number Days</i>
PME	
Recruit Training	
Officer Accession Training	

Source: Military Value Data Call

Analyst will apply a linear scale with one point for the maximum response and zero for the minimum.

* = JCSG Question

Attribute: Environmental and Encroachment

Component: Land Constraints

ENV-2a-c. Relative value of land constraints at the installation and its outlying real property which restrict current operations.

ENV-2a. (0.2) Do any sites with high archeological potential, including sacred, Traditional Cultural Properties, or burial sites used by Native People, constrain current or future construction?

Source: Capacity Data Call

Binary value. Credit is applied for a "no" response.

ENV-2b. (0.4) Do wetlands result in restrictions on training?

Source: Capacity Data Call

Binary value. Credit is applied for a "no" response.

ENV-2c. (0.4) Are there training restrictions as a result of the presence of Threatened and Endangered Species (TES), candidate species, biological opinions or sensitive resource areas?

Source: Capacity Data Call

Binary credit. Credit is applied for a "no" response.

Attribute: Environment and Encroachment

Component: Natural Resource Considerations

ENV-7a. Relative value of restrictions to in-water operations conducted at the installation or at ranges that the installation manages due to environmental laws/regulations.

ENV-7a. (1.0) Do current Endangered Species/Marine Mammal Protection Act restrictions affect shore or in-water operations or testing/training activities conducted at the installation or at a range that the installation manages?

Source: Capacity Data Call

Binary value. Credit is applied for a "no" response.

* = JCSG Question



DON Officer Accession Training

Military Value Analysis

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T1	Question	List the annual DON-specific PME / recruit and/or officer accession training student throughput by training syllabus for FY03.					
DON #	3.1.1a	Source	Capacity Data Call					
DOD #	623	Scoring	Comparison of student loads. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum: Function: Response / highest response received					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	3.1.1a	2584	2	0.62	5.25	3.23	
NAVSTA Newport RI	OTC N & NAPS	3.1.1a	1531	4	0.36	5.25	1.91	
NAS Pensacola FL	OTC Pensacola FL	3.1.1a	1897	3	0.45	5.25	2.37	
USNA Annapolis MD	USNA Annapolis MD	3.1.1a	4200	1	1.00	5.25	5.25	

Chpl due to consistent up dates

Row 2 data changed thus whole process

Self in score

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T2	Question	Given your current facility infrastructure, what is the maximum annual DON-specific PME, recruit and/or officer accession training student load, by training syllabus, which can be supported by your activity?				
DON #	401	Source	Military Value Data Call				
DOD #	1138	Scoring	Comparison of maximum student capacity Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1138	4620	2	0.99	5.35	5.31
NAVSTA Newport RI	OTC-N & NAPS	1138	2975	4	0.64	5.35	3.42
NAS Pensacola FL	OTC Pensacola FL	1138	3775	3	0.81	5.35	4.34
USNA Annapolis MD	USNA Annapolis MD	1138	4656	1	1.00	5.35	5.35

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-4	Question	List the maximum student messing available for recruit and/or officer accession training as of 30 September 2003.				
DON #	1.2.7c	Source	Capacity Data Call				
DOD #	95	Scoring	Capacity of messing facilities. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1.2.7c	5574	2	0.57	7.30	4.15
NAVSTA Newport RI	NAVSTA Newport, RI	1.2.7c	550	4	0.06	7.30	0.41
NAS Pensacola FL	NAS Pensacola FL	1.2.7c	9800	1	1.00	7.30	7.30
USNA Annapolis MD	USNA Annapolis MD	1.2.7c	4578	3	0.47	7.30	3.41

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-5	Question	What is the maximum dedicated billeting capacity (number of beds) available for recruit and/or officer accession training billeting?
DON #	402	Source	Military Value Data Call
DOD #	1139	Scoring	Capacity of billeting facilities. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received

ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1139	2165	2	0.46	8.34	3.88
NAVSTA Newport RI	OTC-N & NAPS	1139	1490	3	0.32	8.34	2.67
NAS Pensacola FL	OTC Pensacola FL	1139	557	4	0.12	8.34	1.00
USNA Annapolis MD	USNA Annapolis MD	1139	4656	1	1.00	8.34	8.34

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-6	Question	What amount of on-base/post acreage can be developed to expand training functions? (Only count buildable acres.)					
DON #	1.4.a	Source	Capacity Data Call					
DOD #	30	Scoring	Amount of buildable acres. Analyst will apply a linear scale. Function: .01 points assigned per acre, maximum 1 point.					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1.4.a	243	2	1.00	4.25	4.25	
NAVSTA Newport RI	NAVSTA Newport RI	1.4.a	16	3	0.16	4.25	0.67	
NAS Pensacola FL	NAS Pensacola FL	1.4.a	548	1	1.00	4.25	4.25	
USNA Annapolis MD	USNA Annapolis MD	1.4.a	N/A	1	0.00	4.25	0.00	

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-7a	Question	Provide the number of classrooms dedicated to DON-specific PME, recruit and/or officer accession training on your installation.				
DON #	1.2.5.b	Source	Capacity Data Call				
DOD #	580	Scoring	Capacity and condition of classroom space. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1.2.5.b	59	3	0.22	2.81	0.62
NAVSTA Newport RI	OTC N / NAPS	1.2.5.b	67	2	0.25	2.81	0.70
NAS Pensacola FL	OTC Pensacola FL	1.2.5.b	15	4	0.06	2.81	0.16
USNA Annapolis MD	USNA Annapolis MD	1.2.5.b	268	1	1.00	2.81	2.81

MILVAL PLAN #	E&T-7b	Question	Provide the total square feet of all classrooms dedicated to DON-specific PME, recruit and/or officer accession training on your installation.				
DON #	1.2.5.b	Source	Capacity Data Call				
DOD #	580	Scoring	Capacity and condition of classroom space. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1.2.5.b	64517	3	0.34	2.81	0.96
NAVSTA Newport RI	OTC N / NAPS	1.2.5.b	71103	2	0.37	2.81	1.05
NAS Pensacola FL	OTC Pensacola FL	1.2.5.b	18439	4	0.10	2.81	0.27
USNA Annapolis MD	USNA Annapolis MD	1.2.5.b	190020	1	1.00	2.81	2.81

MILVAL PLAN #	E&T-7c	Question	What percentage of your total DON-specific PME, recruit and/or officer accession training classroom square footage is classified as adequate?				
DON #	1.2.5.b	Source	Capacity Data Call				
DOD #	580	Scoring	Capacity and condition of classroom space. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum Function: Adequate square footage / Total square footage				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1.2.5.b	0.63	4	0.63	3.75	2.35
NAVSTA Newport RI	NAVSTA Newport RI	1.2.5.b	0.97	2	0.97	3.75	3.64
NAS Pensacola FL	OTC N / NAPS	1.2.5.b	0.87	3	0.87	3.75	3.27
USNA Annapolis MD	USNA Annapolis MD	1.2.5.b	1.00	1	1.00	3.75	3.75

? Base to Activities

MILVAL SCORE FOR E&T-7a-c		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	9.38	3.93
NAVSTA Newport RI	9.38	5.40
NAS Pensacola FL	9.38	3.70
USNA Annapolis MD	9.38	9.38

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-8	Question	Which of the following non-classroom training facilities are available on your installation and are required for DON-specific PME, recruit and/or officer accession training syllabus?					
DON #	403	Source	Military Value Data Call					
DDO #	1140	Scoring	Availability of non-classroom training facilities. Responses will be graded with the following formula: Function: Binary					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA		RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1140	Yes	Yes	1	1.00	9.38	9.38
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			No	No				
NAVSTA Newport RI	OTC-N & NAPS	1140	Yes/No	No/No	1	1.00	9.38	9.38
			Yes/Yes	Yes/Yes				
			Yes/Yes	Yes/Yes				
			Yes/No	Yes/No				
			Yes/No	No/No				
			Yes/Yes	Yes/Yes				
			No/Yes	No/Yes				
			No/No	No/No				
				YES				
NAS Pensacola FL	OTC Pensacola FL	1140	Yes	Yes	1	1.00	9.38	9.38
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			No	No				
			Yes	Yes				
			Yes	Yes				
			No	No				
				YES				
USNA Annapolis MD	USNA Annapolis MD	1140	Yes	Yes	1	1.00	9.38	9.38
			Yes	Yes				
			Yes	Yes				
			Yes	Yes				
			No	No				
			Yes	Yes				
			Yes	Yes				
			No	No				
				YES				

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-9	Question	What is the distance (in miles) from your facility to the nearest Large or Medium Primary Airport ??
DON #		Source	Criterion 7 Data Call
DOD #	1416	Scoring	Proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier. Analyst will apply a linear scale with one point for the minimum response and zero for the maximum. Function: 1-(Response / Highest response received)

ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1416	29	4	0.00	6.78	0.00
NAVSTA Newport RI	NAVSTA Newport RI	1416	27	3	0.07	6.78	0.47
NAS Pensacola FL	NAS Pensacola FL	1416	13.5	1	0.53	6.78	3.62
USNA Annapolis MD	USNA Annapolis MD	1416	23.9	2	0.18	6.78	1.19

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-10a	Question	What is the average annual percentage of your recruit and/or officer accession training graduates who require funded TAD or PCS orders, for immediate follow-on training or assignment?				
DON #	405	Source	Military Value Data Call				
DOD #	1141	Scoring	Centralization of training. Analyst will apply a linear scale with one point for the minimum response and zero for the maximum. Function: 1-(Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1141	74	2	0.26	4.76	1.22
NAVSTA Newport RI	OTC-N & NAPS	1141	99.5	4	0.00	4.76	0.00
NAS Pensacola FL	OTC Pensacola FL	1141	73	1	0.27	4.76	1.27
USNA Annapolis MD	USNA Annapolis MD	1141	98.8	3	0.01	4.76	0.03

MILVAL PLAN #	E&T-10b	Question	If your activity transports students to facilities located off your installation to complete DON-specific PME, recruit and/or officer accession training, list the facility type, location and distance from your installation?				
DON #	406	Source	Military Value Data Call				
DOD #	1142	Scoring	Centralization of training. Function: Binary				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1142	0	1	1.00	1.59	1.59
NAVSTA Newport RI	OTC-N & NAPS	1142	N/A	1	1.00	1.59	1.59
NAS Pensacola FL	OTC Pensacola FL	1142	N/A	1	1.00	1.59	1.59
USNA Annapolis MD	USNA Annapolis MD	1142	3000	4	0.00	1.59	0.00

MILVAL SCORE FOR E&T-10a-b		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	6.35	2.81
NAVSTA Newport RI	6.35	1.59
NAS Pensacola FL	6.35	2.86
USNA Annapolis MD	6.35	0.03

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-11	Question	Report the number of DON-specific PME, recruit and/or officer accession training days per year lost/impaired due to weather.				
DON #	408	Source	Military Value Data Call				
DOD #	1144	Scoring	Number of training days annually lost/impaired due to weather. Analyst will apply a linear scale with one point for the minimum response and zero for the maximum Function: 1-(Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1144	18	4	0.00	1.87	0.00
NAVSTA Newport RI	OTC-N & NAPS	1144	1	1	0.94	1.87	1.76
NAS Pensacola FL	OTC Pensacola FL	1144	2	2	0.89	1.87	1.66
USNA Annapolis MD	USNA Annapolis MD	1144	10	3	0.44	1.87	0.83

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-12a	Question	How many square feet of classroom facilities dedicated to DON-specific PME, recruit and/or officer accession training are also used for other training functions?				
DON #	409	Source	Military Value Data Call				
DOD #	1145	Scoring	Ability to support other missions. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1145	0	2	0.00	3.00	0.00
NAVSTA Newport RI	OTC-N & NAPS	1145	18132	1	1.00	3.00	3.00
NAS Pensacola FL	OTC Pensacola FL	1145	0	2	0.00	3.00	0.00
USNA Annapolis MD	USNA Annapolis MD	1145	0	2	0.00	3.00	0.00



SEE Pensacola file

MILVAL PLAN #	E&T-12b	Question	How many days per year are your DON-specific PME, recruit and/or officer accession training facilities used in direct support of a joint military, foreign military or other federal, state or local agency sponsored missions?				
DON #	410	Source	Capacity Data Call				
DOD #	1146	Scoring	Ability to support other missions. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1146	15	3	0.25	2.00	0.50
NAVSTA Newport RI	OTC-N & NAPS	1146	60	1	1.00	2.00	2.00
NAS Pensacola FL	OTC Pensacola FL	1146	4	4	0.07	2.00	0.13
USNA Annapolis MD	USNA Annapolis MD	1146	36	2	0.60	2.00	1.20

MILVAL SCORE FOR E&T-12a,b		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	5.00	0.50
NAVSTA Newport RI	5.00	5.00
NAS Pensacola FL	5.00	0.13
USNA Annapolis MD	5.00	1.20

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-13	Question	How many days per year do Reserve or Guard units use your DON-specific PME, recruit and/or officer accession training facilities for drill periods?				
DON #	411	Source	Military Value Data Call				
DOD #	1147	Scoring	Reserve/Guard Support. Analyst will apply a linear scale with one point for the maximum response and zero for the minimum. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1147	0	3	0.00	5.00	0.00
NAVSTA Newport RI	OTC-N & NAPS	1147	43	1	1.00	5.00	5.00
NAS Pensacola FL	OTC Pensacola FL	1147	0	3	0.00	5.00	0.00
USNA Annapolis MD	USNA Annapolis MD	1147	4	2	0.09	5.00	0.47

4 to 3 weeks

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-1	Question	Is your activity within the medical catchment area of an in-patient military medical treatment facility? (yes/no)				
DON #	40	Source	Military Value Data Call				
DOD #	1038	Scoring	Located within the medical catchment area of an in-patient military medical treatment facility. Function: Binary.				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1038	Yes	1	1.00	1.88	1.88
NAVSTA Newport RI	NAVSTA Newport RI	1038	No	1	0.00	1.88	0.00
NAS Pensacola FL	OTC Pensacola FL	1038	Yes	1	1.00	1.88	1.88
USNA Annapolis MD	USNA Annapolis MD	1038	Yes	1	1.00	1.88	1.88

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-2a	Question	What was the average wait time (in months) for family housing, including Public Private Venture (PPV) units, at your installation as of 30 September 2003?					
DON #	41	Source	Military Value Data Call					
DOD #	1039	Scoring	Relative value of government and PPV housing availability. Based on responses received, analyst will apply a function for zero to maximum credit. Function: 1 - (Response / Highest response received)					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1039	1	2	0.50	2.35	1.17	
NAVSTA Newport RI	NAVSTA Newport RI	1039	1.38	3	0.31	2.35	0.73	
NAS Pensacola FL	OTC Pensacola FL	1039	2	4	0.00	2.35	0.00	
USNA Annapolis MD	USNA Annapolis MD	1039	0	1	1.00	2.35	2.35	

MILVAL PLAN #	PS-2b	Question	What is the total number of adequate Bachelor Quarters (combined officer and enlisted; both current and budgeted) at your installation divided by the total military population as of 30 Sep 2003?					
DON #	1.1.1, 1.2.6.2.a, 1.2.6.2.b	Source	Capacity Data Call					
DOD #	590, 16, 17	Scoring	Relative value of government and PPV housing availability. Ratio of number of rooms per active duty population. Based on responses received, analyst will apply a function for zero to maximum credit. Function: Response / highest response received					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1.1.1, 1.2.6.2.a, 1.2.6.2.b	0.27	1	1.00	1.17	1.17	
NAVSTA Newport RI	NAVSTA Newport RI	1.1.1, 1.2.6.2.a, 1.2.6.2.b	N/A	4	0.00	1.17	0.00	
NAS Pensacola FL	NAS Pensacola FL	1.1.1, 1.2.6.2.a, 1.2.6.2.b	0.20	2	0.73	1.17	0.85	
USNA Annapolis MD	USNA Annapolis MD	1.1.1, 1.2.6.2.a, 1.2.6.2.b	0.18	3	0.64	1.17	0.76	

MILVAL PLAN #	PS-2c	Question	What was the total number of non-availability nights issued over the past 3 years (2001-2003) at your installation?					
DON #	1.2.6.3.a, 1.2.6.3.b	Source	Capacity Data Call					
DOD #	307, 306	Scoring	Relative value of government and PPV housing availability. Function: 1 - (Response / highest response received)					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1.2.6.3.a, 1.2.6.3.b	64321.00	2	0.78	1.17	0.91	
NAVSTA Newport RI	NAVSTA Newport RI	1.2.6.3.a, 1.2.6.3.b	48439.00	1	0.83	1.17	0.98	
NAS Pensacola FL	NAS Pensacola FL	1.2.6.3.a, 1.2.6.3.b	291595.00	3	0.00	1.17	0.00	
USNA Annapolis MD	USNA Annapolis MD	1.2.6.3.a, 1.2.6.3.b	N/A	1	1.00	1.17	1.17	

MILVAL SCORE FOR PS-2a-c		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	4.69	3.26
NAVSTA Newport RI	4.69	1.71
NAS Pensacola FL	4.69	0.85
USNA Annapolis MD	4.69	4.28

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-3a	Question	What is the community rental vacancy rate?				
DON #		Source	Criterion 7 Data Call				
DOD #	1410	Scoring	Relative value of community housing availability, affordability and proximity. Based on responses received, analyst will apply a function for zero to maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1410	52706	1	1.00	0.83	0.83
NAVSTA Newport RI	NAVSTA Newport RI	1410	786	4	0.01	0.83	0.01
NAS Pensacola FL	NAS Pensacola FL	1410	4928	3	0.09	0.83	0.08
USNA Annapolis MD	USNA Annapolis MD	1410	21775	2	0.41	0.83	0.34

MILVAL PLAN #	PS-3b	Question	What is the BAH (O-3 with dependents) for the locality as of 1 Jan 2004?				
DON #		Source	C7 ANSWER REFERENCE				
DOD #	1402	Scoring	Relative value of community housing availability, affordability and proximity. Based on responses received, analyst will apply a function for zero to maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	C7 ANSWER REFERENCE	1402	1542	3	0.79	1.66	1.31
NAVSTA Newport RI	C7 ANSWER REFERENCE	1402	1952	1	1.00	1.66	1.66
NAS Pensacola FL	C7 ANSWER REFERENCE	1402	946	4	0.48	1.66	0.81
USNA Annapolis MD	C7 ANSWER REFERENCE	1402	1781	2	0.91	1.66	1.52

MILVAL PLAN #	PS-3c	Question	What is the BAH (E-5 with dependents) for the locality as of 1 Jan 2004?				
DON #		Source	QUESTION DELETED BY DAG				
DOD #		Scoring	Based on response received, analyst will apply a function for zero to maximum credit.				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA				#N/A		0.00	0.00
NAVSTA Newport RI				#N/A		0.00	0.00
NAS Pensacola FL				#N/A		0.00	0.00
USNA Annapolis MD				#N/A		0.00	0.00

MILVAL PLAN #	PS-3d	Question	What is the average commute time for those living off base (source: Census Bureau)? (Time: minutes)				
DON #	42	Source	Military Value Data Call				
DOD #	1040	Scoring	Relative value of community housing availability, affordability and proximity. Based on responses received, analyst will apply a function for zero to maximum credit. Function: 1-(Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1040	36.9	4	0.00	0.83	0.00
NAVSTA Newport RI	NAVSTA Newport RI	1040	21.7	1	0.41	0.83	0.34
NAS Pensacola FL	OTC Pensacola FL	1040	23	2	0.38	0.83	0.31
USNA Annapolis MD	USNA Annapolis MD	1040	28.9	3	0.22	0.83	0.18

MILVAL SCORE FOR E&T-3a-d		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	3.33	2.15
NAVSTA Newport RI	3.33	2.02
NAS Pensacola FL	3.33	1.20
USNA Annapolis MD	3.33	2.04

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-4a	Question	What is the total average composite SAT score in the local school districts in the 2002-2003 school year?					
DON #		Source	Criterion Seven Data Call					
DOD #	1406	Scoring	Relative value of dependent primary and secondary education opportunities in the local community. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1406	1025	2	1.00	0.19	0.19	
NAVSTA Newport RI	NAVSTA Newport RI	1406	1010	3	0.98	0.19	0.19	
NAS Pensacola FL	NAS Pensacola FL	1406	1029	1	1.00	0.19	0.19	
USNA Annapolis MD	USNA Annapolis MD	1406	971	4	0.94	0.19	0.18	

MILVAL PLAN #	PS-4b	Question	What was the pupil/teacher ratio in the local school districts in the 2002-2003 school year?					
DON #		Source	Criterion Seven Data Call					
DOD #	1405	Scoring	Relative value of dependent primary and secondary education opportunities in the local community. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: $\leq 15 = 1.00, >15 \text{ to } 20 = 0.75, >20 \text{ to } 25 = 0.50, >25 \text{ to } 30 = 0.25, >30 = 0$					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA	MCB Quantico VA	1405	16	4	0.75	0.19	0.14	
NAVSTA Newport RI	NAVSTA Newport RI	1405	22	2	0.50	0.19	0.10	
NAS Pensacola FL	NAS Pensacola FL	1405	26	1	0.25	0.19	0.05	
USNA Annapolis MD	USNA Annapolis MD	1405	17	3	0.75	0.19	0.14	

MILVAL PLAN #	PS-4c	Question	What percent of high school classroom teachers were certified in their subject/core area in the local school districts in the 2002-2003 school year? (%)					
DON #		Source	QUESTION DELETED BY JPAT 7					
DOD #	1405	Scoring	Relative value of dependent primary and secondary education opportunities in the local community. Analyst will apply a function to answers from zero to 100 percent. Function: Response / 100					
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE	
MCB Quantico VA				#N/A		0.00	0.00	
NAVSTA Newport RI				#N/A		0.00	0.00	
NAS Pensacola FL				#N/A		0.00	0.00	
USNA Annapolis MD				#N/A		0.00	0.00	

MILVAL SCORE FOR PS-4a-c		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	0.39	0.34
NAVSTA Newport RI	0.39	0.29
NAS Pensacola FL	0.39	0.24
USNA Annapolis MD	0.39	0.33

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-5a	Question	Does your installation's state charge military family members the in-state tuition rate for higher education? (yes/no)				
DON #		Source	Criterion 7 Data Call				
DOD #	1404	Scoring	Relative availability of dependent and member post-secondary education in the local community. Function: Binary				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	C7 ANSWER REFERENCE	1404	N	4	0.00	0.13	0.00
NAVSTA Newport RI	C7 ANSWER REFERENCE	1404	Y	1	1.00	0.13	0.13
NAS Pensacola FL	C7 ANSWER REFERENCE	1404	Y	1	1.00	0.13	0.13
USNA Annapolis MD	C7 ANSWER REFERENCE	1404	Y	1	1.00	0.13	0.13

MILVAL PLAN #	PS-5b	Question	How many vocational/technical schools are available in the local community? (count)				
DON #		Source	Criterion 7 Data Call				
DOD #	1407	Scoring	Relative availability of dependent and member post-secondary education in the local community. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1407	5	2	0.42	0.07	0.03
NAVSTA Newport RI	NAVSTA Newport RI	1407	3	3	0.25	0.07	0.02
NAS Pensacola FL	NAS Pensacola FL	1407	2	4	0.17	0.07	0.01
USNA Annapolis MD	USNA Annapolis MD	1407	12	1	1.00	0.07	0.07

MILVAL PLAN #	PS-5c	Question	How many undergraduate colleges/universities are available in the local community? (count)				
DON #		Source	Criterion 7 Data Call				
DOD #	1407	Scoring	Relative availability of dependent and member post-secondary education in the local community. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1407	3	3	0.05	0.10	0.01
NAVSTA Newport RI	NAVSTA Newport RI	1407	6	2	0.11	0.10	0.01
NAS Pensacola FL	NAS Pensacola FL	1407	3	3	0.05	0.10	0.01
USNA Annapolis MD	USNA Annapolis MD	1407	55	1	1.00	0.10	0.10

MILVAL PLAN #	PS-5d	Question	How many colleges/universities with graduate programs (Masters and/or Ph.D. level) are available in the local community? (count)				
DON #	42	Source	Criterion 7 Data Call				
DOD #	1407	Scoring	Relative availability of dependent and member post-secondary education in the local community. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1407	9	2	0.23	0.03	0.01
NAVSTA Newport RI	NAVSTA Newport RI	1407	5	3	0.13	0.03	0.00
NAS Pensacola FL	NAS Pensacola FL	1407	2	4	0.05	0.03	0.00
USNA Annapolis MD	USNA Annapolis MD	1407	39	1	1.00	0.03	0.03

MILVAL SCORE FOR E&T-5a-d		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	0.33	0.04
NAVSTA Newport RI	0.33	0.16
NAS Pensacola FL	0.33	0.15
USNA Annapolis MD	0.33	0.33

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-6a	Question	What were the annual unemployment rates for the 5-year period of 1999-2003?				
DON #		Source	Criterion Seven Data Call				
DOD #	1408	Scoring	Relative opportunity for dependent/off-duty employment. Based on responses received, analyst will apply a function for zero credit to a maximum credit Function: 1 - (Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1408	3.06	1	0.33	0.08	0.03
NAVSTA Newport RI	NAVSTA Newport RI	1408	3.92	2	0.14	0.08	0.01
NAS Pensacola FL	NAS Pensacola FL	1408	4.18	3	0.08	0.08	0.01
USNA Annapolis MD	USNA Annapolis MD	1408	4.56	4	0.00	0.08	0.00

MILVAL PLAN #	PS-6b	Question	What was the annual covered employment (job growth) for the periods 1998-2003 (%)				
DON #		Source	Criterion Seven Data Call				
DOD #	1409	Scoring	Relative opportunity for dependent/off-duty employment. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1409	1139383	2	0.91	0.08	0.07
NAVSTA Newport RI	NAVSTA Newport RI	1409	42519	3	0.03	0.08	0.00
NAS Pensacola FL	NAS Pensacola FL	1409	957	4	0.00	0.08	0.00
USNA Annapolis MD	USNA Annapolis MD	1409	1257659	1	1.00	0.08	0.08

MILVAL SCORE FOR PS-6a-b		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	0.17	0.10
NAVSTA Newport RI	0.17	0.01
NAS Pensacola FL	0.17	0.01
USNA Annapolis MD	0.17	0.08

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-7	Question	Which Support Services facilities are located at your installation?				
DON #		Source	Military Value Data Call				
DOD #	1041	Scoring	Relative availability of base services. Function: Binary values. Credit apportioned IAW IEG approved scoring plan.				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1041	Yes	1	1.00	1.34	1.34
			Yes				
			Yes				
			Yes				
			Yes				
NAVSTA Newport RI	NAVSTA Newport RI	1041	Yes	1	1.00	1.34	1.34
			Yes				
			Yes				
			Yes				
			Yes				
NAS Pensacola FL	OTC Pensacola FL	1041	Yes	1	1.00	1.34	1.34
			Yes				
			Yes				
			Yes				
			Yes				
USNA Annapolis MD	USNA Annapolis MD	1041	Yes	1	1.00	1.34	1.34
			Yes				
			Yes				
			Yes				
			Yes				

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-8a	Question	What is the average wait to enroll (in days) for on-base child care? (Count: days)				
DON #	44	Source	Military Value Data Call				
DOD #	1042	Scoring	Relative availability of child development services. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: 1 - (Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1042	0	1	1.00	0.57	0.57
NAVSTA Newport RI	NAVSTA Newport RI	1042	60	2	0.56	0.57	0.32
NAS Pensacola FL	OTC Pensacola FL	1042	80	3	0.41	0.57	0.24
USNA Annapolis MD	USNA Annapolis MD	1042	136	4	0.00	0.57	0.00

MILVAL PLAN #	PS-8b	Question	How many licensed and/or accredited child care centers do you have in your community (MHA)?				
DON #		Source	Criterion Seven Data Call				
DOD #	1400	Scoring	Relative availability of child development services. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: Response / highest response received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1400	16	2	0.59	0.57	0.34
NAVSTA Newport RI	NAVSTA Newport RI	1400	3	4	0.11	0.57	0.06
NAS Pensacola FL	OTC Pensacola FL	1400	13	3	0.48	0.57	0.28
USNA Annapolis MD	USNA Annapolis MD	1400	27	1	1.00	0.57	0.57

MILVAL SCORE FOR PS-8a-b		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	1.15	0.91
NAVSTA Newport RI	1.15	0.38
NAS Pensacola FL	1.15	0.51
USNA Annapolis MD	1.15	0.57

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-10	Question	For the top five sea intensive ratings in the principle warfare community your base supports, provide the following: For the top five ratings / military occupational specialties (MOSs) in the naval ground forces supported by your base, provide the following:				
DON #	46, 47	Source	Military Value Data Call				
DOD #	1044, 1045	Scoring	Relative opportunity for follow-on tour in the homeport. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: # Shore billets / Highest # shore billets received				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1045	888	2	0.25	0.06	0.01
NAVSTA Newport RI	NAVSTA Newport RI	1044	421	3	0.12	0.06	0.01
NAS Pensacola FL	NAS Pensacola FL	1044	3550	1	1.00	0.06	0.06
USNA Annapolis MD	USNA Annapolis MD	1044	147	4	0.04	0.06	0.00

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-11	Question	What is the distance in miles to the nearest population center/city that has a population greater than 100,000?				
DON #		Source	Criterion Seven Data Call				
DOD #	1412	Scoring	Relative proximity to a population center/city that has a population greater than 100,000. Based on responses received, analyst will apply a function for zero credit to a maximum credit Function: 1 - (Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1412	27	4	0.53	0.11	0.06
NAVSTA Newport RI	NAVSTA Newport RI	1412	32	2	0.45	0.11	0.05
NAS Pensacola FL	NAS Pensacola FL	1412	58	1	0.00	0.11	0.00
USNA Annapolis MD	USNA Annapolis MD	1412	28.6	3	0.51	0.11	0.06

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-12	Question	What is the distance in miles to the nearest commercial airport that offers regularly scheduled service by a major airline carrier?				
DON #		Source	Criterion Seven Data Call				
DOD #	1416	Scoring	Relative proximity to the nearest commercial airport that offers regularly scheduled service by a major airline carrier. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: 1 - (Response / Highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1416	29	4	0.00	1.00	0.00
NAVSTA Newport RI	NAVSTA Newport RI	1416	27	3	0.07	1.00	0.07
NAS Pensacola FL	NAS Pensacola FL	1416	13.5	1	0.53	1.00	0.53
USNA Annapolis MD	USNA Annapolis MD	1416	23.9	2	0.18	1.00	0.18

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	PS-13	Question	What is the FBI Crime Index for your activity's location (MHA)? (source: FBI Crime Index 2002; http://www.fbi.gov/ucr/ucr.htm) (Numeric)				
DON #		Source	Criterion Seven Data Call				
DOD #	1415	Scoring	Relative local crime rate. Based on responses received, analyst will apply a function for zero credit to a maximum credit. Function: 1-(response / highest response received)				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	1415	4047.1	2	0.21	0.17	0.03
NAVSTA Newport RI	NAVSTA Newport RI	1415	2733	1	0.47	0.17	0.08
NAS Pensacola FL	NAS Pensacola FL	1415	4230.9	3	0.17	0.17	0.03
USNA Annapolis MD	USNA Annapolis MD	1415	5124.3	4	0.00	0.17	0.00

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	ENV-2a	Question	Do any sites with high archeological potential, including sacred, Traditional Cultural Properties, or burial sites used by Native People, constrain current or future construction?
DON #	2.1.3.1.b, 2.1.3.1.c	Source	Capacity Data Call
DOD #	232, 231	Scoring	Relative value of land constraints at the installation and its outlying real property which restrict current operations. Function: Binary value. Credit is applied for a "no" response.

ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	2.1.3.1.b 2.1.3.1.c	Yes	2	0.00	1.30	0.00
			Yes				
NAVSTA Newport RI	NAVSTA Newport RI	2.1.3.1.b 2.1.3.1.c	Yes	2	0.00	1.30	0.00
			Yes				
NAS Pensacola FL	NAS Pensacola FL	2.1.3.1.b 2.1.3.1.c	Yes	2	0.00	1.30	0.00
			N/A				
USNA Annapolis MD	USNA Annapolis MD	2.1.3.1.b 2.1.3.1.c	N/A	1	1.00	1.30	1.30

MILVAL PLAN #	ENV-2b	Question	Do wetlands result in restrictions on training?
DON #	2.1.4.1.a	Source	Capacity Data Call
DOD #	257	Scoring	Relative value of land constraints at the installation and its outlying real property which restrict current operations. Function: Binary value. Credit is applied for a "no" response.

ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	2.1.4.1.a	Yes	2	0.00	2.60	0.00
NAVSTA Newport RI	NAVSTA Newport RI	2.1.4.1.a	No	1	1.00	2.60	2.60
NAS Pensacola FL	NAS Pensacola FL	2.1.4.1.a	No	1	1.00	2.60	2.60
USNA Annapolis MD	USNA Annapolis MD	2.1.4.1.a	N/A	1	1.00	2.60	2.60

MILVAL PLAN #	ENV-2c	Question	Are there training restrictions as a result of the presence of Threatened and Endangered Species (TES), candidate species, biological opinions or sensitive resource areas?
DON #	2.1.4.6.a	Source	Capacity Data Call
DOD #	259	Scoring	Relative value of land constraints at the installation and its outlying real property which restrict current operations. Function: Binary value. Credit is applied for a "no" response.

ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	2.1.4.6.a	YES	2	0.00	2.60	0.00
NAVSTA Newport RI	NAVSTA Newport RI	2.1.4.6.a	N/A	1	1.00	2.60	2.60
NAS Pensacola FL	NAS Pensacola FL	2.1.4.6.a	YES	2	0.00	2.60	0.00
USNA Annapolis MD	USNA Annapolis MD	2.1.4.6.a	N/A	1	1.00	2.60	2.60

Base
X

MILVAL SCORE FOR PS-2a-c		
ACTIVITY	TOTAL WEIGHT	MILVAL SCORE
MCB Quantico VA	6.50	0.00
NAVSTA Newport RI	6.50	5.20
NAS Pensacola FL	6.50	2.60
USNA Annapolis MD	6.50	6.50

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

MILVAL PLAN #	E&T-7a	Question	Do current Endangered Species/Marine Mammal Protection Act restrictions affect shore or in-water operations or testing/training activities conducted at the installation or at a range that the installation manages?				
DON #	2.1.4.2.a, 2.1.4.3.a	Source	Capacity Data Call				
DOD #	249, 250	Scoring	Relative value of restrictions to in-water operations conducted at the installation or at ranges that the installation manages due to environmental laws/regulations. Function: Binary value. Credit is applied for a "no" response.				
ACTIVITY	DATA SOURCE ACTIVITY	DONBITS REPORT QUESTION	DATA	RANK	SCORE	WEIGHT	MILVAL SCORE
MCB Quantico VA	MCB Quantico VA	2.1.4.2.a, 2.1.4.3.a	N/A	1	1.00	3.50	3.50
NAVSTA Newport RI	NAVSTA Newport RI	2.1.4.2.a, 2.1.4.3.a	N/A	1	1.00	3.50	3.50
NAS Pensacola FL	NAS Pensacola FL	2.1.4.2.a, 2.1.4.3.a	YES	2	0.00	3.50	0.00
USNA Annapolis MD	USNA Annapolis MD	2.1.4.2.a, 2.1.4.3.a	N/A	1	1.00	3.50	3.50

X Base

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

	MCB Quantico VA	NAVSTA Newport RI	NAS Pensacola FL	USNA Annapolis MD
Training Infrastructure (49.25)				
E&T-1	3.23	1.91	2.37	5.25
E&T-2	5.31	3.42	4.34	5.35
E&T-4	4.15	0.41	7.30	3.41
E&T-5	3.88	2.67	1.00	8.34
E&T-6	4.25	0.67	4.25	0.00
E&T-7a-c	3.93	5.40	3.70	9.38
E&T-8	9.38	9.38	9.38	9.38
Training Infrastructure TOTAL	34.13	23.86	32.33	41.11
Location (15)				
E&T-9	0.00	0.47	3.62	1.19
E&T-10a-b	2.81	1.59	2.86	0.03
E&T-11	0.00	1.76	1.66	0.83
Location TOTAL	2.81	3.82	8.14	2.06
Personnel Support (15.75)				
PS-1	1.88	0.00	1.88	1.88
PS-2a-c	3.26	1.71	0.85	4.28
PS-3a-d	2.15	2.02	1.20	2.04
PS-4a-c	0.34	0.29	0.24	0.33
PS-5a-d	0.04	0.16	0.15	0.33
PS-6a-b	0.10	0.01	0.01	0.08
PS-7	1.34	1.34	1.34	1.34
PS-8a-b	0.91	0.38	0.51	0.57
PS-9	1.13	0.85	1.13	1.03
PS-10	0.01	0.01	0.06	0.00
PS-11	0.06	0.05	0.00	0.06
PS-12	0.00	0.07	0.53	0.18
PS-13	0.03	0.08	0.03	0.00
Personnel Support TOTAL	11.25	6.97	7.92	12.12
Ability to Support Other Missions (10)				
E&T-12a-b	0.50	5.00	0.13	1.20
E&T-13	0.00	5.00	0.00	0.47
Ability to Support Other Missions TOTAL	0.50	10.00	0.13	1.67
Environment and Encroachment (10)				
ENV-2a-c	0.00	5.20	2.60	6.50
ENV-7a	3.50	3.50	0.00	3.50
Environment and Encroachment TOTAL	3.50	8.70	2.60	10.00

TOTAL MILITARY VALUE (100.00)	52.19	53.35	51.13	66.95
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MCB Quantico VA NAVSTA Newport RI NAS Pensacola FL USNA Annapolis MD

*See Supporting
Raw Data does not
exist - over written
As it was
updated*

Final





JEFF MILLER
1ST DISTRICT, FLORIDA

COMMITTEE ON ARMED SERVICES
SUBCOMMITTEE ON TERRORISM,
CONVENTIONAL THREATS, AND CAPABILITIES
SUBCOMMITTEE ON READINESS

COMMITTEE ON VETERANS' AFFAIRS
SUBCOMMITTEE ON HEALTH

SUBCOMMITTEE ON DISABILITY ASSISTANCE
AND MEMORIAL AFFAIRS
CHAIRMAN

Congress of the United States
House of Representatives
Washington, DC 20515

WASHINGTON OFFICE:
324 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-4136

DISTRICT OFFICES:
4300 BAYOU BOULEVARD
SUITE 12
PENSACOLA, FL 32503
(850) 479-1183

348 S.W. MIRACLE STRIP PARKWAY
UNIT 24
FORT WALTON BEACH, FL 32548
(850) 664-1266
<http://jeffmiller.house.gov>

August 5, 2005

The Honorable Anthony Principi
Chairman, 2005 Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

As the Commission starts to vote on finalizing the BRAC recommendations, the Pensacola community wants to communicate with you one last time to shed new light on recently uncovered information regarding the Department of Defense BRAC recommendation to consolidate Officer Training Command (OTC) Pensacola with OTC Newport. This information will complement our entire analysis of the OTC consolidation recommendation, which was submitted for the record at the BRAC Commission regional hearing in New Orleans on July 22, 2005.

It is unfortunate that we were not able to provide the information regarding OTC Pensacola before the BRAC Commission hearing on July 18, which dealt with additions to the DOD BRAC recommendation list. We believe that if we had been able to present this information prior to the July 18th BRAC Commission hearing, the case for consolidating OTC Newport with OTC Pensacola at NAS Pensacola would have been considered.

The Navy still maintains that costs will be significantly reduced by creation of the Center for Officer Training at Newport, RI. A thorough analysis of military value, COBRA data and inconsistent and often incorrect data provided by the Navy has proved beyond any doubt that at the very least OTC Pensacola should remain where it is. The best recommendation, however, would be for OTC Newport to be consolidated with OTC Pensacola at NAS Pensacola.

We wanted to present a few additional pieces of information that clearly illustrate that incorrect data was used and that there will be no cost savings from moving OTC Pensacola to OTC Newport. The first is in the environmental questions of the military value analysis of OTC Newport.

According to the Navy the answers to the environmental questions asked in the military value data ~~all were provided by the base, not by~~ OTC. In the final certified data provided for OTC Newport, the scores received on ~~military value~~ questions ENV-2a-c and ENV-7a were 5.20 and 3.50, respectively. However, on a different comparison

Discrepancy Data Calls (DDCs) to OTC Pensacola

Data Call	Date	DoD Question	Question Text	Discrepancy	Old Answer	Adjusted Answer
Capacity E228	2-Aug-04	DoD #624	<i>If your installation hosts Dept of the Navy Officer or Enlisted Accession Training, Marine Combat Training, Junior Officer Professional Military Education or unique career schools, or Senior Enlisted Academies, list the average daily student population by training syllabus, by month for FY03. Project requirements for FY04-09. Include students awaiting training, students in training and students out of training (i.e., interrupted training, awaiting transfer).</i>	<p>The intent of question 3.1.1.H (DoD#624) is to determine the average number of students on board attending education and training. For example, if the installation has 4 one-week courses each month with 100 students each week and the students don't overlap, the average daily students on-board would be 100 for the month. However, if the students periodically overlap, the average per month could be higher. At the same time, there may be a month where there are no students on board for a given course. Therefore, the projected averages for FY04 through FY09 should be based on the averages expected for each month, which are summed and then divided by 12 to get the annual number.</p> <p>The values provided for projected FY04-FY09 Totals in response to question 3.1.1.H appear high compared to the monthly values provided. (They appear to be annual totals). Please re-check the entries that were submitted in response to question 3.1.1.H., based on the issues described above. If the entries require correction based on the additional amplification provided, please submit a change (using the attached spreadsheets) and submit via your certification chain.</p>	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCP - DoD #624</i>

Discrepancy Data Calls (DDCs) to OTC Newport

Data Call	Date	DoD Question	Question Text	Discrepancy	Old Answer	Adjusted Answer
Capacity	3-Jun-04	DoD #104	<i>If your installation hosts specialized skills training (sub functions of Initial Skills Training, Skills Progression Training and Functional Training), complete the following. List each formal school/training center and complete each field. Group courses by formal school/training center. The OSD OCC code can be found in the Department of Defense occupational conversion index, DoD 1312.1-1 and are also available at the Defense Manpower Data Center web page. The classroom hours, lab hours, auditorium hours, range hours and other hours should equal the total hours of the course as prescribed by the POI.</i>	<p>Student load appears to be based on throughput rather than the DoD formula. The listed value is not consistent with course length given. Student load is a measure of training production that takes into account both the number of students trained and the length of training conducted. Load for a course is calculated by the following equation:</p> $\text{Student load} = \frac{(\text{Entrants} + \text{Graduates}) \times (\text{course length in training days})}{244 \text{ training days/year}}$ <p>Provide the response to one decimal place. Of note, the services use slightly different numbers (generally between 244 to 250) as the number of training days per year. For consistency, 244 training days per year was approved as the standard for Joint service analysis of Specialized Skill Training during BRAC 2005.</p>	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCN - DoD # 104</i>
Capacity E194	22-Jul-04	DoD #106	<i>If your installation hosts Initial Skills Training, Skills Progression Training and/or Functional Training (Specialized Skill Training), provide the number of admin support personnel authorized.</i>	Personnel at the joint group examining your programs have suggested that the number of admin personnel that you have entered in your response to this question is too low. Please review the question and amplification and then update your answer if appropriate.	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCN - DoD #106</i>
Military Value	27-Aug-04	DoD #1753	<i>What is the classroom usage rate for each category of Specialized Skills Training classrooms broken down by size (small, medium, and large)?</i>	DoD 1753 (Classroom usage rate) was targeted to 77 activities. 40 answered correctly, 8 responded NA, 11 calculated answer incorrectly, and 18 calculated the number properly, but reported as a whole number rather than a fraction (75 instead of .75, for example). This can be shown because the final value of Classroom Usage Rate is the arithmetic amplification instructed that <i>Classroom Usage Rate</i> is the result of dividing <i>Weekly Usage</i> by <i>Total Weekly Capacity</i> . All three values are reported in DONBITS which made the errors evident during review. The term "usage rate" appears to have led activities to report as a percentage, thus providing a whole number answer rather than a fraction.	N/A	For the 18 activities that only require the decimal place be moved 2 places to the left, IAT will correct the data fields in DONBITS prior to DASN (IS&A) certification, and notify the activities and certification chain of the correction and justification. These activities include: OTC_NEWPORT_RI

Capacity E227	2-Aug-04	DoD #107	<i>If your installation hosts education and training, list the average daily student population by month. Project Requirements for FY04 - FY09. Include students awaiting training, students in training and students out of training (e.g. interrupted training, awaiting transfer).</i>	<p>The intent of question 3.1.1.G (DoD 107) is to determine the average number of students on board attending Specialized Skill Training, Flight Training, and Professional Development Education. The computation method for monthly averages and FY Totals is the same as the method described for question 3.1.1.H which is intended to collect average daily student population for DON Officer Accession training, DON Enlisted Accession training, etc. For example, if the installation has 4 one-week courses each month with 100 students each week and the students don't overlap, the average daily students on-board would be 100 for the month. However, if the student periodically overlap, the average per month could be higher. At the same time, there may be a month where there are no students on board for a given course. Therefore, the projected averages for FY04 through FY09 should be based on the averages expected for each month, which are summed and then divided by 12 to get the annual number.</p> <p>The values provided for actual FY02-FY03 Totals and projected FY04-FY09 Totals in response to question 3.1.1.G appear high compared to the monthly values provided. (They appear to be annual totals). Please re-check the entries that were submitted in response to question 3.1.1.G based on the issues described in item (1) above. If the entries require correction based on the additional amplification provided, please submit a change (using the attached spreadsheets) and submit via your certification chain.</p>	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCN - DOD #107</i>
Capacity E227	2-Aug-04	DoD #624	<i>If your installation hosts Dept of the Navy Officer or Enlisted Accession Training, Marine Combat Training, Junior Officer Professional Military Education or unique career schools, or Senior Enlisted Academies, list the average daily student population by training syllabus, by month for FY03. Project requirements for FY04-09. Include students awaiting training, students in training and students out of training (i.e., interrupted training, awaiting transfer).</i>	<p>The intent of question 3.1.1.H (DoD#624) is to determine the average number of students on board attending education and training. For example, if the installation has 4 one-week courses each month with 100 students each week and the students don't overlap, the average daily students on-board would be 100 for the month. However, if the students periodically overlap, the average per month could be higher. At the same time, there may be month where there are no students on board for a given course. Therefore, the projected averages for FY04 through FY09 should be based on the averages expected for each month, which are summed and then divided by 12 to get the annual number.</p> <p>The values provided for projected FY04-FY09 Totals in response to question 3.1.1.H appear high compared to the monthly values provided. (They appear to be annual totals). Please re-check the entries that were submitted in response to question 3.1.1.H., based on the issues described above. If the entries require correction based on the additional amplification provided, please submit a change (using the attached spreadsheets) and submit via your certification chain.</p>	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCN - DoD #624</i>
Military Value E725	8-Sep-04	DoD #1743	<i>How many different Specialized Skills Training NECs/MOAs/AFSCs are trained at your installation?</i>	Answered zero - has to be at least one if any training is done. Officer designators also count.	0	See worksheet titled <i>OTCN - DoD #1743</i>
Military Value E862	13-Sep-04	DoD #1140	<i>Which of the following non-classroom training facilities are available on your installation and are required for DON-specific PME, recruit and/or officer accession training syllabus?</i>	The amplification for question 1140 states: In column four of the table (Applicable Training Function), specify the applicable function as either PME, Recruit Training, Officer Accession Training or any combination of the three. Please revise column 4 to comply with the amplification. Chaplain Amphibious/Expeditionary Warfare Training is included in Specialized Skills Training under the cognizance of the Joint Cross Service Group. Do not include Chaplain Amphibious/Expeditionary Warfare Training requirements in your response. DON-specific PME refers particularly to Sergeant's Course, First Sergeant's Course, Career Course, Advanced Course, Expeditionary Warfare School, General Officer Warfighting Program, Senior Enlisted Academy and Command Leadership School. Please do not include DI school, SOC, etc. in your responses. DON Recruit Training refers particularly to Recruit Training and Marine Combat Training. DON Officer Accession Training refers particularly to OCS, TBS, Midshipman Training, OIS, BOOST, NAPS, and STA	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled <i>OTCN - DoD #1140</i>

Military Value E862	13-Sep-04	DOD #1142	If your activity transports students to facilities located off your installation to complete DON-specific PME, recruit, and/or officer accession training, list the facility type, location, and distance from your installation.	Your activity listed Camp Edwards, MA. The intent of the question is to determine if you have to transport students off-base to complete any portion of Recruit Training, Officer Accession, or DON-specific PME courses taught on your facility. Do not include Chaplain Training. Please review your response and change if needed. Additionally, for each location, list the functional area supported (Recruit Training, Officer Accession, or DON-specific PME). DON-specific PME refers particularly to Sergeant's Course, First Sergeant's Course, Career Course, Advanced Course, Expeditionary Warfare School, General Officer Warfighting Program, Senior Enlisted Academy and Command Leadership School. DON Recruit Training refers particularly to Recruit Training and Marine Combat Training. DON Officer Accession Training refers particularly to OCS, TBS, Midshipman Training, OIS, BOOST, NAPS, and STA	DONBITS System Limitation - Previous Data Not Preserved	Based on phonecon with IAT, training for chaplain accessions in outdoor maneuver area was erroneously included. Answer changed to N/A.
Military Value E862	13-Sep-04	DOD #1146	How many days per year are your DON-specific PME, recruit, and/or officer accession training facilities used in direct support of a joint military, foreign military, or other federal, state, or local agency sponsored missions?	The question asks for days per year that your DON-specific PME, recruit and/or officer accession training facilities are used in direct support of a joint military, foreign military or other federal, state or local agency sponsored missions. Please review your response and change if needed. Do not include Department of the Navy training or non-government sponsored civic organizations in your calculations.	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled OTCN - DOD #1146
Military Value E862	13-Sep-04	DOD #1147	How many days per year do Reserve or Guard units use your DON-specific PME, recruit, and/or officer accession training facilities for drill periods?	The question asks for the number of days in FY03 that Reserve or Guard units used your DON-specific PME, recruit and/or officer accession training facilities for drill periods. Please review your response and change if needed.	DONBITS System Limitation - Previous Data Not Preserved	See worksheet titled OTCN - DOD #1147
Military Value DDC# 820	27-Oct-04	DOD #1733	What is the population density of the county where your installation is located?	The response of 85,934 was not correct and the correct answer is 838 (question asked for population density not population size). Please submit corrected answer. (Question directs respondent to reference www.census.gov/population/censusdata/90den_sico.txt . This website states that the population density is indeed 838 people per square mile).	838	Unchanged
Military Value DDC# 820	27-Oct-04	DOD #1740	How many weeks per year are Specialized Skills Training facilities used by Reserve or Guard schools/units?	The data relating to "Skills Progression Training" is not accurate. It should be "0" versus 39 weeks. Please submit corrected answer. The amplification of this question gives specific guidance on how reserve units should calculate the number of weeks where training was performed. It also includes a definition of Skills Progression Training.	39	0
Military Value DDC# 820	27-Oct-04	DOD #1755	Is there a hospital, or is there a clinic on your installation that supports flight training, professional development education, or specialized skills training?	For data relating to a hospital on base, OTC reported "yes" and the correct answer should be "no." Please submit corrected answer. NAVSTA Newport does not have a Hospital, per Capacity Datacall, but does have a clinic. NAVSTA Newport partners with a civilian institution for medical care that requires hospitalization.	No Hospital/ Yes Clinic	Unchanged
Military Value DDC# 3138	4-Apr-05	DOD #580	For USN and USMC activities, if your installation hosts Dept of the Navy Officer or Enlisted Accession Training, Marine Combat Training, Junior Officer Professional Military Education or unique career schools, or Senior Enlisted Academies, provide the number, total square feet and condition code of all dedicated classrooms on the installation.	Please upload attachments to the documents side of DONBITS that provide the breakout of this classroom data between the different courses reported. For example, if the total number of classrooms is 47, having total of 44,223 SF, indicate what is the breakout of the rooms, SF, and condition by course/program. No change to the data in question 580 is required. This DDC is being issued to request the attachments and provide a vehicle to certify them.	Amplifying Information Request Only - No Old Answer	See attached PDF titled OTC NEWPORT RI, Capacity, 7JAN04, DOD#580

OTC Pensacola Response to DDC for DoD #624 -

The numbers for FY 03 will remain the same.

Name of Syllabus (Text)	FY03 Oct (Pers)	FY03 Nov (Pers)	FY03 Dec (Pers)	FY03 Jan (Pers)	FY03 Feb (Pers)	FY03 Mar (Pers)	FY03 Apr (Pers)	FY03 May (Pers)	FY03 Jun (Pers)	FY03 Jul (Pers)	FY03 Aug (Pers)	FY03 Sep (Pers)	FY04 Total (Pers)	FY05 Total (Pers)	FY06 Total (Pers)	FY07 Total (Pers)	FY08 Total (Pers)	FY09 Total (Pers)
Officer Candidate School (P-9B-2000)													184	181	164	170	184	183
Limited Duty Officer/Chief Warrant Officer School (Q-9B-0023 & P-1B-0007)													45	40	45	50	50	55
Direct Commission Officer (Q-9B-0024)													31	35	35	35	35	35
													<u>240</u>	<u>256</u>	<u>244</u>	<u>255</u>	<u>269</u>	<u>273</u>

OTC Newport Response to DDC for DoD #104 -

Specialized skills training taught at OTCN. Student Load corrected using DoD formula. All other data contained in 2.1 is correct.

Course # & Phase (Text)	Course Title (Text)	Student Load FY 03 per MMTR (Pers)
A-060-2221	3rd Class Swimmer	5.6
A-495-0416	General Shipboard Fire Fighting (SCBA)	5.7
J-495-0412	General Shipboard Fire Fighting	2.8
J-495-0418	Shipboard Fire Fighting Team Trainer	0.8
K-495-0047	NJROTC/Sea Cadet Damage Control Familiarization	0.4
P-1B-0006	Advanced Officer Leadership Course (AOLC)	1.1
P-7C-0039	Division Officer Capstone	12.3
V-4N-0001	Senior Shipboard Fire Fighting Refresher (Lab)	1.5
V-4N-0002	Advanced Shipboard Fire Fighting Lab	2.5
V-5G-0001	Tools, Empowerment and Ministry Skills	2
V-5G-0002	Amphibious/Expeditionary Chaplain Course	1.7
V-5G-4302	Navy Chaplain Staff and Leadership	2.2
V-5G-4304	Navy Chaplains Strategic Leadership and Ministry	0.8
V-5G-4305	Operational Program of Education and Instruction	0.3
V-9B-0003	Damage Control Wet Trainer	8.9

OTC Newport Response to DDC for DoD #106 -

Initial numbers reflected personnel doing general administration functions. Data corrected to reflect personnel conducting financial management (budget/supply), facilities management and training database (CeTARS) management functions per the amplification

Government Civilian	7
Military Officer	0
Military Enlisted	6
Contractor	8

OTC Newport Response to DDC for DoD #107 -

Subfunction	FY03 Oct (Pers)	FY03 Nov (Pers)	FY03 Dec (Pers)	FY03 Jan (Pers)	FY03 Feb (Pers)	FY03 Mar (Pers)	FY03 Apr (Pers)	FY03 May (Pers)	FY03 Jun (Pers)	FY03 Jul (Pers)	FY03 Aug (Pers)	FY03 Sep (Pers)	FY02 Total (Pers)	FY03 Total (Pers)	FY04 Total (Pers)	FY05 Total (Pers)	FY06 Total (Pers)	FY07 Total (Pers)	FY08 Total (Pers)	FY09 Total (Pers)
Initial Skills	17.5	16.1	0.4	11.2	8.3	6.1	2.6	4.6	33.8	3.9	14.5	6	10	10.4	10	10	10	10	10	10
Skills Progression	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Functional Training	34.3	10.2	35.5	13.4	17.9	8.5	23.9	8.8	17.3	61.3	48.2	5.3	24	23.7	24	24	24	24	24	24
Flight Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Development Education	5.3	13.9	0	1.6	6.6	9	5.9	7.9	0.2	0.3	23.2	2	7	6.3	7	7	7	7	7	7

Pensacola/Newport

CAPT Summerlin

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Meeting

Minutes

OTC Newport Response to DDC for DoD #624 -

Name of Syllabus (Text)	FY03 Oct (Pers)	FY03 Nov (Pers)	FY03 Dec (Pers)	FY03 Jan (Pers)	FY03 Feb (Pers)	FY03 Mar (Pers)	FY03 Apr (Pers)	FY03 May (Pers)	FY03 Jun (Pers)	FY03 Jul (Pers)	FY03 Aug (Pers)	FY03 Sep (Pers)	FY04 Total (Pers)	FY05 Total (Pers)	FY06 Total (Pers)	FY07 Total (Pers)	FY08 Total (Pers)	FY09 Total (Pers)
Officer Indoctrination School	0	65	0	33.4	0	31.5	22	0	275	73.6	138.4	49.1	53	53	53	53	53	53
Naval Chaplain Basic Course	0	0	0	5.7	16	0	0	0	34.5	27.3	0	0	8	8	8	8	8	8
STA-21 Naval Science Institute	0	0	0	0	0	0	0	0	11	22	0.7	0	67	58	58	58	58	58
Naval Science Institute	146	141.1	0	0	25.2	141	117.5	0	128.6	133	4.3	12.3	4	4	4	4	4	4
STA-21 3 month BOOST	0	0	0	0	0	36.5	39	39	7.8	0	0	0	10	10	10	10	10	10
STA-21 6 month BOOST	33	33	33	33	33	0	0	0	0	0	21	93	45	45	45	45	45	45
STA-21 9 month BOOST	58	58	58	58	58	58	58	58	11.6	0	9.9	44	49	49	49	49	49	49

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OTC Newport Response to DDC for DoD #1743 -

Initial response was zero for each category of specialized skills based on the assumption that only NECs awarded upon completion of course were counted. Based on response from IAT, designators of students involved in training are to be counted as part of the data. Data corrected in the table below to reflect designators involved in training. Source data is as follows:

Initial Skills Training: Consists of 3rd class swimmer and damage control wet trainer courses done as part of pipeline training for all officer accessions as required per the CNO Professional Core Competencies of Apr 01. In addition, students attending the Division Officer Course at Surface Warfare Officer Schools Command attend the wet trainer course. Designators involved: 110X (NI/NR), 111S (SWO), 210X (MC), 220X (DC), 230X (MSC), 250X (JAGC), 290X (NC), and 410X (CHC). ✕

Skills Progression Training: Consists of several courses at Naval Chaplains School at every level including senior (O-6). Designator involved: 410X (CHC).

Functional Training: Consists of basic fire fighting course done as part of pipeline training for all officer accessions as required per the CNO Professional Core Competencies of Apr 01. In addition, refresher courses in fire fighting for perspective Surface Warfare Division Officers, Department Heads, Executive Officers and Commanding Officers are provided in support of Surface Warfare Officer Schools Command. Designators involved: 110X (NI/NR), 111S (SWO), 210X (MC), 220X (DC), 230X (MSC), 250X (JAGC), 290X (NC), and 410X (CHC).

Specialized Skills Training	NECs/MOSs/AFSCs (#) numeric
Initial Skills Training	8
Skills Progression Training	1
Functional Training	8

OTC Newport Response to DDC for DoD #1140 -

Based on phonecon with IAT, training for chaplain accessions in outdoor maneuver area was erroneously included. Corrected data reflects appropriate column entry for applicable training function. In addition, a recent visit from Naval Service Audit Team found that usage hours needed to be fully documented. Data revised to reflect scheduled hours in curriculum versus additional ad hoc training which could not be documented.

Facility	Available	Required	Usage	Applicable Training Function
Small Arms Range	No	No	0	None
Swimming Pool	Yes	Yes	6.5	Officer Accession Training
Drill Fields	Yes	Yes	9	Officer Accession Training
Physical Fitness/Obstacle Course	No	No	0	None
Outdoor Maneuver/Combat Training Area	No	No	0	None
Mockup/Lab	Yes	Yes	3	Officer Accession Training
Library	Yes	Yes	6.5	Officer Accession Training
Other	No	No	0	None

OTC Newport Response to DDC for DoD #1146 -

Based on phonecon with IAT, DON training, non-government sponsored civic organizations, and night classes by private colleges were counted in error. Corrected data reflects use by joint military, DoD, and state-sponsored organizations

# Days/Yr for Facility Type Used	PME	Recruit Training	Officer Accession Training
# Days/Yr for Facility Type Used	0	0	60

OTC Newport Response to DDC for DoD #1147 -

Corrected data reflects full review of documentation completed during recent Naval Service Audit Team visit and removes facilities scheduled by OTCN but not used for Officer Accession Training.

# Days/Yr for Facility Type Used	PME	Recruit Training	Officer Accession Training
# Days/Yr for Facility Type Used	0	0	43

Original Filename: "Classroom Data OTC-N SST Courses.xls" of 4/4/2005
 OTC Newport
 SST Course/Classroom Summary

Course Number	Course Title	Q# 104 (3.1.A)					*Q# 97 (1.2.5.A)		Q# 11 (1.2.F)		
		Course Length (# Training Days)	# Times Convened in FY03	Max Class Size (# Seats)	# FY03 Grads	Academic Classroom Usage Requirement (hrs/grad)	Academic Classroom SF	Condition	Facility #'s	Service Facility Cat Code	Service Facility Condition Code
P-1B-0006	Advanced Officer Leadership Course (AOLC)	10	3	25	45	80	3376 Note 1	C-1	114	17110	Substandard
V-4N-0002	Advanced Shipboard Fire fighting Lab	2	22	40	300	4	2800 Note 2	C-1	1277	17110	Adequate
V-5G-0001	Tools, Empowerment and Ministry Skills	10	3	75	125	80	1536 Note 3	C-1	114	17110	Substandard
V-5G-0002	Amphibious/Expeditionary Chaplain Course	5	3	75	125	10	1536 Note 3	C-1	114	17110	Substandard
V-5G-4302	Navy Chaplain Staff and Leadership	12	3	25	70	173	3376 Note 1	C-1	114	17110	Substandard
V-5G-4304	Navy Chaplains Strategic Leadership and Ministry	12	3	15	45	130	572	C-1	114	17110	Substandard
V-5G-4305	Operational Program of Instruction and Education	1	12	25	70	5	0 Note 4	C-1	114	17110	Substandard
K-495-0047	NJROTC/Sea Cadet Damage Control Familiarization	1	4	30	100	1	1260 Note 5	C-1	403	17135	Inadequate
V-9B-0003	DC Wet Trainer	1	87	30	2500	3	1260 Note 5	C-1	403	17135	Inadequate
A-495-0416	General Shipboard Fire fighting (SCBA)	1	52	40	2500	5	2800 Note 2	C-1	1277	17110	Adequate
J-495-0412	General Shipboard Fire Fighting	1	31	40	200	5	2800 Note 2	C-1	1277	17110	Adequate
J-495-0418	Shipboard Fire Fighting Team Trainer	1	11	40	300	1	2800 Note 2	C-1	1277	17110	Adequate
V-4N-0001	Senior Shipboard FF Refresher (Lab)	1	20	40	400	2	2800 Note 2	C-1	1277	17110	Adequate
A-060-2221	3rd Class Swimmer	1	43	30	1400	1	250	C-1	307	17955	Inadequate
P-7C-0039	Division Officer Capstone	5	11	75	1100	40	0 Note 6	C-1	440/114	17110	Substandard
Note 1: AOLC and S&L are completed by mid-grade supervisory chaplains in the same classroom spaces. Note 2: Classrooms at building 1277 (Fire fighting school admin/classroom building) are used for all courses with live fires done in a separate trainer. Note 3: TEAMS and AMEX are pipeline courses for new accession chaplains following completion of Naval Chaplain Basic Course and are taught in the same classroom. The 1536 SF was captured in the question 1.2.5.B for accession training and was not part of the calculation to answer 1.2.5.A. Note 4: OPIE is a non-resident course taught as part of Chaplain Professional Development in fleet concentration areas. Note 5: The NJROTC/Sea Cadet is a modified, low risk version of the fleet wet trainer course and uses the same facilities. Note 6: DOC is a pipeline for all new accession officers at Chaplain School and OIS. At Chaplain School, the 1536 SF basic course classroom is used. For OIS, the amount of classroom space required was captured in question 1.2.5.B for accession training.											
*Dedicated academic classroom information reported by OTC Newport (for SST) in response to Q# 97 (1.2.5.A): 7 classrooms having total 8,658 SF (All C-1)											
ACTIONS (PROVIDE VALUES FOR HIGHLIGHTED CELLS):											
1. Indicate/validate the amount of dedicated academic classroom SF/Condition Code required for each course (corresponding to Q# 97 response), along with the corresponding Facility # / Cat Code / Condition Code (corresponding to NAVSTA Newport Q# 11 response).											
2. If any of the above DONBITS summary data is incomplete or inaccurate, please advise so that IAT can initiate corrective action to update DONBITS.											

OTC Newport
Course/Classroom Summary

Name of Training Syllabus	Q# 623 (3.1.1.A)				Q# 581 (1.2.5.C)		*Q# 580 (1.2.5.B)		Q# 11 (1.2.F)		
	Course Length (# Training Days)	# Times Convened in FY03	Max Class Size (# Seats)	# FY03 Grads	Academic Classroom Usage Requirement (hrs/grad)	FAC for Facility	Academic Classroom SF	Condition	Facility #'s Note 4	Service Facility Cat Code	Service Facility Condition Code
Officer Indoctrination School	26	9	300	806	38	1711	13586 Note 1	Adequate	1 440	17110	Substandard
					152		2448	Adequate	2 291	17110	Substandard
Naval Chaplain Basic	40	3	60	62	230	1711	1536	Adequate	3 114	17110	Substandard
STA-21 Naval Science Institute	61	4	150	316	310	1711	8714	Adequate	4 1112	17110	Substandard
					90		1788	Substandard	? 5	17110	Substandard
Naval Science Institute	45	1	50	22	270	1711	6254 Note 2	Adequate	4 1112	17110	Substandard
					70		1788 Note 2	Adequate	5	17110	Substandard
STA-21 3 month BOOST	103	1	40	39	550	1711	15851	Adequate	1 440	17110	Substandard
					140		2088	Substandard	5	17110	Substandard
STA-21 6 month BOOST	206	1	90	33	1070	1711	15851 Note 3	Adequate	1 440	17110	Substandard
					270		2088 Note 3	Substandard	5	17110	Substandard
STA-21 9 month BOOST	309	1	65	58	1710	1711	15851 Note 3	Adequate	1 440	17110	Substandard
					430		2088 Note 3	Substandard	5	17110	Substandard
Note 1: 7938 SF of Building 440 is used for the 152 hours of curriculum during large summers classes when 300 students are onboard											
Note 2: Naval Science Institute shares the same curriculum and spaces as STA-21 Naval Science Institute with the exception of Navigation courses and classrooms (2460 SF)											
Note 3: Curriculum, classrooms and instructors for all three BOOST courses are the same with the actual course load and time at BOOST tailored for each student.											
Note 4: Building utilized by OTCN are multi-purpose with many other tenants also present. This may lead to confusion of facility codes with 291 and 197 as examples. These buildings are primarily barracks (Cat Code 72424 and 72118) with classrooms, offices, medical clinic and Navy Exchange spaces also present.											
*Dedicated academic classroom information reported by OTC Newport in response to Q# 580 (1.2.5.B):											
47 classrooms (in 5 buildings) having total 44,223 SF (42,135 SF "Adequate" and 2,088 SF "Substandard")											
ACTIONS (PROVIDE VALUES FOR HIGHLIGHTED CELLS):											
1. Indicate/validate the amount of dedicated academic classroom SF/Condition Code required for each course (corresponding to Q# 580 response), along with the corresponding Facility # / Cat Code / Condition Code (corresponding to NAVSTA Newport Q# 11 response).											
2. If any of the above DONBITS summary data is incomplete or inaccurate, please advise so that IAT can initiate corrective action to update DONBITS.											
Amplification for the term "classroom" for question DON 1.2.5.B (DOD 580): The definition of "classroom" is based on the definition provided in NAVFAC P-80, 171 Series, under 171 10 Academic Instruction Building (SF), having Facility Analysis Code (FAC) of 1711 (CATCD 17110):											
a. General Academic Classroom - is one which supports approved training programs and provides accommodations for classroom lecture instruction, using standard chairs with fixed tablet arms or a similar seating configuration providing the student a writing surface and book depository. An instructor station is provided, with space for the use of portable training aids.											
b. Modified Academic Classroom - is one which is equipped with desks or other working surfaces in lieu of standard chairs with fixed tablet arms.											

Military Value chart for Newport (N-RP-0190 Report of DAG Deliberations of 1 September 2004, Tab 7 titled DON PME Military Value scoring) those same questions, ENV-2a-c and ENV-7a, had different and lower scores of 2.6 and 1.75, respectively. This is a deviation of 4.35 points. The difference in Military Value between OTC Pensacola and OTC Newport is 2.22 points in favor of Newport. If the base supplied the answers to those questions then the value should be consistent for NAVSTA Newport on every Military Value chart, but they are not the same. This is a serious inconsistency that needs to be looked at very closely. }x

A second additional inconsistency in the data was in the ~~surge capacity~~ analysis. The Navy decided to use the peak month for Average on Board (AOB) for Newport and Pensacola and combine the two to define the surge capacity of OTC. The peak month for Newport was June with 434 AOB. The peak month for Pensacola was January with 524 AOB. The combined total is 958 and this number is used as the Navy's surge capacity requirement. However, there is never a time when 958 many students are on board OTC Newport and OTC Pensacola at the same time. In fact, the highest combined AOB for Newport and Pensacola at the same time was 752 in June of 2003. June is incidentally the only month when there are more AOB at OTC Newport. In every other month of the year OTC Pensacola has more AOB than OTC Newport by at least 100 and in one case over 300. Why did the Navy use a surge capacity analysis that, based on their own data, was clearly flawed? This is another serious additional inconsistency.

Finally, the ~~final COBRA~~ analysis of OTC Pensacola stated that there would be 28 officers and 28 enlisted personnel heading to OTC Newport. Even with these numbers of enlisted and officers the BAH cost difference between OTC Pensacola and OTC Newport would have been \$11,208,960 cheaper in favor of Pensacola over twenty years. However, in a certified data call on August 16, 2004 signed by Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC, it is stated that the number of military personnel moving to OTC Newport from OTC Pensacola is in fact 56 officers and zero enlisted.

Using this certified number the twenty year savings in BAH costs alone are actually \$13,529,640, or \$2,320,640 cheaper at OTC Pensacola than the final certified COBRA data stated. What accounts for this inconsistency? Why did the final COBRA analysis misstate the number of officers and enlisted personnel that would be transferred from OTC Pensacola to OTC Newport? This is a serious error and a further example of the inconsistency of the DOD BRAC recommendation to consolidate OTC Pensacola at OTC Newport.

OTC Pensacola has more than enough capacity, both classroom and otherwise, to accommodate OTC Newport. In addition, the cost savings for moving OTC Newport to OTC Pensacola would be at least \$13.5 million over twenty years and most likely much higher than that. Even factoring in that a new fire and rescue training facility would need to be built at a cost of \$1.14 million, the extra \$2.3 million in savings from BAH of 56 officers staying at OTC Pensacola over twenty years would more than offset that cost, cutting the Return on Investment (ROI) time down to ten years instead of never as

originally suggested by scenario DON-0087 (OTC Newport consolidated at OTC Pensacola).

We believe that the Secretary of Defense deviated substantially from the BRAC Criteria in the areas of capacity analysis, cost of operations, and potential costs and savings as stated above and in my testimony for the record, which we submitted to the Commission on July 22 in New Orleans.

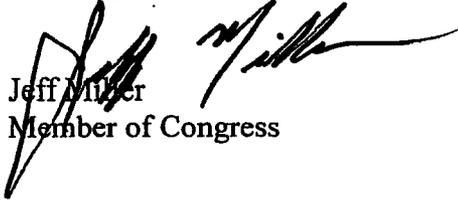
The information we have provided here and in New Orleans clearly illustrates that the Navy made consistent errors throughout the BRAC process with regards to OTC Pensacola and OTC Newport. We believe, based on Navy data, that there is no justification for moving OTC Pensacola to OTC Newport and that the reverse should be considered. It is our understanding that such a move would be considered as an addition to the BRAC recommendations and therefore is no longer possible based on the BRAC Commission timeline. We would argue, however, that the BRAC Commission hearing on additions took place on July 18th before Florida had a chance to present a case for the consolidation of OTC Newport with OTC Pensacola at NAS Pensacola on July 22nd. Therefore, we would ask that if the Commission agrees that there is a case for such a move that it be allowed as an addition to the final BRAC recommendations.

We believe that the case presented to the Commission proves, beyond a shadow of a doubt, that the original DOD BRAC recommendation to move OTC Pensacola to OTC Newport was inconsistent, incorrect and irreparably flawed. At the very least we ask that the Commission vote to leave OTC Pensacola at NAS Pensacola.

On behalf of the Pensacola community,

With warm personal regards I am,

Sincerely,


Jeff Miller
Member of Congress



As the Commission starts to vote on finalizing the BRAC recommendations I wanted to communicate with you one last time to shed new light on recently uncovered information regarding the Department of Defense BRAC recommendation to consolidate Officer Training Command Pensacola with Officer Training Command Newport. This information will compliment my entire analysis of the OTC consolidation recommendation, which was submitted for the record at the BRAC Commission regional hearing in New Orleans on July 22, 2005.

The Navy still maintains that costs will be significantly reduced by creation of the Center for Officer Training at Newport, RI. A thorough analysis of military value, COBRA data and inconsistent and often incorrect data provided by the Navy has proved beyond any doubt that at the very least OTC Pensacola should remain where it is. The best recommendation, however, would be for OTC Newport to be consolidated with OTC Pensacola at Pensacola.

I wanted to present a few additional pieces of information that clearly illustrate that incorrect data was used and that there will be no cost savings from moving OTC Pensacola to OTC Newport. The first is in the environmental questions of the military value analysis of OTC Newport.

According to the Navy the answers to the environmental questions asked in the military value data call were provided by the base, not by OTC. In the final certified data provided for OTC Newport the scores received on Military Value questions ENV-2a-c and ENV-7a were 5.20 and 3.50, respectively. However, on a different comparison Military Value chart for Newport (N-RP-0190 Report of DAG Deliberations of 1 September 2004, Tab 7 titled DON PME Military Value scoring) those same questions, ENV-2a-c and ENV-7a, had different and lower scores of 2.6 and 1.75, respectively. This is a deviation of 4.35 points. The difference in Military Value between OTC Pensacola and OTC Newport is 2.22 points in favor of Newport. If the base supplied the answers to those questions then the value should be consistent for NAVSTA Newport on every Military Value chart, but they are not the same. This is a serious inconsistency that needs to be looked at very closely.

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The information I have provided here and in New Orleans clearly illustrates that the Navy made consistent errors throughout the BRAC process with regards to OTC Pensacola and OTC Newport. I believe, based on Navy data, that there is no justification for moving OTC Pensacola to OTC Newport and that the reverse should be considered. It is my understanding that such a move would be considered as an addition to the BRAC recommendations and therefore is no longer possible based on the BRAC Commission timeline. I would argue, however, that the BRAC Commission hearing on adds took place on July 18th before Florida had a chance to present a case for the consolidation of OTC Newport with OTC Pensacola at NAS Pensacola on July 22nd. Therefore, I would ask that if the Commission agrees that there is a case for such a move that it be allowed as an addition to the final BRAC recommendations.

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From
Congressman Miller
Taken from APDF file

Remarks to Accompany OTC Power Point Presentation

Mr. Chairman, thank you for having this hearing today.

Slide 1.

In our presentation for Pensacola both Vice Admiral Jack Fetterman and I are going to touch on the issues on the DOD BRAC list affecting NAS Pensacola. While the Admiral is going to focus more broadly on all of the recommendations by DOD, I would like to take a few minutes to draw your attention to some serious inconsistencies that affect the Officer Training Command and the Defense Finance and Accounting Service decisions.

In fact, I will demonstrate to you that the data used in these recommendations are consistently inconsistent. I challenge you to question DOD and the Navy on this data. In doing so, I think that you will reach my same conclusions -- that the data and the decisions made based on that data are critically flawed.

I will begin with OTC Pensacola

Slide 2.

Example Number 1. In the Department of the Navy Analysis Group deliberations of September 1, 2004, the military value chart gives OTC Pensacola a commanding 5.47 lead in military value over Newport.

Three months later, the final certified Military Value numbers, show OTC Newport 2.22 points higher than OTC Pensacola!

The Navy avoided explaining the changes by saying the scores "were not based on the initial data call information, but on information that was updated throughout the ~~BRAC~~ process." Essentially, they changed the rules in the middle of the game to fit a predetermined outcome.

Perhaps the Navy can explain to you what monumental change in the military value of OTC Pensacola happened in a few short months. But I believe the data to be inconsistent.

Slide 3.

Example Number 2. In performing its ~~configuration analysis~~, the Navy claimed OTC Pensacola was "constrained due to lack of excess capacity." However, if all the recommended moves take place, NAS Pensacola could have nearly 500,000 sq/ft of currently occupied space open up.

A proper analysis requires a thorough review of existing base infrastructure to determine if future expansion could be accommodated.

Based on their own numbers, it is apparent the Navy ignored former school houses and barracks, which are now used by the base commanding officer and staff but could soon be vacant, leading to incomplete data. By doing so, they wrongly determined new barracks and school houses would have to be built and the cost would be prohibitive.

By reconstituting old training facilities and barracks, the costs would have been drastically reduced and Pensacola would have remained a viable alternative.

The DOD Justification and Navy Analysis were incomplete and inconsistent.

Slide 4.

Example 3. The Navy failed to accurately measure Guard/Reserve unit participation at OTC Pensacola and its ability to support other missions.

This slide shows Pensacola scored a zero. I ask you Mr. Chairman, how can Pensacola score a zero when reservists participate in activities at OTC Pensacola 210 days per year?

Additionally, the Army Reserve's 350th Civil Affairs Command is slated to construct an \$8 Million headquarters on board NAS Pensacola. Hundreds of Army Reservists would be drilling directly on NAS Pensacola.

Slide 5.

Example number 4. The Navy states that by moving OTC Pensacola to Newport "The net present value of costs and savings to the Department over 20 years is a savings of \$10 million."

Based on their own data, the Navy would actually lose more than \$11 Million over 20 years on Basic Allowance for Housing costs alone by moving OTC from Pensacola to Newport. And these costs will only increase with inflation.

\$11 Million dollars in cost minus \$10 Million in savings. Mr. Chairman, even a Member of Congress can figure out this math! How does this represent a savings to the Navy?

Now, let me now take a few moments to address my concerns with the DFAS recommendations.

Slide 6.

Mr. Chairman, I am happy to hear the commission has decided to review all DFAS sites including Indianapolis, Columbus and Denver. I too was troubled by the selection of sites that do not provide the best long term cost savings for the Defense Department and, ultimately, the taxpayer.

I have two examples in which DOD's failure to pursue other scenarios for DFAS will end up costing the taxpayer more money.

Example 1. The Headquarter Support and Activities Joint Cross Service Group established several guiding principles; among them were to reduce excess capacity and costs while enhancing force protection. This is why the facilities on DoD installations are more desirable than leased facilities.

Neither of the facilities at NAS Pensacola or Saufley Field are leased facilities.

The Indianapolis facility is leased. Denver will be the sole tenant on the formerly BRAC'd Lowery Air Force Base when the Air Reserve Personnel Center moves out. Beyond the lease agreement Denver DFAS may work out with its new landlord, there will be an additional cost for security otherwise provided by the military on its own installations.

Had the Joint Cross Service Group accounted for this fact in Denver's score, its military value would have lowered it from third to eighth among all DFAS sites.

Mr. Chairman, Pensacola is home to over 700 DFAS employees making it the 5th largest concentration in DFAS. The buildings are already owned by DOD and the force protection is already built in to the facility.

Slide 7.

Example 2. As you can see on this slide, both Pensacola sites provide high quality work at some of the lowest costs in DFAS, particularly when compared to the proposed consolidation sites.

Pensacola ranks 7th for its low operating cost and the Saufley Technical Services Organization ranks 2nd among seven TSOs. Our locality pay is the lowest of 26 in DFAS and significantly lower than any of the proposed consolidation sites.

Mr. Chairman, the purpose of BRAC is supposed to be to save taxpayers money. Why would the DOD make a recommendation that costs more money?

Slide 8.

In conclusion, Mr. Chairman, it is evident that DOD did not follow the BRAC criteria for collecting accurate data and making decisions based on that data.

The data is consistently inconsistent. And in the case of OTC Pensacola Military Value, the data appears to have been manipulated to favor a specific outcome. The Navy must clarify this to you and to the taxpayers

Additionally, the COBRA data does not justify any cost saving for moving OTC Pensacola to OTC Newport when all factors are properly considered. On the contrary, it will cost the tax payers millions more to move OTC Pensacola back to OTC Newport.

As for the DFAS recommendations, the Commission has already identified DOD's flaw in not running other scenarios for consolidation besides the facilities at Denver, Columbus, and Indianapolis.

I believe once other scenarios are run, the Commission will find that Pensacola offers the best long term cost savings for the Defense Department and, ultimately, the taxpayer.

Additionally, I would like to add to the record a more in depth assessment of the DOD recommendations that will show even more examples of consistent inconsistencies in the data and decision making process. Although this assessment is far too detailed to discuss in my limited time, I hope the Commission will take it into consideration. For example, in areas like encroachment and the environment, Pensacola NAS scored low against Newport, when in fact Pensacola NAS far exceeds Newport in protection from encroachment and has an award winning environmental program.

I ask that Commission staff examine the data we have provided to check its accuracy. I look forward to working with them in these and other matters.

JEFF MILLER
1ST DISTRICT, FLORIDA

WASHINGTON OFFICE:
324 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-4136

COMMITTEE ON ARMED SERVICES
SUBCOMMITTEE ON TERRORISM,
CONVENTIONAL THREATS, AND CAPABILITIES
SUBCOMMITTEE ON READINESS

Congress of the United States
House of Representatives
Washington, DC 20515

DISTRICT OFFICES:
4300 BAYOU BOULEVARD
SUITE 12
PENSACOLA, FL 32503
(850) 478-1183

COMMITTEE ON VETERANS' AFFAIRS
SUBCOMMITTEE ON HEALTH
SUBCOMMITTEE ON DISABILITY ASSISTANCE
AND MEMORIAL AFFAIRS
CHAIRMAN

348 S.W. MIRACLE STRIP PARKWAY
UNIT 24
FORT WALTON BEACH, FL 32448
(850) 664-1288
<http://jeffmiller.house.gov>

FAX COVER SHEET

DATE: 08/17/05

TO: Joe B... [Signature]

OFFICE: BLAC Commission FAX: 703 - 699 - 2735

FROM: **Congressman Jeff Miller**
324 Cannon House Office Building
Washington, DC. 20515
Voice: (202) 225-4136
Fax: (202) 225-3414

- | | |
|---|---|
| <input type="checkbox"/> Rep. Jeff Miller | <input type="checkbox"/> Dan McFaul |
| <input type="checkbox"/> Diane Cihota | <input type="checkbox"/> Anne Pizzato |
| <input type="checkbox"/> Caroline Parker | <input type="checkbox"/> Mary Reed |
| <input type="checkbox"/> Helen Walker | <input checked="" type="checkbox"/> Charles Elliott |
| <input type="checkbox"/> Elby Godwin | <input type="checkbox"/> Intern |

COMMENTS: Congressman Miller testimony

TOTAL PAGES: 5
(including this cover sheet)

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7. Capacity Analysis_____pages 24-30
8. DFAS Analysis_____pages 31-37

History of Pensacola and Officer Training Command

Since the early days of flight prior World War I, Pensacola has been the Cradle of Naval Aviation. Thousands of Naval Aviators fighting in the skies during World War II, Korea, Vietnam and both Gulf conflicts began their careers learning to be officers in the very buildings used today. During the 1970's, Aviation Officer Candidate battalions consisting of as many as 100 cadets filled the complex of buildings, which surround the Schools Command. Although not utilized for officer candidate training today, those same buildings serve the Navy still as office space for the NAS Pensacola commanding officer and staff, and other non-OTC administrative functions.

In October 1993, Secretary of the Navy Dalton signed a decision letter to execute the move of OCS from Newport to Pensacola making it the home for all Officer Candidate training. Part of the rationale provided by then-CNO ADM Frank Kelso, stated that the curriculum would be reduced from 16 to 14 weeks; it would produce a quality Naval Officer more efficiently; the quality of life favored Pensacola and it established a One Navy Concept (this decision letter is attached to the presentation).

In 1996, the Navy began to consolidate a reduced force structure at Fleet Concentration Areas in order to "homebase" sailors and minimize PCS moves. Along with this initiative, Pensacola was identified as a Training Concentration Area along with Great Lakes, MI and Charleston, SC. Conspicuously, Newport was not. ("Homebasing's fleet concentration areas listed," The Journal; 19 December 1996, http://www.dcmilitary.com/navy/journal/archives/archives/j_home1219.html)

Over the next eight years, CNET (now NETC) continued consolidation of officer accession programs to Pensacola by relocating the LDO/CWO and Direct Commission Officer programs to the base.

Today

OTC Pensacola trains approximately 1,900 officer accession candidates annually averaging 403 students in training in any given month. Training is centrally located to various training areas (including sites for water and land survival and follow-on aviation training) and devices (such as the wet trainer facility). Additionally, OTC is collocated with the Naval Air Technical Training Center (NATTC); a facility that has seen a 30% reduction in student loading since opening in 1997 and is within a mile of current OTC facilities. (NOTE: comparatively OTC Newport has an average of only 208 students, or half of Pensacola's throughput in a given month)

BRAC Data Analysis Summary

- The Office of the Secretary of Defense was correct in its desire to consolidate Officer Training Commands. However, its choice of Newport was dependent on a series of flawed assumptions that influenced scenario development and unnecessarily eliminated OTC Pensacola as a realignment site. Having closely looked at the OTC recommendations there are questions about both Navy scenarios and their data points. Therefore, after reviewing the following, the Navy should reconsider its decision to realign OTC commands to Newport and complete the consolidation to Pensacola that began over ten years ago.
- Officer Training Command, NAS Pensacola, includes: Navy Officer Candidate School, Limited Duty Officer Course, Chief Warrant Officer Course and the Direct Commissioning Program.
- Only Naval Station Newport and NAS Pensacola data was compared because the other facilities on the list have no effect on the outcome of the proposed OTC move. These two scenarios are marked as DON-0085 (Pensacola to Newport) and DON-0087 (Newport to Pensacola).
- It is interesting point that throughout discussions it is noted that scenario DON-0085 conflicted with scenario DON-0039, which would have closed NAVSTA Newport.
- There are four separate analysis: one specific military value analysis, a capacity analysis, one analysis of the actual scenarios which compared various OTC locations and one specifically focused on military value and COBRA data.
- It should be noted that some data is repeated in several sections of the data and scenario analysis.
- The DFAS analysis will focus on costs savings and the issues surrounding the three current DFAS sites selected under the DOD BRAC recommendations for DFAS consolidation.

Military Value Analysis

Military Value (based on a 100 point scale)

- Before analyzing the final military value document during the research into this it was found that in the minutes for N-RP-0190- Report of DAG deliberations of September 1, 2004, there is a military value chart which gives OTC Pensacola a 47.04 military value score compared with OTC Newport with a 41.57 score. This chart clearly shows that Pensacola has a commanding 5.47 lead in military value over Newport and there is no plausible explanation as to what changed in military value from September to April of 2005 when the final military value chart was released. In response to this the Navy answered that: “In the period between 1 September 2004 and 18 April 2005, the Military Value Scores (MILVAL scores) for OTC Newport and OTC Pensacola were continuously updated, as the data was refined. Therefore, the data set that was used to calculate the MILVAL scores was not based on the initial data call information, but on information that was updated throughout the BRAC process.” (see attachments numbered 1, 2 and 3 at the end of this section)

 - **Question:** Why is the final military value chart different from the September military value chart? What changed from the initial data call results between September 2004 and April of 2005 and why did it change? There is no justification for the change and if that military value score had been the final score then Pensacola would clearly have beaten Newport. There is no plausible justification for changing the initial data call military value numbers. It seems as though the military value scores were altered to represent a predetermined outcome.
-
- The difference in overall DON Officer Accession Training Military Value Scoring, between NAS Pensacola (51.13) and NAVSTA Newport (53.35) or only 2.22 (see attachment number 2 at the end of this section). If you look at simply the first three conditions Pensacola beats Newport by a total of 48.39 to 34.65, respectively. In the second two conditions Pensacola scores 2.73 and Newport scores 18.70. I am disputing the accuracy of a number of points in each of the five sections. Broken down into the five sections in two tables below:

Table 1

	Training and Infrastructure (49.25)	Location (15)	Personnel Support (15.75)	Total (80)
Pensacola	32.33	8.14	7.92	48.39
Newport	23.86	3.82	6.97	34.65

Table 2

	Ability to Support Other Missions (10)	Environment and Encroachment (10)	Total (20)
Pensacola	.13	2.60	2.73
Newport	10	8.70	18.70

Question: Overall, which is more important to an officer training command: training infrastructure, location and personnel support or ability to support other missions and environment and encroachment? Considering the difference in military value scoring is only 2.22 points it must be worth examining the questions raised below in this presentation because that outcome could potentially increase the military value of Pensacola above and beyond the military value of Newport, which would make the case for bringing OTC down to Pensacola from Newport instead of Pensacola to Newport.

1. Training Infrastructure (49.25)

The initial justification under Military Value Analysis in the Department of the Navy: Analyses and Recommendations (Volume IV), for Officer Accession Training, page E-8 states: “The initial solution output from the configuration model provided four options, two of which were constrained due to the lack of excess capacity at Naval Air Station Pensacola, FL...The sensitivity analysis demonstrated that increasing the requirement did not significantly affect the possible options. In addition, the analysis was able to portray that capacity limitations could be offset by buildable acres is scenario configurations so dictated...” (see attachment number 4 at the end of this section) As earlier noted, the configuration analysis did not consider the available facilities located around OTC Pensacola that would more than compensate for any perceived lack of excess capacity. However, specifically to the military value of the training facilities, Pensacola far exceeded Newport.

- E&T-4: Capacity of messing facilities. Pensacola scored a 7.30 (the maximum possible score) while Newport scored a .41.
- E&T-5: Capacity of billeting facilities. Pensacola scored a 1.00 while Newport scored a 2.67
- E&T-6: Amount of buildable acres. Pensacola scored a 4.25 (the maximum possible score) while Newport scored a .67.
- Total scores for the capacity questions:
Pensacola: 12.55 Newport: 3.75
- **Question:** Based on the Navy’s own data, as shown above, the original justification stating that NAS Pensacola was “constrained due to the lack of excess capacity” is not correct. Therefore, the Navy’s initial decision to remove NAS Pensacola from the running for OTC consolidation is not correct.

2. Location (15)

- E&T-11: The Navy asks: “Number of training days annually lost/impaired due to weather.” According to the Navy data Newport scores a 1.76 and Pensacola scores a 1.66. According to the 2004 World Almanac, the average temperature for Providence, Rhode Island was 51.25 degrees with three months having an average temperature of 34 or

below, and 8 months with a temperature of 60 or below. Rhode Island has an average of 117 days with a minimum temperature below freezing. Rhode Island has an average of Yearly snowfall of 35.9 inches. Pensacola has an average of 16 days a year when the temperature is below freezing and an average 0.2 inches of snow annually. The average temperature year round is 67.7 degrees.¹

- **Question:** The Navy says that NAVSTA Newport only lost one day of training in 2003 to weather. However, Newport had three days with delayed opening and two days when the base was completely closed due to snow and blizzards. They did not answer the question how many training days have been lost since OTC first moved to Pensacola in 1993-1994. The Navy should supply information comparing lost training days due to weather at NAS Pensacola vs. NAVSTA Newport from 1993-present day. If possible, that information should be found for the past 20 years. This should prove that Pensacola has lost fewer days of training over a longer time period and should also increase the military value score of Pensacola compared with Newport.

3. Personnel Support (15.57)

- PS-2a-c and PS-3a-d are all questions relating to housing.
 - PS-2a asks: “What was the average wait time (in months) for family housing, including Public Private Venture (PPV) units, at your installation as of 30 September 2003?” PS-2b asks: “What is the total number of adequate Bachelor Quarters (combined officer and enlisted; both current and budgeted) at your installation divided by the total military population as of 30 Sept. 2003?” PS-2c asks: What was the total number of non availabilities issued over the past five years (1999-2003) divided by the total number of transient rooms as of 30 Sept. 2003 at your installation?” Newport scores a 1.71 and Pensacola scores a .85.
 - **Question:** According to the COBRA data there are currently no officer housing units and no enlisted housing units available at NAVSTA Newport. There are 29 officer housing units and 101 enlisted housing units available at NAS Pensacola. How is it possible that Newport scores higher than Pensacola on these questions if there are available housing units at Pensacola and none at Newport?
-
- PS-3a-d: Relative value of community housing availability, affordability and proximity. PS-3a asks: “What is the community rental vacancy rate?” According to Navy data there are a total of 6,654 vacant rental units for NAS Pensacola and a total of 5,693 vacant units for NAVSTA Newport.
 - PS-3b asks: “What is the BAH (O-3 with dependents) for the locality as of 1 Jan 2004?” The officer BAH for NAS Pensacola is \$946 and the BAH for NAVSTA Newport is \$1,952. It should also be noted that the median house value in Pensacola is \$91,500 and in Newport it is \$154,081.

¹ Source: <http://www.climate-zone.com/climate/united-states/rhode-island/providence/>

- PS-3c was deleted by DAG.
- **Question:** Based on Navy data it is not possible that NAVSTA Newport scores higher than NAS Pensacola. Put simply, based on Navy data: it's cheaper to live in Pensacola, there are more houses available for rent and, as the 1993 action memorandum noted, "quality of life factors favor consolidation to Pensacola." (see Original Orders in table of contents) The BRAC Commission should look very closely at this series of data points compared with Navy data on NAVSTA Newport and NAS Pensacola. Pensacola should score higher than 1.20 and certainly should score higher than NAVSTA Newport with 2.20.

- PS-6a asks: "What were the annual unemployment rates for the 5-year period of 1999-2003?" Based on Navy data extracted from OSD BRAC database as of April 20, 2005, the unemployment rate for Pensacola was lower than that of Newport for three out of five years (see below and attachment number 5 at the end of this section).
- **Question:** Based on Navy data Pensacola had a much lower average unemployment rate over the five year period from 1999-2003 than Newport and the national average. Newport had a higher rate of unemployment than the national average over the same time period, despite having a 245.8 percent job growth for 2001. Therefore, based on Navy data, it is not possible that Pensacola and Newport could have the same score on this military value question. This clearly needs to be rescored with a higher military value score awarded to Pensacola.

Unemployment rate percent	1999	2000	2001	2002	2003	Average 1999-2003
Pensacola (basis MSA)	3.6	3.9	4.8	4.5	4.1	4.18
Newport (basis 3 counties)	4.4	3.8	4.6	5.8	6.5	5.02
National	4.2	4.0	4.7	5.8	6.0	4.94

(see attachments numbered 5 and 6 at the end of this section)

- PS-6b asks: "What was the annual covered employment (job growth) for the periods 1998-2003 as a percentage?" While Newport scores better overall for that time period 2000 Newport had a negative job growth of -71 percent. In 2001 Newport had a positive job growth of 245.8 percent. These figures do not represent normal annual job growth and therefore should be discounted. Taken as a whole, without the wild fluctuations of two extreme years, you cannot get a fair representation of positive job growth for Newport whereas Pensacola has, on average, a positive job growth of .26 percent from 1999-2003. It is also worth noting that even in 2001 with 245.8 percent positive job growth the unemployment rate was still 4.6 percent and the next year in 2002 was still 5.8 percent. (see attachment number 6 at the end of this section)

4. Ability to Support Other Missions (10)

- E&T -12a-b: The Navy has drawn a distinction between training and professional military education (PME). In the initial justification under Scenario Development and Analysis in the Department of the Navy: Analyses and Recommendations (Volume IV), for Professional Military Education, page E-11 states: “Since configuration analysis indicated that there were no options capable of producing cost savings or training efficiencies for the Department of the Navy specific Professional Military Education function, the Infrastructure Evaluation Group determined that neither consolidation nor relocation of Department of the Navy specific Professional Military Education functions could be supported. Therefore, no scenarios affecting Department of the Navy specific Professional Military Education were developed.” (see attachment number 7 at the end of this section)
- Questions E&T-12a-b specifically ask: “How many square feet of classroom facilities dedicated to DON-specific PME...are also used for other training functions” and “How many days per year are your DON-specific PME...used in direct support of a joint military, foreign military or other federal, state or local agency sponsored missions?” These two points were jointly considered in the Navy data call and as such Newport scored the maximum 5.00 points and OTC Pensacola scored only .13.
- **Question:** According to the Navy, PME scenarios were not developed and PME was not supposed to be factored into a military value analysis scenario. Why, in that case was PME the lead part of two questions: E&T 12a-b, where Newport, with more PME facilities, scored a 5.00 and Pensacola scored .13? If this was not supposed to be factored in to any scenario then it has no bearing on whether OTC goes to Newport or remains in Pensacola. Therefore, this data call point is incorrect and should be revised based on the Navy’s own justification.

-
- E&T-13: The next data point asked “How many days per year do Reserve or Guard units use your Department of Navy-specific PME, recruit and/or officer accession training facilities for drill periods?” Again, Newport scores a 5.00 and Pensacola scores a 0. The two week long Direct Commissioning Program, part of Officer Accession Training, counts as the Annual Training (AT) Reserve drill for those reservists who go through the program. They have on average 15 two week classes a year averaging 30 people a class, which equals 450 Navy Reservists every year and is actually more than that. The total number of days that DON-specific Pensacola OTC officer accession training facilities used by Reservists is 210 per year or more than half the days of the year.
 - **Question:** There is no way that the number for Pensacola OTC should be zero based on the above information. In addition, Navy-specific PME data should not be factored in based on the fact that PME was not supposed to be jointly considered with OTC facilities.

5. Environment and Encroachment (10)

- ENV-7a: The Navy also claims that Newport scores a 3.50 and Pensacola scores a 0 in the question: “Do current Endangered Species/Marine Mammal Protection Act restrictions affect shore or in-water operations or testing/training activities conducted at

the installation or at a range that the installation manages?" NAS Pensacola has won the Natural Resources Conservation Award (Small Installation) from 1999-2001 and from 2001-2003 as a result of their Integrated Natural Resources Management Plan.

According to NAVSTA Newport, they do not have such a plan or have never received such awards at least their website does not advertise them. (see attachment numbers 8 and 9 at the end of this section).

- **Question:** The request for this information was sent to the Navy and so far no response has been received. Based on the above information NAS Pensacola should not have scored a zero:

NAS Pensacola website detailing environmental awards:

<http://www.naspensacola.navy.mil/environment.htm>

DOD website for Environmental Awards:

<https://www.denix.osd.mil/denix/Public/Library/Awards/awards.html>

NAVSTA Newport website with no advertised environmental awards:

<http://www.nsnpt.navy.mil/visinfo.htm>

- In addition, the following information detailing the McAllister Point Landfill site at NAVSTA Newport should be looked at. It details the pollution associated with 34,000 cubic yards of material that would have to be dredged:
<http://www.epa.gov/superfund/sites/rods/fulltext/r0100155.pdf#search='Rhode%20Island%20environmental%20concerns,%20Naval%20Station%20Newport>
- The following information details the assignment of Superfund status to NAVSTA Newport at of November 21, 1989: <http://www.nsnpt.navy.mil/Code40/40E/Rab/irp.htm>

Military Value Attachments

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

|

	MCB Quantico VA	OTC Newport RI	OTC Pensacola FL	USNA Annapolis MD
(0) Training Infrastructure (25)				
E&T-1	3.23	1.57	2.37	5.25
E&T-2	5.31	3.03	4.34	5.35
E&T-4	4.15	0.41	7.30	3.41
E&T-5	3.88	2.06	1.00	8.34
E&T-6	0.00	0.00	0.00	0.00
E&T-7a-c	1.11	4.33	3.54	9.38
E&T-8	9.38	0.00	9.38	9.38
Training Infrastructure TOTAL	27.05	11.39	27.92	41.11
(0) Location (10)				
E&T-9	0.23	0.68	3.73	0.00
E&T-10a-b	2.83	0.00	2.87	0.06
E&T-11	0.00	1.76	1.66	0.83
Location TOTAL	3.05	2.44	8.26	0.89
(27) Personnel Support (10)				
PS-1	1.88	1.88	1.88	1.88
PS-2a-c	3.26	1.71	0.85	4.28
PS-3a-d	2.15	2.02	1.20	1.70
PS-4a-c	0.36	0.30	0.29	0.00
PS-5a-d	0.15	0.29	0.22	0.13
PS-6a-b	0.10	0.01	0.00	0.08
PS-7	1.34	1.34	1.34	1.34
PS-8a-b	1.15	0.43	0.70	0.00
PS-9	1.13	0.85	1.13	1.03
PS-10	0.00	0.01	0.06	0.00
PS-11	0.06	0.05	0.00	0.05
PS-12	0.03	0.10	0.55	0.00
PS-13	0.01	0.06	0.00	0.07
Personnel Support TOTAL	11.61	9.03	8.21	10.57
(0) Ability to Support Other Missions (10)				
E&T-12a-b	0.14	5.00	0.04	0.45
E&T-13	0.00	5.00	0.00	0.32
Ability to Support Other Missions TOTAL	0.14	10.00	0.04	0.77
(10) Environment and Encroachment (10)				
ENV-2a-c	0.00	5.20	2.60	6.50
ENV-7a	3.50	3.50	0.00	3.50
Environment and Encroachment TOTAL	3.50	8.70	2.60	10.00

TOTAL MILITARY VALUE				
(100.00)	45.36	41.57	47.04	63.34

MCB Quantico VA OTC Newport RI OTC Pensacola FL USNA Annapolis MD

DON OFFICER ACCESSION TRAINING MILITARY VALUE SCORING

#2

	MCB Quantico VA	NAVSTA Newport RI	NAS Pensacola FL	USNA Annapolis MD
E&T-1	3.23		2.37	5.25
E&T-2	5.31		4.34	5.35
E&T-4	4.15		7.30	3.41
E&T-5	3.88	2.67	1.00	8.34
E&T-6	4.25		4.25	0.00
E&T-7a-c	3.93	5.40	3.70	9.38
E&T-8	9.38	9.38	9.38	9.38
Training Infrastructure TOTAL	34.13		32.33	41.11
E&T-9	0.00		3.62	1.19
E&T-10a-b	2.81		2.86	0.03
E&T-11	0.00	1.76	1.66	0.83
Location TOTAL	2.81		8.14	2.06
PS-1	1.88		1.88	1.88
PS-2a-c	3.26	1.71	0.85	4.28
PS-3a-d	2.15	2.02	1.20	2.04
PS-4a-c	0.34	0.29	0.24	0.33
PS-5a-d	0.04	0.16	0.15	0.33
PS-6a-b	0.10	0.01	0.01	0.08
PS-7	1.34	1.34	1.34	1.34
PS-8a-b	0.91		0.51	0.57
PS-9	1.13		1.13	1.03
PS-10	0.01		0.06	0.00
PS-11	0.06	0.05	0.00	0.06
PS-12	0.00		0.53	0.18
PS-13	0.03	0.08	0.03	0.00
Personnel Support TOTAL	11.25		7.92	12.12
E&T-12a-b	0.50	5.00	0.13	1.20
E&T-13	0.00	5.00	0.00	0.47
Ability to Support Other Missions TOTAL	0.50	10.00	0.13	1.67
ENV-2a-c	0.00	5.20	2.60	6.50
ENV-7a	3.50	3.50	0.00	3.50
Environment and Encroachment TOTAL	3.50	8.70	2.60	10.00
TOTAL MILITARY VALUE (100.00)	52.19	53.35	51.13	66.95

MCB Quantico VA NAVSTA Newport RI NAS Pensacola FL USNA Annapolis MD



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

20 July 2005

The Honorable Jeff Miller
United States House of Representatives
Washington, DC 20515

Dear Congressman Miller:

This is in response to the recent inquiry from Mr. Charles Elliot of your staff to CDR Mark Hochberg, U.S. Navy, Office of Legislative Affairs, concerning the recommendation pertaining to Officer Training Command, Naval Air Station (NAS) Pensacola, FL.

We were asked: *In the September 1, 2004 DAG minutes there is a military value sheet that has OTC Pensacola leading OTC Newport by nearly 6 points, but then the final military value data suddenly has OTC Newport ahead of OTC Pensacola by 2.22 points. OTC Newport jumped nearly 12 points in the space of a couple of months based on the same data call information. There is no explanation of this in the September 1, 2004 minutes and no subsequent reference to the military value, which had OTC Pensacola ahead. Could you please have someone explain to us why Newport suddenly jumped 12 points in military value?*

In the period between 1 September 2004 and 18 April 2005, the Military Value Scores (MILVAL scores) for OTC Newport and OTC Pensacola were continuously updated, as the data was refined. OTC Newport went from 41.57 points to 53.35 points and OTC Pensacola went from 47.04 points to 51.13 points. In cooperation with field activities, the Infrastructure Analysis Team analyzed and corrected data for all activities in all functional groups to ensure accuracy and consistency. Therefore, the data set that was used to calculate the MILVAL scores was not based on the initial data call information, but on information that was updated throughout the BRAC process.

Four activities were evaluated under the Officer accessions function: OTC Newport, OTC Pensacola, U.S. Naval Academy and Marine Corps Base Quantico. In many cases, the scores were normalized and then weighted to give the assigned points for each question or functional area evaluated. Therefore, if the responses to one question changed for one command, the points for all of the commands are redistributed depending on the formula agreed to in the MILVAL scoring plan for that function.

I trust this information satisfactorily addresses your concerns. If we can be of further assistance, please let me know.

Sincerely,



Anne Rathmell Davis
Special Assistant to the Secretary of the Navy
for Base Realignment and Closure

The capacity parameters utilized in the configuration analysis were consistent with those applied in the capacity analysis, (e.g., academic classroom space, billeting, and messing availability). An additional parameter utilized was the available "buildable acres" present at a given installation. This parameter was critical for determination of expandability at a given installation in light of explored alternatives. Use of these parameters in the configuration analysis defined the acceptable configurations for consolidation or realignment of the current infrastructure.

The configuration analysis identified the best, second best, and third best solution sets. Sensitivity analysis was then conducted to illustrate the effect when requirements are increased by ten and 20 percent and decreased by ten percent, which allowed the decision makers to see the potential impacts of surge. Configuration analysis was conducted separately for each of the three Department of the Navy specific education and training functions: Recruit Training, Officer Accession Training, and Professional Military Education. The analysis highlighted different features and produced different potential configurations of activities and functions as solutions for each function. In some cases, decision makers were provided with solutions that indicated only one feasible option based on the capacity and military value analysis. In other cases, more than one configuration was possible by examining the situation from different perspectives.

Recruit Training Activities

The initial solution output from the configuration model closed no Recruit Training activities, despite the presence of excess capacity for billeting and messing. There were no feasible second or third options. The sensitivity analysis demonstrated that increasing the requirement necessitated all sites to remain open. Only when requirements were decreased ten percent did the model suggest closure of one of the two Marine Corps Recruit Depots.

Officer Accession Training

The initial solution output from the configuration model provided four options, two of which were constrained due to the lack of excess capacity at Naval Air Station Pensacola, FL and the U.S. Naval Academy, Annapolis, MD. The sensitivity analysis demonstrated that increasing the requirement did not significantly affect the possible options. In addition, the analysis was able to portray that capacity limitations could be offset by buildable acres if scenario configurations so dictated. Marine Corps Officer Accession Training was not affected by variations in requirements or sensitivity analyses since all Marine Corps Officer Accession Training is already performed at a single site (Marine Corps Base Quantico, VA).

Professional Military Education

The initial solution output from the configuration model closed no Professional Military Education activities. Since Navy Professional Military Education is already single-sited, the only feasible options for Navy Professional Military Education were to consolidate it with either Navy Recruit Training or Navy Officer Accession Training at another location. Sensitivity analysis increasing or decreasing the requirement did not produce any effects for

NAS_PENSACOLA_FL, FL

Demographics

The following tables provide a short description of the area near the installation/activity. NAS_PENSACOLA_FL is 58 miles from Mobile, AL, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Pensacola, FL MSA	412,153

The following entities comprise the military housing area (MHA):

County/City	Population
Escambia	294410
Santa Rosa	117743
Total	412,153

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 13

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$36,975	Basis: MSA
Median House Value	(US Avg \$119,600)	\$91,500	
GS Locality Pay	("Rest of US" 10.9%)	10.9%	
O-3 with Dependents BAH Rate		\$ 946	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		Yes	

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: "MFR"--means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information. For

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Each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	48,362	1 of 1 district
Students Enrolled	43,273	1 of 1 district
Average Pupil/Teacher Ratio	26.0:1	1 of 1 district
High School Students Enrolled	11,372	1 of 1 district
Average High School Graduation Rate (US Avg 67.3%)	79.0%	1 of 1 district
Average Composite SAT I Score (US Avg 1026)	1029	1 of 1 district
Average ACT Score (US Avg 20.8)	21	1 of 1 district
Available Graduate/PhD Programs	2	
Available Colleges and/or Universities	3	
Available Vocational and/or Technical Schools	2	

Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	3.6%	3.9%	4.8%	4.5%	4.1%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	1.5%	-.5%	-1.2%	-.3%	1.8%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community. Note: According to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal total Vacant Housing Units. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	18,924	Basis: MSA
Vacant Sale Units	2,935	
Vacant Rental Units	6,654	

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Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	901	1,634	412,153	Basis: MSA
Ratio	1:457	1:252		
National Ratio (2003)	1:421.2	1:373.7		

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	4,230.9	Basis: MSA
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAS_PENSACOLA_FL to nearest commercial airport: 13.5 miles
Is NAS_PENSACOLA_FL served by regularly scheduled public transportation? Yes

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

NAVSTA_NEWPORT_RI, RI

Demographics

The following tables provide a short description of the area near the installation/activity. NAVSTA_NEWPORT_RI is 32 miles from Providence, RI, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Providence-Fall River-Warwick, RI-MA	1,188,613

The following entities comprise the military housing area (MHA):

County/City	Population
Bristol	534678
Bristol	50648
Newport	85433
Total	670,759

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 3

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$44,928	Basis: 3 of 3 counties
Median House Value	(US Avg \$119,600)	\$154,081	
GS Locality Pay	("Rest of US" 10.9%)	17.0%	
O-3 with Dependents BAH Rate		\$1,952	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		No	

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: "MFR"--means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the

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School district refused to provide the information or the school district does not use or track the information. For each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	105,485	27 of 27 districts
Students Enrolled	99,263	27 of 27 districts
Average Pupil/Teacher Ratio	16.8:1	27 of 27 districts
High School Students Enrolled	29,721	21 of 27 districts
Average High School Graduation Rate (US Avg 67.3%)	89.4%	21 of 27 districts
Average Composite SAT I Score (US Avg 1026)	1013	21 of 27 districts
Average ACT Score (US Avg 20.8)		0 of 27 districts, 6 MFRs
Available Graduate/PhD Programs	5	
Available Colleges and/or Universities	6	
Available Vocational and/or Technical Schools	3	

Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	4.4%	3.8%	4.6%	5.8%	6.5%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	3 of 3 counties				

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	1.5%	-71.0%	245.8%	.8%	.6%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	3 of 3 counties				

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community. Note: According to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal total Vacant Housing Units. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	16,688	Basis:
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Vacant Sale Units	1,851	3 of 3 counties
Vacant Rental Units	5,693	

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	1,057	1,312	1,154,789	Basis: 3 of 3 counties
Ratio	1:1,093	1:880		
National Ratio (2003)	1:421.2	1:373.7		

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	3,589.1	Basis: state
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAVSTA_NEWPORT_RI to nearest commercial airport: 27.0 miles
Is NAVSTA_NEWPORT_RI served by regularly scheduled public transportation? Yes

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

than consolidation at Naval Station Great Lakes, but could be implemented at minimal cost and achieve net savings in two years. Accordingly, the Infrastructure Evaluation Group determined it would recommend consolidation of the Officer Training Commands at Naval Station Newport.

Professional Military Education

Since configuration analysis indicated that there were no options capable of producing cost savings or training efficiencies for the Department of the Navy specific Professional Military Education function, the Infrastructure Evaluation Group determined that neither consolidation nor relocation of Department of the Navy specific Professional Military Education functions could be supported. Therefore, no scenarios affecting Department of the Navy specific Professional Military Education were developed.

Conclusion

Analysis of the limited number of Department of the Navy specific Education and Training activities demonstrated that the current configuration allows for operational and educational flexibility. Since capacity requirements were determined using historical monthly peaks, resulting in built-in surge capacity across the non-peak months, there was no need to factor in a separate surge capacity. While excess capacity exists, it is either located in support facilities (billeting and messing) or consists of classroom space at multi functional bases that does not lend itself to closure.

Recruit Training

Although Department of the Navy Recruit Training activities generally showed excess capacity for billeting and messing facilities, either mission requirements or excessive infrastructure costs to replicate facilities did not permit further consolidations within the Department of the Navy Recruit Training community.

Officer Accession Training

Marine Corps Officer Accession Training is already single sited at Marine Corps Base Quantico and thus no further consolidation is possible. Based on the analysis of the various Navy Officer Accession Training scenarios involving Naval Academy Preparatory School and the Officer Training Commands, the Infrastructure Evaluation Group determined that consolidation of the Officer Training Commands at Naval Station Newport presented the most cost-effective solution to achieve efficiencies. The consolidation of the Officer Training Commands at Newport enables a reduction in excess capacity at Department of the Navy Officer Accession Training sites, and reduction in the number of sites from four to three: Naval Station Newport, Naval Station Annapolis, and Marine Corps Base Quantico.

1999-2001 NATURAL RESOURCES CONSERVATION AWARD
(SMALL INSTALLATION)
NAVAL AIR STATION
PENSACOLA, FLORIDA

I. INTRODUCTION:

Naval Air Station Pensacola (NASP) is located in Escambia County in the panhandle of Northwest Florida. The installation occupies 8,423 acres of land -- 5,800 acres at the main installation (NASP), and 2,623 acres at other area locations, including Naval Technical Training Center (NTTC) Corry Station, Naval Education and Training Professional Development and Technology Center (NETPDTC) Saufley Field, and Navy Outlying Landing Field (NOLF) Bronson. Natural Resources (NR) work is also conducted by the NASP staff for NAS Whiting Field (NASWF), 45 miles northeast of NASP.

Land use.

Forest Management	4,800 acres*
Agriculture Leases	750 acres**
Wetlands	929 acres
Semi-improved	911 acres
Outdoor Recreation	350 acres
Miles of Shoreline	17 miles

* Includes 2,300 acres at NASWF managed by NASP NR

** NASWF, managed by NASP NR



Mission. Pensacola was discovered by Spanish explorers in 1559. In 1825, a Naval Yard was authorized and constructed in Pensacola to serve the Gulf Coast. The yard became the nation's first Naval Air Station in 1914, and became known as the "Cradle of Naval Aviation." The main mission of Naval Air Station Pensacola is to provide quality support for the operations of the Chief of Naval Education and Training, headquartered on station. In addition, the command supports over 100 Department of Defense (DOD) related tenant commands and customers, including Commander, Training Air Wing SIX, Naval Aviation Schools Command, Naval Aviation Technical Training Center, Naval Operational Medicine Institute, and Navy Public Works Center. Other support includes 27 non-defense related agencies located on Navy lands, including the National Park Service, U.S. Coast Guard, Barrancas National Cemetery, and the National Museum of Naval Aviation. A combined workforce of over 19,000 military and civilians make up the population of the Pensacola region.

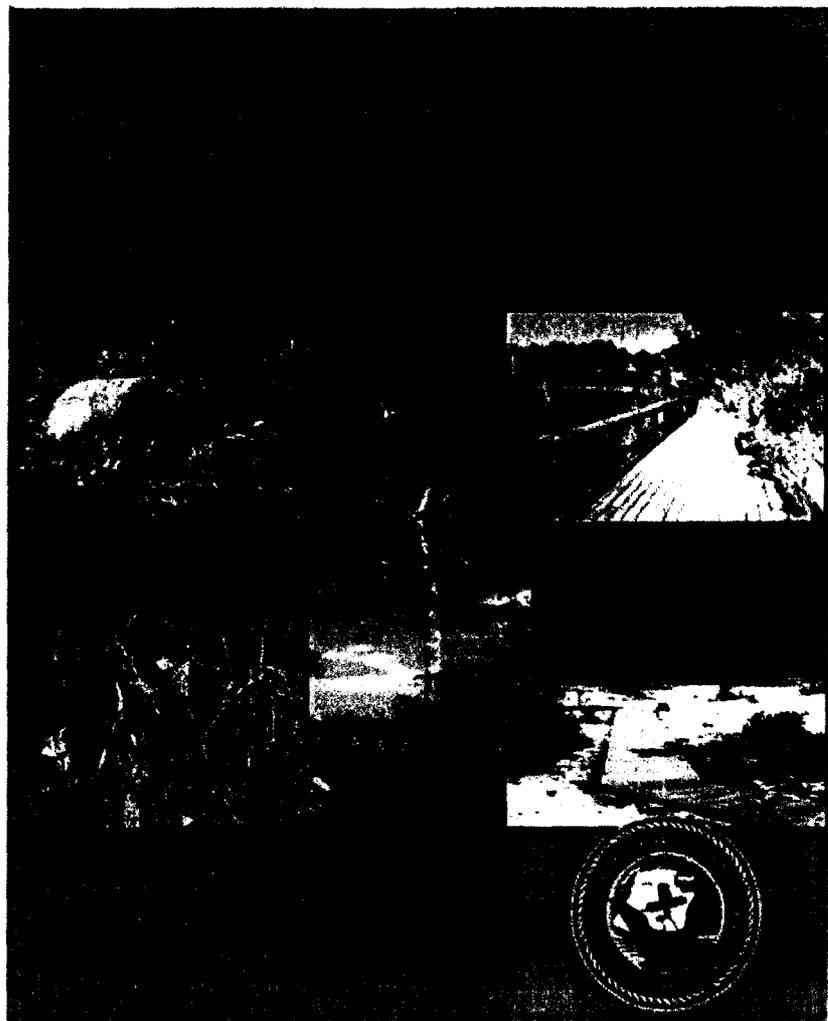
Environment. Natural resources onboard and surrounding NAS Pensacola are typical of the Florida panhandle - Southern Alabama ecosystem. Wetlands, forests, sandhills, rivers, streams, and sensitive ocean coastal zones create an environment abundant with animal, plant, and marine life. Located at the focal point of the regional ecosystem with 17 miles of shoreline, NAS Pensacola serves as a unique interface for air, water, and land resources. The protection of these environmental treasures is vital to the sustainability of NAS Pensacola, its military mission, and continued community support in achieving the public trust.

II. BACKGROUND

Management Plans. The NASP Integrated Natural Resources Management Plan (INRMP) was completed in FY 2001, and signed into action in compliance with the Sikes Act Improvement Act of 1997. This was a major accomplishment for the newly formed Pensacola Navy Regional Command, headquartered at NAS Pensacola. The new INRMP brings together the management of natural resources of three formerly independent commands into one organization and one document. NASWF completed a separate INRMP at the same time as NASP with oversight provided by the NASP NRM – two INRMP's going at one time!

NR management goals, objectives, and projects were developed for the period 2001 – 2010 for the 8,423 acres within the Regional Command. The INRMP includes a 10-year description and funding plan for mandatory and stewardship projects, and a new 10-year forest management plan. The Management Plan addresses the following in an ecosystem management context:

- **Land Management.** Includes grounds maintenance, urban forestry, soil erosion control, and watershed management. The NASP NR Manager also manages agricultural outleasings (NASWF INRMP).
- **Forest Management.** Includes a new 10-year plan of work for the management of forest resources with annual increments for stewardship and proper disposition of commercial timber assets. Forestry work for NASWF is also carried out by the NASP NR Manager and Regional Forester (NASWF INRMP).
- **Fish and Wildlife Management.** Includes plans for the management of animals and plants, fisheries, wildlife, protected species, nuisance animal and plant control, and wetlands.
- **Outdoor Recreation.** Separate plan completed by the National Park Service in FY 99 and included in the new INRMP. Includes plans for nature-based outdoor recreation, including nature trails, hiking, camping, and outdoor environmental education.



New INRMP aggressively implements the Sikes Act Requirements.

INRMP and the associated EA / FONSI were completed on schedule with complete public review and NEPA compliance.

Cooperative Agreements. A cooperative agreement between the Navy, U.S. Fish and Wildlife Service, and Florida Fish and Wildlife Conservation Commission was signed in 1979 and continues to be effective for fish and wildlife projects. For outdoor recreation, a cooperative agreement between the Navy, the National Park Service, and the Florida Department of Environmental Protection was signed in 1987.

Organization. Natural Resources Management for NASP and the Pensacola region is conducted by the Natural Resources Manager (NRM) within the Environmental Department of the Pensacola region. Navy staffing consists of one Forester, designated as the Regional NRM, one Forester designated as the Regional Forester, and one Environmental Protection Specialist at NASWF designated as the NASWF NRM. Pensacola regional NR work includes management for all Navy lands in the area including NASWF and 11 NOLF's (separate INRMP), NETPDTC Saufley, NTTC Corry, and NOLF Bronson (managed within the NASP INRMP). In addition, periodic management work is accomplished at Coastal Systems Station, Panama City, Florida, and Naval Construction Battalion Center, Gulfport, Mississippi. Commanding Officers and facility managers of each installation are highly active and supportive of the NR program. Administrative, technical, and financial support is provided by the Natural Resources Branch, Southern Division, Naval Facilities Engineering Command, Charleston, SC. Environmental requirements funding and major claimant oversight are provided by the Chief of Naval Education and Training, Pensacola.

Innovative/additional staffing during this award period included five Student Conservation Association (SCA) Interns at NASP and six SCA Conservation Associates at NASWF. These programs significantly supported the accomplishments of the regional Navy Natural Resources program while providing a valuable educational experience to future managers of natural resources. The SCA Program is well established within the Regional Command with continuing plans for student interns and associates each year.



SCA Students assist in prescribed burning.



SCA Student coordinated the renovation and improvement of the Lake Frederic Freshwater Fishery.

III. PROGRAM SUMMARY

The Pensacola region greatly expanded its NR accomplishments this award period by concentrating its activities on the Navy's contribution within the regional ecosystem of the area influenced by the Navy. Operating in five counties of Alabama and Florida at 19 separate sites, the Navy's activities influence every biological community within the regional ecosystem.

Integrated Natural Resources Management Plan Objectives.

- Completed NR planning for the next decade, 2001 - 2010.
- Fully integrated NR work with military missions/operations -- especially for Bird Animal Aircraft Strike Hazard (BASH); updated plan; revamped BASH Working Group).
- Established renewed cooperation among NASP regional commands and tenants by completing INRMP and involving all levels of the activities and tenants.
- Improved community quality of life through active participation and management for regional conservation initiatives (State of Florida's Pitcher Plant Prairie, Garcon Point Preserve, Jones Creek Swamp Preserve).

Accomplishment of Objectives. The NR Program accomplished significant goals in each of the management plan objective areas. Completing the INRMP was significant in achieving the planning and establishing the funding stream for projects through 2010. Staffing was significantly improved upon the completion of all training requirements by the newly hired Regional Forester enabling project work to continue while the NRM focused on the accomplishment of the new INRMP. Regionalization of formerly separate commands resulted in the newly formed Regional Command taking on the direct administration of all area NR programs. This realignment resulted in more efficient NR operations and more direct influence to properly conduct programs and carry out the INRMP. As a result, area commands were brought together in a new unified initiative by the Pensacola region NR staff, enhancing effectiveness that overlapped into the community.

Outstanding Program Features:

- Area Osprey restoration project continued.
- Regional Forester position established and hired.
- SCA student support of over 10,000 NR work hours.
- Five timber sales creating \$72,811 in forestry income.
- Prescribed burning on 573 acres; 38 miles firebreaks.
- Two agriculture lease revisions.
- Tree City USA status achieved for 6th year.
- Honeybee Management Program for 5th year.
- 5 Scouting programs (1 Eagle Scout project).
- "Adoption" by local groups of 6 special NR areas.
- Received 2001 COMNAVREG Award for Community Service with 5,000 hours of service in NR stewardship.



20+ Osprey fledglings were produced each year via 19 artificial nestboxes strategically located. This reduced BASH problems and significantly increased Osprey population.



Honeybee Swarm Removal: 100+ swarms removed and saved from buildings and aircraft without using pesticides.

6 Special Interest NR Areas were adopted by local groups.



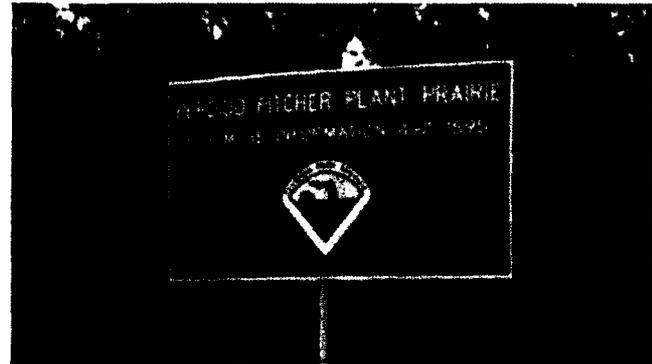
The Navy's regional influence upon the management and conservation of the ecosystem is best demonstrated by the Area Osprey Restoration Project. During the 10-year period from 1985-1992, only three Osprey chicks were successfully fledged at NAS Pensacola. From 1993-1997, six chicks were fledged each year. From 1998-2000, however, a total of 28 chicks were fledged in a combination of 14 artificial platforms and two natural nests. In 2001, new platforms were added and over 20 fledglings were produced. Osprey nesting platforms are located to reduce bird strikes in aviation patterns.



Osprey rescued by Navy Public Works Center from entangled fishing line (NAS Pensacola).



Navy SCA Student supporting Regional Ecosystem Restoration Prescribed Burn at Garcon Point Preserve.



IV. ACCOMPLISHMENTS

ECOSYSTEM MANAGEMENT

- State of Florida Pitcher-Plant Prairie land purchase within aviation approaches to NASP; Navy support led directly to high prioritization of the project by the state.
- Community partnerships in NR Management, resulting in major accomplishments on Navy lands.
- Partnerships with Student Conservation Association, Audubon Society, Eglin Air Force Base, Longleaf Alliance, and State of Florida agencies.
- Forestry and Military Prescribed Burning Partnership; promoted by NASP, NASWF, and the Florida Division of Forestry to broaden the regional application of prescribed fire in maintaining ecosystems.



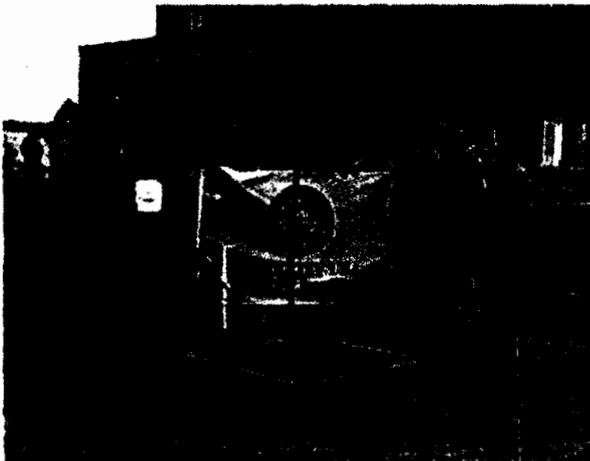
NAS Commanding Officer, State of Florida Dept of Environmental Protection (DEP) Director, and NW Florida DEP District Director visit the Pitcher Plant Prairie following a briefing and tour by the Navy.

LAND USE MANAGEMENT

- Planted 25,000 sea oats to repair shoreline erosion caused by hurricanes and 7,000 emergent vegetation plants along bays and inlets to reduce erosion and improve riparian habitat.
- Managed 750 acres of agricultural outlease land for NASWF. Two of the three leases were renewed this award period. The leases generated an annual \$5K in lease income and decreased annual maintenance costs by \$35K.
- Conducted three International Coastal Cleanups on Navy and National Park Service lands.
- Conducted Urban Forestry Programs, resulting in four area installations being designated Tree City USA. Over 500 young trees were planted and 1,500 trees maintained.



Following the September 11th Terrorist Attacks, the 14th Year of International Coastal Cleanup at NASP had to be restricted to on-base personnel only. A record 200+ volunteers displayed their patriotism and pride by removing 2 tons of debris from Navy shorelines. The 3-year total was nearly 7 tons.



Tree City USA Award for the 6th Year.

Tree Planting at Child Development Center

FOREST MANAGEMENT

- Regional Forester hired to facilitate forest management work at all area locations.
- Five timber sales harvesting 6,744 tons of commercial forest products, creating \$72,811 deposited to the DoD Forestry Account and supporting the local economy.
- Prescribed burning on 573 acres.
- 38 miles of firebreaks maintained.
- 4.2 miles of forest roads maintained.
- Completed 141 acres of site preparation for planting of forest species.
- Completed 210 acres of timber stand improvement, promoting longleaf pine.
- Reforested 314 acres to forest species including 140 acres of previously mowed grounds.
- Planted 45 acres to longleaf pine in cooperation with the Longleaf Alliance (Auburn Univ.)
- Completed the 10-year regional forest management plan for 2001-2010.
- Replaced antiquated forest management equipment with a new fire management transport truck and crawler tractor; replaced NR management vehicle.
- Purchased prescribed burning equipment: ATV, 4x6 Gators (2), and suppression spray tank.
- Developed an area 5-year salvage contract for timber damaged by natural causes or removed from construction sites, eliminating waste of resources and supporting the NRM Program.



Prescribed Burning is Essential Management for Forest Ecosystems.



Timber sales from construction sites and thinnings returned \$72,811 to the DoD forestry account.



Reforested a total of 314 acres, 140 acres of previously mowed grounds. Restoration of Longleaf Pine was accomplished.

FISH AND WILDLIFE MANAGEMENT

- Osprey restoration resulted in over 20 fledglings produced in artificial and natural nests.
- Completed site investigation and consultation with U.S. Fish & Wildlife Service following the listing of the federally threatened Flatwoods Salamander, located on Navy lands.
- Revised the Bird/Animal Aircraft Strike Hazard (BASH) Plan.
- Renovated and improved Lake Frederic Freshwater Fishery.
- Coordinated 6 releases of rehabilitated wildlife from the NW Florida Wildlife Sanctuary.
- Conducted nuisance wildlife management for the control of deer, beaver and coyote.

- Inventoried wetlands at three installations and coordinated four jurisdictional reviews.
- Conducted Christmas Bird Counts and spring migration surveys with the Audubon Society.
- Conducted gopher tortoise protection measures and relocation from hazard sites.
- Initiated region-wide honeybee management project saving over 100 swarms of honeybees.

Naval Air Station Pensacola, Florida
 Visit the Department Web Page at <http://www.gulfstatespennery.com/gspennery>

August 11, 2000

Great horned owls released to the wild

By Art Gibbons
 Senior Technical Editor



Staff photo by Art Gibbons
 Dorothy Kaufmann, director of the Wildlife Sanctuary of Northwest Florida, releases one of five great horned owls banded at the sanctuary in February.

Two great horned owls banded at the Wildlife Sanctuary of Northwest Florida were released into the wild at Trout Point aboard the Pensacola Naval Air Station during a live ceremony Aug. 2.

Bandmate Pete and Maggie, the two owls, a male and a female, are offspring of two banded owls which are permanent residents of the sanctuary, according to Wildlife Sanctuary of Northwest Florida Director Dorothy Kaufmann.

Pete and Maggie were one of two great horned owls banded at the sanctuary and set free last week. The others, Father, Magnus and Phoebe were released Aug. 4 at Lost Key Golf Course.

"After Pete and Maggie were banded," said Kaufmann, "our permanent female great horned owl became a surrogate mom to Father, Magnus and Maggie. All five of the babies were accepted by the other owls in the sanctuary. They protected, nurtured and fed each baby. When the babies were old enough we started them into a higher camp where they could perfect their skills for release into the wild."

The Wildlife Sanctuary of Northwest Florida is a non-profit organization which provides a haven for injured and orphaned owls, rehabilitates and releases them, where possible. In addition to caring for injured owls, the sanctuary fosters public awareness and appreciation of owls.

If you would like more information about the sanctuary, call Kaufmann at 423-0455.

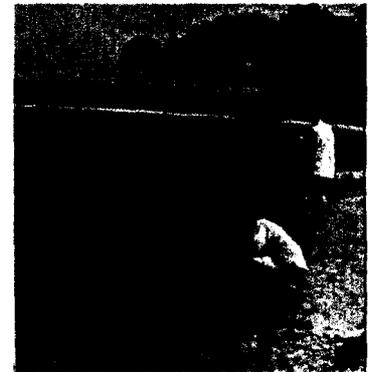


Six releases of rehabilitated wildlife were conducted on Navy lands.

The Gopher Tortoise, a "keystone species" in the regional ecosystem, enjoys protection and exclusive habitat on Navy lands in the Pensacola Region. Over 100 active burrows support a thriving population of tortoise and many other associated species.



A cooperative project with the State of Florida Department of Environmental Protection, Ecosystem Restoration Section, established 7,000 plants along NASP shorelines to assist in reducing erosion and improve riparian habitat in public waters.



CONSERVATION EDUCATION AND COMMUNITY RELATIONS

- Performed 4,600 hours of Community and Volunteer Service in Natural Resources; awarded the COMNAVREG SE "Flagship" Award.
- Actively participated in continuing education: 11 natural resources conferences / training.
- Provided three natural resources programs to Pensacola Junior College and local elementary and middle schools in partnership with the Navy, local schools, and local agencies.
- Coordinated Eagle Scout projects and maintained Youth Primitive Camping Area.
- Developed seven interpretive public-use nature trails.
- Published Navy and area press releases and news articles promoting public awareness.



Constructed 300' Nature Trail Boardwalk for public-use NR Education and recreational fishing; designed by SCA students and built in-house using NR funding.



Navy Enlisted Students volunteering weekend labor hours for NR management.

Navy Chiefs construct 500' extension to Trout Point Nature Trail; expanding public-use and handicapped access.



Programs given to area youth promoted a conservation ethic and appreciation for natural resources.



U.S. Navy Community Service

Environmental Stewardship Flagship

Certificate of Volunteer Appreciation

Presented with pride and congratulations to
**Naval Air Station,
Pensacola, FL**

1st Place Regional Winner - 2000-2001 Annual Awards

in recognition of exemplary environmental stewardship to protect
America's natural resource heritage and legacy.

Your dedicated commitment and voluntary service to environmental
conservation preserves our nation's natural resources and strengthens
America's heritage as a maritime nation.

5 October 2001
5 October 2001

John L. Allerton
LAWN 41 REG 02
Community Support Programs Dept.
Marketing, Operations & Community
Services Manager

COMPLIANCE AND MISSION ENHANCEMENT

- The NAS Pensacola region conducted a comprehensive Natural Resources Management Program this award period -- from the quality of life improvements and beautification in land management, to forestry projects, biological surveys, and the use of natural areas to increase public ecosystem awareness and protect flight approaches.
- Budget Support: Environmental Conservation Funding and Natural Resources Stewardship Funding (Reimbursable Forestry and Agriculture Funds) were obtained for all NR projects, contracted services, labor, equipment, vehicles, material, and supplies. Special funding this award period included funding for the new INRMP. The NR staff positions were also included in the funding. Naval Facilities Engineering Command funding for SCA Students are not shown, but averaged \$50K per year.

Environmental Funds

NR Stewardship Funds (Reimbursable NR)

• FY 99	\$ 190K	\$ 85K
• FY 00	\$ 23K	\$ 108K
• FY 01	\$ 58K	\$ 114K

V. SUMMARY

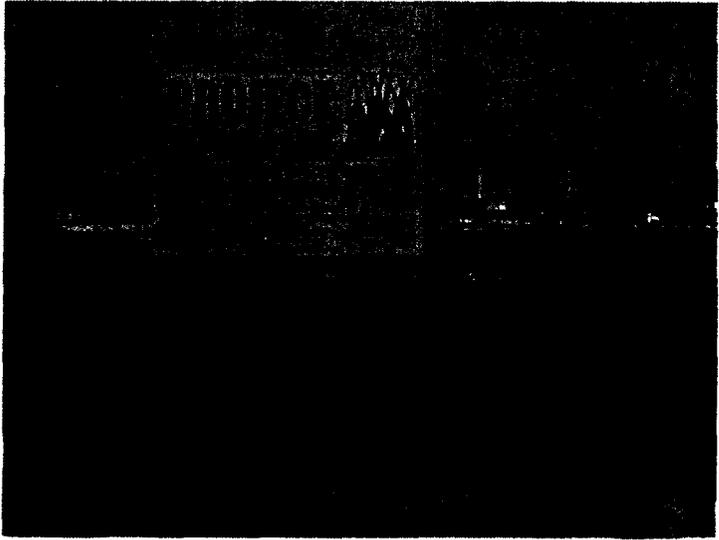
The Natural Resources program in the NAS Pensacola region has achieved superior public confidence and demonstrated outstanding land management practices supporting mission accomplishment. Proper stewardship of the Navy's land and natural resources has formed the basis for a continued strong Navy presence in Pensacola. Our exceptional environmental stewardship will continue to increase public trust and improve quality of life for everyone. We are proud of our total command commitment to this vital program!



2001-2003 NATURAL RESOURCES CONSERVATION AWARD
(SMALL INSTALLATION)
NAVAL AIR STATION
PENSACOLA, FLORIDA

INTRODUCTION:

Naval Air Station Pensacola (NASP) is located in Escambia County in the panhandle of Northwest Florida. The installation occupies 8,423 acres of land -- 5,800 acres at the main installation (NASP), and 2,623 acres at other area locations, including Naval Technical Training Center (NTTC) Corry Station, Naval Education and Training Professional Development and Technology Center (NETPDTC) Saufley Field, and Navy Outlying Landing Field (NOLF) Bronson. The land is distributed as follows:



Land use.

Forest Management	2,449 acres
Wetlands	650 acres
Semi-improved	911 acres
Outdoor Recreation	350 acres
Improved	4,360 acres
Miles of Shoreline	17 miles

Mission. Spanish explorers discovered Pensacola in 1559. In 1825, a Naval Yard was authorized and constructed in Pensacola to serve the Gulf Coast. The yard became the nation's first Naval Air Station in 1914, and became known as the "Cradle of Naval Aviation." NASP is also home to the world-renowned Navy Blue Angels precision performance air team. The main mission of NASP is to provide quality support for the operations of the Naval Education and Training Command, headquartered on station. In addition, the command supports over 100 Department of Defense (DOD) related tenant commands and customers, including Commander, Training Air Wing SIX, Naval Aviation Schools Command, Naval Aviation Technical Training Center, Naval Operational Medicine Institute, and Navy Public Works Center. Other support includes 27 non-defense related agencies located on Navy lands, including the National Park Service, U.S. Coast Guard, Barrancas National Cemetery, and the National Museum of Naval Aviation. A significant ancillary mission is to provide operational support to fleet exercises and training missions. A combined workforce of over 19,000 military and civilians make up the population of the Pensacola region.

Environment. Natural resources onboard and surrounding NASP are typical of the Florida panhandle - southern Alabama ecosystem. Wetlands, forests, sand hills, rivers, streams, and sensitive ocean coastal zones create an environment abundant with animal, plant, and marine life. Located at the focal point of the regional ecosystem with 17 miles of shoreline, NASP serves as a unique interface for air, water, and land resources. The protection of these environmental treasures is vital to the sustainability of NASP, its military mission, and continued community support in achieving the public trust. In addition to its natural resources, NASP is also home to cultural resources managed by the National Park Service, including Fort Barrancas and Advanced Redoubt that receive approximately 50,000 visitors per year.

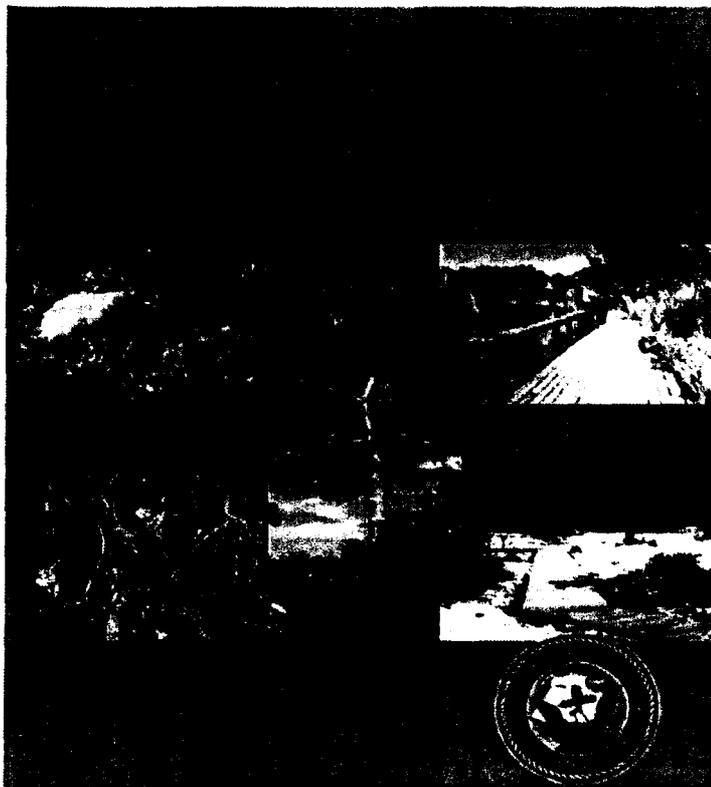
BACKGROUND

The NASP Integrated Natural Resources Management Plan (INRMP) was completed in FY 2001, and signed into action in compliance with the Sikes Act Improvement Act of 1997. The new INRMP brings together the management of natural resources of three formerly independent commands into one organization and one document. Naval Air Station Whiting Field completed a separate INRMP at the same time as NASP with oversight provided by the NASP Natural Resources (NR) Manager.

Cooperative Agreements. A cooperative agreement between the Navy, U.S. Fish and Wildlife Service, and Florida Fish and Wildlife Conservation Commission (FFWCC) was signed in 1979 and continues to be effective for fish and wildlife projects. For outdoor recreation, a cooperative agreement between the Navy, the National Park Service, and the Florida Department of Environmental Protection was signed in 1987.

Organization. The NR Manager (NRM) within the Environmental Department of the Pensacola region conducts NR Management for NASP and the Pensacola region. Navy staffing consists of one Forester, designated as the Regional NRM and one Forester designated as the Regional Forester. Pensacola regional NR work includes management for all Navy lands in the area including, NETPDTC Saufley, NTTC Corry, and NOLF Bronson, as well as support to NAS Whiting Field – a separate command with a separate INRMP. In addition, periodic management work is accomplished at Coastal Systems Station, Panama City, Florida, and Naval Construction Battalion Center, Gulfport, Mississippi. Commanding Officers and facility managers of each installation are highly active and supportive of the NR program. The Natural Resources Branch, Southern Division, Naval Facilities Engineering Command, Charleston, SC, provides administrative, technical, and financial support. Environmental requirements funding and major claimant oversight are provided by the Naval Education and Training Command, Pensacola.

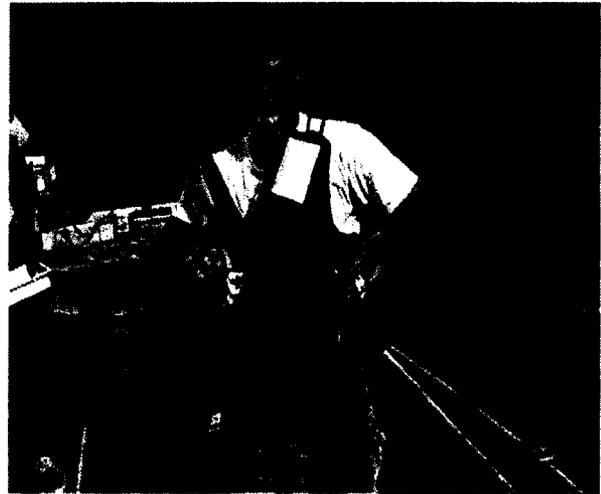
Additional and innovative staffing during this award period included five Student Conservation Association (SCA) 12-week Interns (2500+ hours of support). NASP partnered with five different universities to sponsor these students: Texas A&M University, University of Vermont, University of California Los Angeles, Emory University, and New York University. These programs significantly supported the accomplishments of the regional Navy NR program while providing a valuable educational experience to future managers of natural resources. The SCA Program is well established within the Regional Command with continuing plans for student interns and associates each year.



New INRMP aggressively implements the Sikes Act Requirements. INRMP and the associated EA / FONSI were completed on schedule with complete public review and NEPA compliance.



Navy SCA Student supporting Regional Ecosystem Restoration Prescribed Burn at Garcon Point Preserve.



SCA Student coordinated the renovation and improvement of the Lake Frederic Freshwater Fishery.

PROGRAM SUMMARY

The Pensacola Navy region greatly expanded its NR accomplishments this award period by concentrating its activities on the Navy's influence within the regional ecosystem.

Integrated Natural Resources Management Plan Objectives.

- Completed NR planning for the next decade, 2001 - 2010.
- Fully integrated NR work with military missions/operations -- especially for Bird Animal Aircraft Strike Hazard (BASH); updated plan; revamped BASH Working Group.
- Established renewed cooperation among NASP regional commands and tenants by completing the INRMP and involving all levels of the activities and tenants.
- Improved community quality of life through active participation and management for regional conservation initiatives (State of Florida's Pitcher Plant Prairie, Garcon Point Preserve, Jones Creek Swamp Preserve).

Accomplishment of Objectives. The NR Program accomplished significant goals in each of the management plan objective areas. Completing the INRMP was significant in achieving the planning and establishing the funding stream for projects through 2010. The newly hired Regional Forester enabling project work to continue while the NRM focused on the accomplishment of the new INRMP significantly improved staffing upon the completion of all training requirements. Regionalization of formerly separate commands resulted in the newly formed Regional Command taking on the direct administration of all area NR programs. Former installation "points of contact" were no longer available, resulting in more efficient NR operations and more direct influence to properly conduct programs and carry out the INRMP. As a result, area commands were brought together in a new initiative of unity by the Pensacola region NR staff, enhancing effectiveness that overlapped into the community.

Outstanding Program Features:

- Area Osprey restoration project continued. 20+ Osprey fledglings were produced each year.
- Regional Forester position established and hired.
- SCA student support of over 2,500 NR work hours.

- Five timber sales creating \$51,236 in forestry income.
- Prescribed burning on 137 acres; 19 miles firebreaks.
- Tree City USA status achieved for 9th year.
- Honeybee Management Program for 5th year.
- 5 Scouting programs (1 Eagle Scout project).
- "Adoption" by local groups of 6 special NR areas.
- Received 2001 COMNAVREG Award for Community Service with 5,000 hours of service in NR stewardship.



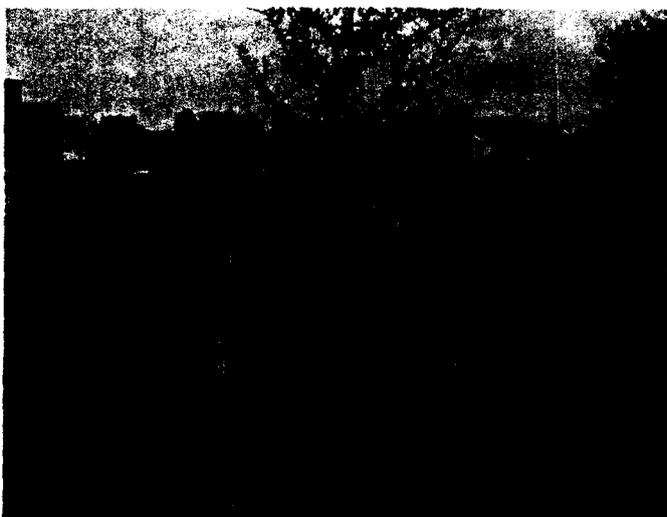
19 artificial Osprey nestboxes strategically located reduced BASH problems and significantly increased area Osprey population.



Honeybee Swarm Removal:
100+ swarms removed and saved from buildings and aircraft without using pesticides.

The Area Osprey Restoration Project best demonstrates the Navy's regional influence upon the management and conservation of the ecosystem. During the 10-year period from 1985-1992, only three Osprey chicks were successfully fledged at NAS Pensacola. From 1993-1997, six chicks were fledged each year. From 1998-2000, however, a total of 28 chicks were fledged in a combination of 14 artificial platforms and two natural nests. From 2001 - 2003, new platforms were added and over 20 fledglings were produced each year. Osprey nesting platforms are located to reduce bird strikes in aviation patterns.

Tree City achieved for 9th year!



Osprey rescued by Navy Public Works Center from entangled fishing line (NAS Pensacola).



ACCOMPLISHMENTS

Ecosystem Management

- **Project Green Shores.** Navy Seabees worked with Community Environmental leaders to construct an offshore reef comprised of 6,000 tons of recycled rock from the base. The resulting project and all partners received awards from Coastal America and the DoD.

Project Green Shores offshore reef and estuary.

- State of Florida Pitcher-Plant Prairie land purchase within aviation approaches to NASP; continued Navy support resulting in purchasing half of the Prairie's 7,000 acres.
- Community partnerships in NR Management, resulting in major accomplishments on Navy lands: Partnerships with SCA, Audubon Society, Eglin Air Force Base, Longleaf Alliance, and State of Florida agencies.
- Forestry and Military Prescribed Burning Partnership; promoted by NASP and the Florida Division of Forestry to broaden the regional application of prescribed fire in maintaining ecosystems.
- Participated in the Florida Forever program for the Lower Perdido River Buffer encompassing 7,800 acres.



Land Use Management

- Planted 14,000 sea oats to repair shoreline erosion caused by hurricanes and 7,000 emergent vegetation plants along bays and inlets to reduce erosion and improve riparian habitat.
- Restored 3,000 feet of waterfront via beach renourishment and seawall repair.
- Conducted Urban Forestry Programs, resulting in three area installations being designated Tree City USA. Over 500 young trees were planted and 1,500 trees maintained.
- Conducted three International Coastal Cleanups on Navy and National Park Service lands.



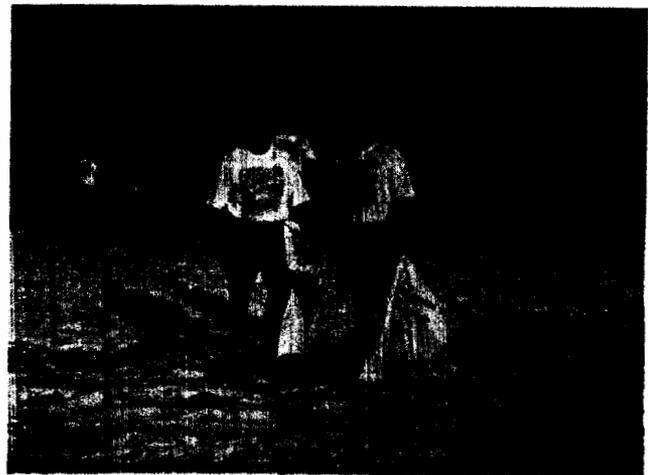
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Following the September 11th Terrorist Attacks, the 14th Year of International Coastal Cleanup at NASP had to be restricted to on-base personnel only. A record 200+ volunteers displayed their patriotism and pride by removing 2 tons of debris from Navy shorelines. The 3-year total was nearly 7 tons.



Tree Planting at Child Development Center



CDR Beaudrot (Reserve projects officer) and CAPT Pruitt (CO, right) lend a hand for coastal cleanup 2003 (16th Annual)

Forest Management

- Regional Forester hired to facilitate forest management work at all area locations.
- Two timber sales harvesting 4,724 tons of commercial forest products, creating \$51,236 deposited to the DoD Forestry Account and supporting the local economy.
- Prescribed burning on 137 acres.
- 19 miles of firebreaks maintained.
- 4.2 miles of forest roads maintained.
- Managed additional 141 acres of site preparation for planting of forest species.
- Planted 45 acres to longleaf pine in cooperation with the Longleaf Alliance (Auburn Univ.)
- Completed the 10-year regional forest management plan for 2001-2010.
- Replaced antiquated forest management equipment with a new fire management transport truck and crawler tractor; replaced NR management vehicle.



Prescribed Burn at Corry



Timber Sale

- Purchased prescribed burning equipment: ATV, 4x6 Gators (2), and suppression spray tank.
- Developed an area 5-year salvage contract for timber damaged by natural causes or removed from construction sites, eliminating waste of resources and supporting the NR Program.

New trees established



Fish and Wildlife Management

- Osprey restoration resulted in over 20 fledglings produced in artificial and natural nests annually; installed 3 new nestboxes.
- Revised the BASH Plan.
- Renovated and improved Lake Frederic Freshwater Fishery.



The Gopher Tortoise, a "keystone species" in the regional ecosystem, enjoys protection and exclusive habitat on Navy lands. Over 100 active burrows support a thriving population.

- Coordinated 4 releases of rehabilitated wildlife from the NW Florida Wildlife Sanctuary.
- Conducted nuisance wildlife management for the control of deer, beaver and coyote.
- Inventoried wetlands at three installations and coordinated four jurisdictional reviews.
- Conducted Christmas Bird Counts and spring migration surveys with the Audubon Society.
- Conducted gopher tortoise protection measures and relocation from hazard sites.
- Initiated region-wide honeybee management project saving over 100 swarms of honeybees.
- Initiated deer depredation plan for aviation safety in conjunction with the Gulf Breeze Zoological Society and FFWCC.
- Sea turtle nesting protection. Initiated consultation with FFWCC and U.S. Fish and Wildlife to reduce base lighting. As part of this effort, a \$300,000 lighting renovation project was initiated by NASP and funded in FY2003.

Pest Management

- Partnered with National Park Service (NPS) and received NPS grant for \$55,000 to control invasive species on Navy lands.
- Regional forester certified as DOD Pest Manager; NRM and forester also recertified.
- Continued nuisance wildlife management.
- Initiated program to identify domestic pets via implanted chip identification.



National Park Service partners with Navy to control cogongrass and other invasive species.



Constructed 300' Nature Trail Boardwalk for public-use NR Education and recreational fishing; designed by SCA students and built in-house using NR funding.



SCA Intern

Other Natural Resources

- Maintained seven interpretive natural trails, 5,000+ users per year.
- Two youth camping areas.
- Coordinated with Big Lagoon State Park (FDEP division of Parks and Recreation) to manage access into Tarkiln Bayou State Preserve.



Navy Enlisted Students volunteering



Navy Chiefs construct 500' extension to Trout Point Nature Trail; expanding public-use and handicapped access.

Conservation Education

- Actively participated in continuing education: 8 natural resources conferences/training.
- Provided three natural resources programs to Pensacola Junior College and local elementary and middle schools in partnership with the Navy, Audubon Society, local schools, and local agencies.
- Coordinated Eagle Scout projects and maintained Youth Primitive Camping Area.



Community Relations

- Averaged 5,000 hours per year of Community and Volunteer Service in Natural Resources; awarded the COMNAVREG SE "Flagship" Award (First place in 2001, runner-up in 2002 and 2003).
- Published Navy and area press releases and news articles promoting public awareness.



U.S. Navy
Community Service

Environmental Stewardship Flagship

Certificate of Volunteer Appreciation

Presented with pride and congratulations to
*Naval Air Station,
Pensacola, FL*

1st Place Regional Winner - 2000-2001 Annual Awards

in recognition of exemplary environmental stewardship to protect America's natural resource heritage and legacy.

Your dedicated commitment and voluntary service to environmental conservation preserves our nation's natural resources and strengthens America's heritage as a maritime nation.

*5 October 2001
5 October 2001*

John L. Albertson
COMNAVREG SE
Community Support Programs Dept.
Marketing, Operations & Community
Services Manager

Environmental Enhancement

NASP continues to be a NR program model for environmental stewardship.

The careful management of the NR assets at NASP has allowed NASP personnel and the public to enjoy protected habitats via trails, boardwalks, and camping areas.

Mission Enhancement

Implementing nuisance wildlife management, updating the BASH plan, and installing osprey nest boxes all serve to protect flight approaches and operations. The NR team is actively involved in facilities planning which results in efficient ecosystem management by coordinating timber sales, controlled burns, tree plantings, species relocations, and minimizing impacts to wetlands and other sensitive habitats. The NR program has demonstrated outstanding land management practices supporting mission accomplishment while also

protecting NR assets.

Natural Resources Compliance Program

- The NAS Pensacola region delivered a comprehensive Natural Resources Management Program this award period. Features such as quality of life improvements, beautification in land management, coordinated forestry projects, completed biological surveys, and the use of

natural areas to increase public ecosystem awareness and protect flight approaches are all aspects of the NR program at NASP.

- Budget Support: Environmental conservation funding and NR stewardship funding (Reimbursable Forestry and Agriculture Funds) were obtained for all NR projects, contracted services, labor, equipment, vehicles, material, and supplies. Naval Facilities Engineering Command funding for SCA Students are not shown, but averaged \$10K per year.

Environmental Funds

NR Stewardship Funds (Reimbursable NR)

FY 01 \$ 39K
 FY 02 \$ 51K
 FY 03 \$ 111K

\$ 116 K
 \$ 128K
 \$ 126K



Florida Division of Forestry inspects effectiveness of Invasive Species Control for Chinese Tallowtree



Navy, Florida Department of Environmental Protection, and Florida Park Service determine Land Management alternatives at NOLF Bronson, adjacent to the Pitcher Plant Prairie 7,000 acre preserve



COBRA Analysis

COBRA

- According to payback section of DON-0085: “The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.57 million. The net of all costs and savings to the Department during the implementation period is a savings of \$1.38 million. Annual recurring savings to the Department after implementation are \$0.91 million with a payback expected in four years. The net present value of costs and savings to the Department over 20 years is a savings of \$10.00 million.” (see attachment number 1 at the end of this section)
- Looking at only the BAH costs for Newport vs. Pensacola based on COBRA analysis of DON-0085 it is clear that the costs associated with this alone would be greater than the projects savings over twenty years of \$10 million.
- According to COBRA, the monthly cost of Officer BAH at Newport is \$1,952 and the monthly Enlisted BAH is \$1,420. There are no available officer or enlisted housing units. Therefore, every single officer and enlisted position that moves to NAVSTA Newport will have no choice but to accept BAH. Twenty-eight officers and twenty-eight enlisted personnel are scheduled to move with OTC to Newport. The annual cost of 28 officers BAH is \$655,872. The annual cost of 28 enlisted personnel BAH at Newport is \$477,120. Combined, the cost of 28 officers and 28 enlisted BAH annually at NAVSTA Newport is \$1,132,992. The cost over twenty years, which can only increase, is \$22,659,840. The annual cost at NAS Pensacola, with officer BAH at \$946 and enlisted BAH at \$758, combined is \$572,544 annually and \$11,450,880 over 20 years (see table below).

	<u>Monthly Officer BAH</u>	<u>Monthly Enlisted BAH</u>	<u>Annual BAH for 28 Officer and 28 Enlisted</u>	<u>Total BAH costs for 56 military personnel over 20 years</u>
NAS Pensacola	\$946	\$758	\$572,544	\$11,450,880
NAVSTA Newport	\$1952	\$1420	\$1,132,992	\$22,659,840
Cheaper at NAS Pensacola by:	-\$1006	-\$662	-\$560,448	-\$11,208,960

(see attachments numbered 2 and 3 at the end of this section)

- **Question:** According to the COBRA analysis the difference between BAH costs for Pensacola vs. Newport for 28 officers and 28 enlisted personnel over twenty years is \$11,208,960. The Navy would save \$11,208,960 on BAH costs alone over 20 years by moving OTC NAVSTA Newport to OTC NAS Pensacola. The total annual savings projected for 20 years for DON-0085 is \$10 million. If this data has not been included in the cost savings analysis then it proves that the Navy would actually lose \$1,208,960 over 20 years on BAH costs alone by moving OTC from Pensacola to Newport. In addition, there are currently no available officer housing units available and no enlisted housing units available at NAVSTA Newport. There are 29 officer housing units available and

101 enlisted housing units available at NAS Pensacola. The space is available to accommodate more personnel from NAVSTA Newport.

COBRA Attachments

Candidate Recommendation # DON-0085

Recommendation: Realign Naval Air Station Pensacola, FL by relocating Officer Training Command Pensacola, FL to Naval Station Newport, RI and consolidating with Officer Training Command Newport, RI.

Justification: Navy Officer Accession Training is currently conducted at three installations: (1) U.S. Naval Academy Annapolis, MD hosts Midshipman Training; (2) Naval Station Newport hosts Naval Academy Preparatory School and Officer Training Command Newport, which includes Officer Indoctrination School and Seaman to Admiral-21 Program courses; and (3) Naval Air Station Pensacola hosts Officer Training Command Pensacola which includes Navy Officer Candidate School, Limited Duty Officer Course, Chief Warrant Officer Course, and the Direct Commissioning Program. Consolidation of Officer Training Command Pensacola and Officer Training Command Newport will reduce inefficiencies inherent in maintaining two sites for similar training courses through reductions in facilities requirements, personnel requirements (including administrative and instructional staff), and excess capacity. This action also supports the Department of the Navy initiative to create a center for officer training at Naval Station Newport.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.57 million. The net of all costs and savings to the Department during the implementation period is a savings of \$1.38 million. Annual recurring savings to the Department after implementation are \$0.91 million with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$10.00 million.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 675 jobs (295 direct jobs and 380 indirect jobs) over the 2006-2011 period in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is 0.32 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Station Newport, RI is in Serious Non-attainment for Ozone (1-Hour) and in Moderate Non-attainment for Ozone (8-Hour) but no Air Conformity Determination will be required. No impacts are anticipated for air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC

#2

COBRA INPUT DATA REPORT (COBRA v6.10)
Data As Of 5/6/2005 4:10:19 PM, Report Created 5/6/2005 5:35:10 PM

Department : NAVY
Scenario File : \\server1\cobra-et\DON0085\DON-0085 6 may 05.CBR
Option Pkg Name: DON-0085
Std Fctrs File : C:\Documents and Settings\cobra-et\Desktop\COBRA 6.10\BRAC2005.SFF

INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 2006
Model does Time-Phasing of Construction/Shutdown: Yes

Base Name, ST (Code) Strategy:

NAVSTA NEWPORT, RI (N32411) Realignment
NAS PENSACOLA, FL (N00204) Realignment

INPUT SCREEN TWO - DISTANCE TABLE
(Only shows distances where personnel or equipment are moving)

Point A: Point B: Distance:

NAVSTA NEWPORT, RI (N32411) NAS PENSACOLA, FL (N00204) 1,380 mi

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from NAS PENSACOLA, FL (N00204) to NAVSTA NEWPORT, RI (N32411)

	2006	2007	2008	2009	2010	2011
Officer Positions:	28	0	0	0	0	0
Enlisted Positions:	28	0	0	0	0	0
Civilian Positions:	14	0	0	0	0	0
Student Positions:	207	0	0	0	0	0
NonVeh Missn Eqpt(tons):	50	0	0	0	0	0
Suppt Eqpt (tons):	50	0	0	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: NAVSTA NEWPORT, RI (N32411)

Total Officer Employees:	478	Base Service (for BOS/Sust):	Navy
Total Enlisted Employees:	798	Total Sustainment (\$K/Year):	33,975
Total Student Employees:	2,146	Sustain Payroll (\$K/Year):	6,322
Total Civilian Employees:	3,821	BOS Non-Payroll (\$K/Year):	49,719
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	47,406
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	1,867,774
Starting Facilities(KSF):	8,022	Svc/Agcy Recap Rate (Years):	114
Officer BAH (\$/Month):	1,952	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	1,420		
Civ Locality Pay Factor:	1.170	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.04		Admits Visits Prescrip
Per Diem Rate (\$/Day):	158	CostFactor	4,059.00 118.00 10.17
Freight Cost (\$/Ton/Mile):	0.39	Actv MTF	430 71,552 60,547
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	601 15,768
Latitude:	41.511040	Retiree	130 28,109 55,943
Longitude:	-71.247310	Retiree65+	100 16,837 94,478

#3

Department : NAVY
 Scenario File : \\server1\cobra-et\DON0085\DON-0085 6 may 05.CBR
 Option Pkg Name: DON-0085
 Std Fctrs File : C:\Documents and Settings\cobra-et\Desktop\COBRA 6.10\BRAC2005.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: NAS PENSACOLA, FL (N00204)

Total Officer Employees:	886	Base Service (for BOS/Sust):	Navy
Total Enlisted Employees:	2,966	Total Sustainment(\$K/Year):	43,273
Total Student Employees:	4,633	Sustain Payroll (\$K/Year):	430
Total Civilian Employees:	6,129	BOS Non-Payroll (\$K/Year):	76,700
Accomp Mil not Receiving BAH:	19.6%	BOS Payroll (\$K/Year):	62,054
Officer Housing Units Avail:	29	Family Housing (\$K/Year):	9,736
Enlisted Housing Units Avail:	101	Installation PRV(\$K):	2,800,363
Starting Facilities(KSF):	12,138	Svc/Agcy Recap Rate (Years):	114
Officer BAH (\$/Month):	946	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	758		
Civ Locality Pay Factor:	1.109	TRICARE	In-Pat Out-Pat
Area Cost Factor:	0.87		Admits Visits Prescrip
Per Diem Rate (\$/Day):	120	CostFactor	4,765.00 99.00 32.38
Freight Cost (\$/Ton/Mile):	0.29	Actv MTF	1,945 126,360 141,617
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	104 7,378
Latitude:	30.351100	Retiree	850 76,030 292,442
Longitude:	-87.274900	Retiree65+	652 33,910 344,578

INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: NAVSTA NEWPORT, RI (N32411)

	2006	2007	2008	2009	2010	2011
1-Time Unique Cost (\$K):	0	0	0	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilConlReqd(\$K):	0	0	0	0	0	0
ActivMission Cost (\$K):	0	0	0	0	0	0
ActivMission Save (\$K):	0	0	0	0	0	0
Misn Contract Start (\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	249	249	249	249	249	249
Misc Recurring Save(\$K):	0	0	0	0	0	0
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%

Original Orders

Previous orders to Consolidation of Aviation Officer Candidate School (AOCS) and Officer Candidate School (OCS) from Newport to Pensacola, September 17, 1993

- According to payback section of DON-0085: “The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.57 million. The net of all costs and savings to the Department during the implementation period is a savings of \$1.38 million. Annual recurring savings to the Department after implementation are \$0.91 million with a payback expected in four years. The net present value of costs and savings to the Department over 20 years is a savings of \$10.00 million.” (see the attachment number 1 at the end of this section)

 - **Question:** Under the original Action Memorandum (signed by ex-CNO Admiral Frank Kelso, II in 1993-attached) which consolidated AOCS and OCS from Newport to Pensacola implemented in 1994 it states: “CNET conducted a study which indicated consolidation in either Newport or Pensacola would result in the same annual savings of approximately \$1.9M. Quality of Life factors, however, favor consolidation in Pensacola.” (see attachment number 2 at the end of this section) OTC was moved in 1994. In the eleven years since it moved to Pensacola the Navy has saved \$1.9 million a year. The total amount of savings to date, based on Navy information, is \$20.9 million. The total savings from just the past eleven years have eclipsed the projected savings to the department (\$10 million) projected over 20 years. In fact, based solely on the savings to date and using annual projected savings (\$0.91 million) minus actual annual savings over the past 11 years (\$1.9 million) it would COST the Navy an extra \$1 million annually to complete this move, based on Navy data. Did the Navy factor in these annual \$1.9 million savings into their 20 year projected savings under DON-0085?
-
- In the same Action Memorandum from 1993 it states: “Our plan consolidates existing curricula into one which standardizes the program, promotes the “one Navy” concept, and produces a quality naval officer more efficiently.” (see attachment number 2 at the end of this section)

 - **Question:** What has changed since 1993 that somehow nullifies this? The “one Navy” concept still exists and OCS in Pensacola still “produces a quality naval officer more efficiently.”
-
- Again, in that same Action Memorandum from 1993 it states: “Quality of Life factors, however, favor consolidation in Pensacola.”

 - **Question:** What has changed since 1993 that somehow nullifies this? It the Quality of Life somehow drastically improved in Newport so much that it eclipses that of Pensacola?
-

Original Orders Attachment

|

Candidate Recommendation # DON-0085

Recommendation: Realign Naval Air Station Pensacola, FL by relocating Officer Training Command Pensacola, FL to Naval Station Newport, RI and consolidating with Officer Training Command Newport, RI.

Justification: Navy Officer Accession Training is currently conducted at three installations: (1) U.S. Naval Academy Annapolis, MD hosts Midshipman Training; (2) Naval Station Newport hosts Naval Academy Preparatory School and Officer Training Command Newport, which includes Officer Indoctrination School and Seaman to Admiral-21 Program courses; and (3) Naval Air Station Pensacola hosts Officer Training Command Pensacola which includes Navy Officer Candidate School, Limited Duty Officer Course, Chief Warrant Officer Course, and the Direct Commissioning Program. Consolidation of Officer Training Command Pensacola and Officer Training Command Newport will reduce inefficiencies inherent in maintaining two sites for similar training courses through reductions in facilities requirements, personnel requirements (including administrative and instructional staff), and excess capacity. This action also supports the Department of the Navy initiative to create a center for officer training at Naval Station Newport.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.57 million. The net of all costs and savings to the Department during the implementation period is a savings of \$1.38 million. Annual recurring savings to the Department after implementation are \$0.91 million with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$10.00 million.

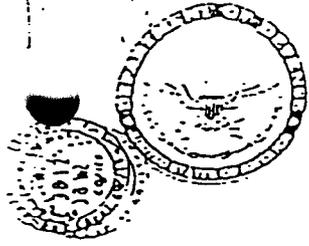
Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 675 jobs (295 direct jobs and 380 indirect jobs) over the 2006-2011 period in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is 0.32 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Station Newport, RI is in Serious Non-attainment for Ozone (1-Hour) and in Moderate Non-attainment for Ozone (8-Hour) but no Air Conformity Determination will be required. No impacts are anticipated for air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC

#2

DEPARTMENT OF THE NAVY
CHIEF OF NAVAL AIR TRAINING
NAVAL AIR STATION
CORPUS CHRISTI, TEXAS 78419-3105



1500
Ser 01/03025
28 OCT 1993

From: Chief of Naval Air Training
To: Commanding Officer, Naval Aviation Schools Command
Subj: CONSOLIDATION OF AVIATION OFFICERS CANDIDATE SCHOOL (AOCS) AND OFFICER CANDIDATE SCHOOL (OCS)
Ref: (a) PHONCON btwn RADM Hayden (CNATRA)/CAPT Coonan NASC of 22 Oct 93
Encl: (1) CNET ltr 1500 Ser N-24/172 of 22 Oct 93

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01
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11
C9

1. Enclosure (1) directs the consolidation of AOCS and OCS at NAS Pensacola by April 1994. As discussed in reference (a), request Naval Aviation Schools Command liaison directly with Naval Education and Training Command (NETC) to ~~implement the new consolidated course, keeping CNATRA informed.~~

14

2. CNATRA point of contact is LT Karen R. Hyde, N313, DSN 861-3822 or commercial (582) 939-3822.

P. R. Statsky
P. R. STATSKEY
Chief of Staff

Copy to:
CNET
NETC

Enclosure (2).



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
220 DALLAS ST
PENSACOLA FLORIDA 32504 5220

-1500
Ser N-2411

22 OCT 1993



From: Chief of Naval Education and Training
To: Chief of Naval Air Training

Subj: CONSOLIDATION OF AVIATION OFFICER CANDIDATE SCHOOL (AOCS)
AND OFFICER CANDIDATE SCHOOL (OCS)

1. On 15 October 1993, Secretary Dalton announced his decision to consolidate AOCS and OCS into a 13 week course of instruction at NA Pensacola. The new consolidated course (OCS) class will convene in April 1994.

2. Please develop and forward a Plan of Action and Milestones (POAM) not later than 12 November 1993 to include staffing, final curriculum revision, class convening schedule, and logistics/transfer of training materials. Direct liaison with the Bureau of Naval Personnel, the Commander, Navy Recruiting Command and Commander, Naval Education and Training Center is authorized.

3. By copy of this letter, the Commander, Navy Recruiting Command is requested to take appropriate action to effect the assignment of all OCS officer candidates to Pensacola vice Newport beginning in April 1994.


R. K. U. KIHUNE

Copy to:
CHNAVPERS
COMNAVCRUITCOM
NETC



#2

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-7000

IN REPLY REFER TO
Ser 00/3U500125
17 Sep 93

MEMORANDUM FOR THE SECRETARY OF THE NAVY

Subj: CONSOLIDATION OF AVIATION OFFICER CANDIDATE SCHOOL (AOCS)
AND OFFICER CANDIDATE SCHOOL (OCS) - ACTION MEMORANDUM

1. I recommend we consolidate Aviation Officer Candidate School (AOCS) and Officer Candidate School (OCS) in Pensacola, FL in FY-94. Our plan consolidates existing curricula into one which standardizes the program, promotes the "one Navy" concept, and produces a quality naval officer more efficiently. A pilot course of instruction was conducted 28 May to 13 August 1993 at Naval Aviation Schools Command, NAS Pensacola which underscored the viability of consolidation.

2. GAO Report dated 6 November 1992, "Officer Commissioning Programs: More Oversight and Coordination Needed" recommends consolidation of AOCS and OCS in Newport, RI. CNET conducted a study which indicated consolidation in either Newport or Pensacola would result in the same annual savings of approximately \$1.9M. Quality of Life factors, however, favor consolidation in Pensacola.

3. If you concur with this consolidation, the first consolidated OCS class could begin in April 1994.

Frank B. Kelso II
FRANK B. KELSO, II

SECNAV DECISION:

Approved _____

Disapproved _____

Other _____

OPTIONAL FORM 20 (7-00)

FAX TRANSMITTAL

of pages 2

To <i>Col Nick Nichols</i> Dest Agency	By <i>Col Chris Feeney</i> Initials <i>N715</i>
Fax # <i>922-4901</i>	Fax #

ISSN 7500-01-017 2000 5025-101 GENERAL SERVICES ADMINISTRATION



#2

DOCUMENT CLEARANCE SHEET

Classification of attached material UNCLASSIFIED

Classification of this sheet only UNCLASSIFIED

EXPIRE DATE

PRIORITY / DEADLINE DATE: ROUTINE

RECOMMENDED SIGNER CNO

VENO 19/16

RETURN TO: Room 4E536 After: ___ Each Clearance ___ Last Clearance XX Signature

ATTACHED OUTGOING DOCUMENT

TYPE MEMO

ADDRESSEE(S) NONE

SERIAL

SUBJECT CONSOLIDATION OF AVIATION OFFICER CANDIDATE SCHOOL (AOCS) AND OFFICER CANDIDATE SCHOOL (OCS)

BACKGROUND BRIEFING

ISSUE: Provide recommendation to SECNAV to consolidate Aviation Officer Candidate School (AOCS) and Officer Candidate School (OCS).

BACKGROUND/DISCUSSION:

- Consolidated pilot course of instruction included an "Aviation Indoctrination Week (AIW)" whereby aviation officer candidates reported prior to non-aviation candidates for rigorous physical and military indoctrination. The pilot monitoring team assessment strongly recommended deleting AIW as sufficient application of stress was applied during the consolidated course and AIW fosters a "We-They" concept.

- Pilot monitoring team also lauded the employment of USMC Drill Instructors in concert with USN CPO's as a very effective method of training.

- Consolidated pilot course was an 11 week curriculum which deleted a significant portion of the existing warfare-specific training while retaining the core topics required for all officer accessions. Post-pilot assessment indicates two weeks of additional lesson topics (airmanship, seamanship) are required to meet officer accession Professional Core Competencies.

RECOMMENDATION:

CNO approve the following recommendations and sign the SECNAV action memorandum:

- 1. Expand 11 week consolidated curriculum to 13 weeks. Yes [checked] / No ___ / Other ___
2. Consolidate AOCS/OCS at Pensacola in FY-94. Yes [checked] / No ___ / Other ___
3. Delete Aviation Indoctrination Week. Yes [checked] / No ___ / Other ___
4. Employ both USMC DI's and USN CPO's during training. Yes [checked] / No ___ / Other ___

Continued on page 2

SIGNATURE

OFFICE CODE AND/OR TITLE

DATE

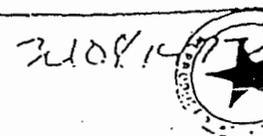
N7

This sheet is unclassified when removed from the described material. Place entry of classified information in the appropriate box for classification of this sheet.

DRAFTER

PHONE

Classification of this sheet only



1443

<!--StartFragment-->NNS821. SECNAV Announces Officer Candidate School Consolidation
PENSACOLA, Fla. (NNS) -- On Oct. 15, Secretary of the Navy John H.

lton announced the consolidation of Aviation Officer Candidate
School (AOCS) and Officer Candidate School (OCS) in Pensacola, Fla.

The school will be called Officer Candidate School and will be
located at the Naval Aviation Schools Command in Pensacola. The
first 13-week class will begin in April 1994. Both aviation and
non-aviation officer candidates will now attend Officer Candidate
School in Pensacola, saving about \$1.9 million annually.

Currently, the location of AOCS is Pensacola. OCS will be
relocating from Newport, R.I. Both schools utilized about 25
percent capacity at each location. Combining OCS and AOCS in
Pensacola will still maintain the Navy's ability to accommodate
increased student load requirements if necessary.

Officer Candidate School will have a total of 400 students for
1994, and will include 280 non-aviation candidates and 120 aviation
candidates. The school will operate with 39 staff members
consisting of four Marine drill instructors, eight senior Navy
enlisted personnel, and seven Navy officers as instructors and staff
personnel.

Story by CNET Public Affairs

<!--EndFragment-->

29

Scenario Analysis

Scenario Analysis DON-0085/DON-0087

MILCON

- On page E-10 under Scenario Development and Analysis: Officer Accession Training: "...COBRA analysis was conducted on each of the scenario data calls. Review by the Infrastructure Evaluation Group of the scenario data call responses and COBRA analysis indication that consolidating the Officer Training Command...at NAS Pensacola or Naval Station Great Lakes...would incur substantial one-time and recurring costs including significant new construction and/or rehabilitation and creation of additional support infrastructure." (see attachment number 1 at the end of this section) At this point the decision was made to only further evaluate the scenarios of consolidating OTC at Great Lakes or Newport with the final decision made that Newport would be the best place for it.
- On page 7 of the minutes for the DON Analysis Group (DAG) meeting from December 21, 2004, under point 18 it states that: "Since the payback for Scenario DON-0087 was over 100 years and there are still significant MILCON costs associated with this scenario, the DAG decided to continue to refine the scenario data call results, but recommend that the Infrastructure Evaluation Group (IEG) discontinue further analysis of this scenario." (see the attachment number 2 at the end of this section)
- The MILCON costs associated with the move of OTC according to Navy information provided in N-RP-0396 Report of DAG Deliberations of 21 December 2004, DON Infrastructure Analysis Team, MILCON Summary, Tab 7, page 9, (see attachment number 3 at the end of this section) include:

Construction FAC Description	UM	New	Rehab	Cost	Total
Applied Instruction Building (OTC- OIS classroom/admin)	Square Feet		8,896	.48	
Applied Instruction Building (OTC- OIS classroom/admin)	SF		10,132	.54	
Applied Instruction Building (OTC- OIS)	SF	25,430		4.72	
Student Barracks (OTC)	SF	116,982		18.61	

Student Barracks	SF		21,200	.97	
Fire and Rescue Training Facility (OTC)	EA	1		1.14	
					\$26.46 million

Note: this is not total MILCON needed. This represents 26.46 out of 26.71 million needed according to the Navy.

- In RP-0396 Report of DAG Deliberations of 21 December 2004, DON Infrastructure Analysis Team, MILCON Summary, Tab 7, page 14 it states: "MILCON requirement might be partially offset by piggy backing with post Hurricane Ivan MILCON projects." (see attachment number 4 at the end of this section)
- **Question:** Which MILCON and rehabilitation costs were factored into this? Considering that the DAG recommended that the IEG did not further develop scenario DON-0087 and as of December 2004 many of the contracts for Ivan had still not been awarded, it is unlikely that this analysis was ever completed. If it were done today the results would arguably show a huge decrease in both MILCON and rehabilitation costs due to Emergency Supplemental funding thus drastically lowering the overall costs for DON-0087 and removing the main reason why further study of the scenario was discontinued. Specifically, rehab on Applied Instruction buildings and the Student Barracks may have been done with Emergency Supplemental funds, thus removing 1.99 million in MILCON money, which alone adds up to more than the total cost of MILCON needed for a move of OTC to Newport, as provided in DON-0085. One example is that of building 633 Naval Aviation School. Prior to Hurricane Ivan the top floor of the building, which encompasses classroom space, was to be rehabbed. As a result of Ivan the timeframe on the rehab was moved up and the funds were provided by the Emergency Supplemental. The Navy should be asked to further this part of the study to see how many other "piggy backed" costs would be offset today that weren't factored in December of 2004?²

Fire and Rescue Training Facility (OTC)

- We spoke to a LCDR at OTC as to how students flow from Pensacola and receive their firefighting requirement. To the best of his knowledge graduate officers do not attend a basic firefighting course in Great Lakes or Newport prior to going to their fleet assignment. Officers going to surface units perform their firefighting qualification at the fleet concentration areas of Norfolk and San Diego. There is also one in Mayport.
- In other words, other than the BOOST and Seaman to Admiral Candidates and Naval Academy, no other ascension programs use it and that seemed fine for Navy requirements. One could probably argue it makes far more sense to reconstitute the facility at NAS Pensacola where officers could receive all basic training and aviation before heading to the fleet.

² That question was sent to Navy OLA at 10:30am on Wednesday, June 15, 2005.

- **Question:** If this facility is not a requirement for OTC then why has it been factored into the MILCON costs when, according to the Navy, they do their fire rescue training at the fleet?

Student Barracks (OTC)

- According to the Navy, they need 116,982 square feet of new student barracks. In fact, in the notes on RP-0396 Report of DAG Deliberations of 21 December 2004, DON Infrastructure Analysis Team, MILCON Summary, Tab 7, page 9, it says: "MILCON cost driver is Student Barracks: \$19.58M." (see attachment number 3 at the end of this section)
 - **Question:** If you look at the buildings that are going to be affected by BRAC realignments at NAS Pensacola, one of them is the main NETC building. This building is a 129,908 square foot building. If NETC leaves, there will be 129,908 square feet of empty building, more than 10,000 square feet extra than required for the needs of OTC as identified by the Navy, thus eliminating the major MILCON cost driver. (see attachment number 5 at the end of this section)
-
- Should the Navy be interested in a campus like environment with co-located facilities there is an option that the NASP Commanding Officer buildings, marked as 623 and 624 in the map attached, could be moved into the vacated NETC building 628. This would leave 623 and 624 vacant, which are two building identical to buildings 601 and 602 directly across the street from these buildings which are already part of OTC. These buildings have 54,752 square feet each in user occupied area and 65,604 total square feet of facility area. Therefore, if the NAPS Co were to move to the vacated NETC buildings an additional 109,504 square feet of user occupied area and 131,207 square feet of facility area would be available to any incoming additional OTC units or personnel, which is more than the total square footage required by the Navy in DON-0087. This would also eliminate the major MILCON driver associated with DON-0087. (see the sixth attachment at the end of this section)
 - Taking the point immediately above one step further building 603, directly across from buildings 602 and 603, currently houses DFAS and SPAWARS facilities. The total facility area of this building is 259,400 square feet. If the other realignments involving DFAS and SPAWARS do go ahead as currently proposed (which we do not support) then this huge, multi-level building would be available for use for the consolidated OTC facilities from Newport. (see the sixth attachment at the end of this section)

Scenario Analysis Attachments

possible. However, the results of the configuration analysis indicated the possibility of consolidating the two Navy Officer Training Commands and relocating with Naval Academy Preparatory School at a single site. Scenario data calls were issued to the Officer Training Commands and Naval Academy Preparatory School to determine whether efficiencies and cost savings could occur if these Officer Accession Training functions were consolidated/relocated at a single site. Naval Station Newport RI, Naval Air Station Pensacola FL, and Naval Station Great Lakes IL were designated as potential consolidation sites based on configuration analysis. Additionally, a scenario data call was issued to the U.S. Naval Academy and Naval Academy Preparatory School to determine if collocation of U.S. Naval Academy and Naval Academy Preparatory School at Naval Station Annapolis MD would produce efficiencies and cost savings.

COBRA analysis was conducted on each of the scenario data calls. Additionally, COBRA analysis was conducted using data subsets from two of the scenarios reflecting consolidation of the Officer Training Commands at a single site while leaving Naval Academy Preparatory School at its current location and relocating Naval Academy Preparatory School independently of the Officer Training Commands. Review by the Infrastructure Evaluation Group of the scenario data call responses and COBRA analysis indicated that consolidating the Officer Training Commands and relocating Naval Academy Preparatory School at Naval Air Station Pensacola or Naval Station Great Lakes, consolidating the Officer Training Commands at Naval Air Station Pensacola or Naval Station Great Lakes, and relocation of Naval Academy Preparatory School to Naval Air Station Pensacola, Naval Station Great Lakes or Naval Station Annapolis would incur substantial one-time and recurring costs including significant new construction and/or rehabilitation and creation of additional support infrastructure. However, analysis of consolidating the Officer Training Commands at Naval Station Newport indicated that significant savings could be achieved with minimal one-time and recurring costs while gaining training efficiencies. Additionally, analysis indicated that the greatest degree of training efficiency would be achieved by consolidating the Officer Training Commands at Naval Station Great Lakes due to additional billet eliminations made possible by potential synergies between the Officer Training Commands and the Recruit Training Command at Naval Station Great Lakes. The Infrastructure Evaluation Group determined that further analysis should be conducted on consolidating the Officer Training Commands at Naval Station Newport and Naval Station Great Lakes.

Economic impact, community infrastructure, and environmental impact analyses were conducted on scenarios consolidating the Officer Training Commands at Naval Station Newport and Naval Station Great Lakes. Review by the Infrastructure Evaluation Group of these analyses determined that there were no substantial economic, community infrastructure, or environmental issues affecting these scenarios.

The Infrastructure Evaluation Group determined that while consolidation of the Officer Training Commands at Naval Station Great Lakes would yield the greatest training efficiencies in terms of billets eliminated, the substantial costs and lack of net savings over a 20-year payback period made this scenario cost prohibitive. Consolidation of the Officer Training Commands at Naval Station Newport would achieve nine fewer billet eliminations

Subj: REPORT OF DAG DELIBERATIONS OF 21 DECEMBER 2004

17. Mr. Leather also noted that, although MILCON costs remained the primary one-time cost driver, the costs were significantly reduced for scenarios DON-0086 and DON-0087 due to the fact that this COBRA analysis excluded the relocation of NAPS. Specifically, the MILCON costs for scenario DON-0086 were reduced from \$31M to \$19.29M and the MILCON costs for scenario DON-0087 were reduced from \$50.8M to \$26.71M. See slides 8 and 9 of enclosure (7). CDR Black and Mr. Leather then reviewed the recurring costs and savings for each scenario. See slides 10 through 13 of enclosure (7).

18. The DAG recalled that scenario DON-0085 potentially conflicts with scenario DON-0039, which closes NAVSTA Newport, but noted that it provides Payback in two years and provides 20-year NPV savings. The DAG decided to recommend that the IEG approve conducting selection criteria 6 through 8 analyses and Candidate Recommendation Risk Assessment for scenario DON-0085. The DAG recalled that NETC prefers OTC consolidation at NAVSTA Great Lakes (scenario DON-0086), but noted that the Payback is 21 years and there are still significant, although reduced, MILCON costs associated with this scenario. The DAG decided to recommend that the IEG remove the action to relocate NAPS from this scenario and approve conducting selection criteria 6 through 8 analyses and Candidate Recommendation Risk Assessment. Since the Payback for scenario DON-0087 was over 100 years and there are still significant MILCON costs associated with this scenario, the DAG decided to continue to refine the scenario data call results, but recommend that the IEG discontinue further analysis of this scenario.

19. CDR Philip A. Black, USN, members of the IAT E&T Team, and Mr. Jack Leather provided preliminary COBRA results for three scenarios locating NAPS - DON-0137, which relocates NAPS to NAVSTA Annapolis, MD; DON-0086, which relocates NAPS to NAVSTA Great Lakes; and, DON-0087, which relocates NAPS to NAS Pensacola. Enclosure (8) pertains. CDR Black reminded the DAG that the IEG approved issuance of a scenario data call for scenario DON-0137 at its 9 December 2004 deliberative session. He informed the DAG that the IAT E&T Team used a subset of the scenario data call responses to conduct COBRA analysis to relocate NAPS to NAVSTA Great Lakes and NAS Pensacola, but exclude the consolidation of OTCs. He stated that this analysis would enable the DAG to evaluate the cost and savings associated with relocating NAPS to these two locations.

20. Mr. Leather noted that the initial data indicates that, due to necessary one-time costs (primarily MILCON to rehabilitate

#3



Department of the Navy
Infrastructure Analysis Team

MILCON Summary

Scenario: DON-0087 (Pensacola) Construction FAC Description	NAS Pensacola			
	UM	New	Rehab	Cost
Applied Instruction Building (OTC – OIS classroom/admin)	SF		8,896	0.48
Applied Instruction Building (OTC – OIS classroom/admin)	SF		10,132	0.54
Applied Instruction Building (OTC – STA-21 classroom/admin)	SF	25,430		4.72
Fire and Rescue Training Facility (OTC)	EA	1		1.14
Student Barracks (OTC)	SF	116,982		18.61
Student Barracks (OTC)	SF		21,200	0.97
Auditorium (OTC- OIS/STA-21)	SF		6100	0.25
TOTAL				26.71

All Dollars Shown in Millions

Notes:

-MILCON cost driver is Student Barracks: 19.58M



Department of the Navy
Infrastructure Analysis Team

Scenario Issues

- **DON-0085 (Newport)**
 - Savings realized in 2 years
 - Potential conflict with Scenario DON-0039 (Close NAVSTA Newport)
- **DON-0086 (Great Lakes)**
 - Savings realized in 21 years
 - Recurring costs drivers are: BOS, Housing Allowance, and TRICARE
 - Significant reduction in staff footprint (24 people)
 - NETC favors Great Lakes as a consolidation site due to personnel, facility support, and mission synergies gained from locating officer accessions training with the Recruit Training Command (RTC)
- **DON-0087 (Pensacola)**
 - No savings (100+ years)
 - Recurring costs drivers are: BOS, Sustainment, and TRICARE
 - MILCON requirement might be partially offset by piggy backing with post Hurricane Ivan MILCON projects

#4

#5

NAVAL AIR STATION PENSACOLA - Mainside Facilities															
Facility Number	Property Record Number	Facility ID-Number (NFA)	Facility Name	Year Built	Historic Indicator	User Name	User Occupied Area	Facility Area	Facility Type Code	Category Code	Facility Analysis Code	Property Replacement Value	Property AIS Deficiency Costs	FCI Condition Index	Facility Count
Total - Type 2 Facilities (Buildings)							898,498 SF	893,904 SF				\$143,464,061	\$24,687,762		18
480	202866	NFA100000638416	CNET STORAGE GROUNDS CREW	1943	-	NETC	802 SF	802 SF	2	21977	2191	\$95,051	\$29,812	0.31	1
601	200553	NFA100000634209	AOC QTRS W/MESS	1936	R	OTCP	54,752 SF	65,604 SF	2	72411	7240	\$10,040,128	\$508,751	0.05	1
602	200555	NFA100000634218	AOC QTRS W/MESS	1936	R	OTCP	54,751 SF	65,603 SF	2	72114	7213	\$11,312,904	\$192,500	0.02	1
603	200557	NFA100000634227	DFAS/SPAWAR/ADMIN	1937	R	DFAS-PENS	145,170 SF	259,400 SF	2	61010	6100	\$38,733,070	\$6,969,512	0.18	1
						DFAS-TSO	11,068 SF								
						SPAWAR	75,264 SF								
628	200585	NFA100000634389	AOC QUARTERS W/O MESS ETC	1939	R	OTCP	35,326 SF	35,326 SF	2	72114	7213	\$5,518,196	\$1,425,532	0.26	1
628	202867	NFA100000638425	NETC ADMINISTRATION BUILDING	1942	R	NETC	129,908 SF	129,908 SF	2	61010	6100	\$18,954,749	\$8,258,679	0.44	1
633	200595	NFA100000634450	NASC (NAVAL AVIATION SCHOOL)	1941	R	OTCP	26,507 SF	117,766 SF	2	17120	1712	\$20,212,305	\$4,344,076	0.21	1
634	200596	NFA100000634468	LIBRARY/COLLEGE CTR/CHAPEL	1940	R	NETPDTC	3,943 SF	58,488 SF	2	74076	7416	\$9,151,655	\$1,253,524	0.14	1
741	200723	NFA100000634726	NETPDTC TRAINING BLDG	1944	-	NETC	4,486 SF	10,900 SF	2	17117	1441	\$1,670,079	\$101,362	0.06	1
						NETPDTC	6,414 SF								
1811	201841	NFA100000635459	AERO SP: MED RD/T/OFFICES	1956	-	NAMRL	23,530 SF	23,530 SF	2	31031	3102	\$6,295,653	\$646,343	0.10	1
1953	202951	NFA100000638713	AEROSPACE MED RESEARCH BLDG	1965	-	NAMRL	65,023 SF	65,023 SF	2	31031	3102	\$17,397,461	\$317,640	0.02	1
1955	202953	NFA100000638731	MECHANICAL EQUIPMENT BLDG	1965	-	NAMRL	3,776 SF	3,776 SF	2	82640	8910	\$643,803	\$291,637	0.45	1
1957	202954	NFA100000638740	RDT&E STORAGE	1965	-	NAMRL	204 SF	204 SF	2	31915	3191	\$14,771	\$1,040	0.07	1
3226	202958	NFA100000638777	NAVAL AEROS MED. RES. LAB	1966	-	NAMRL	4,216 SF	4,216 SF	2	31925	3191	\$648,693	\$19,018	0.03	1
3229	202960	NFA100000638795	RDT&E STORAGE	1968	-	NAMRL	11,766 SF	11,766 SF	2	31925	3191	\$1,810,372	\$178,298	0.10	1
3233	202963	NFA100000638820	GENERAL STORAGE	1971	-	NAMRL	8,000 SF	8,000 SF	2	44110	4421	\$633,275	\$152,038	0.24	1
3677	203186	NFA200000228219	WET TRAINER FACILITY	2001	-	OTCP	1,802 SF	1,802 SF	2	17120	1712	\$329,035	\$0	0.00	1
3880	203096	NFA100000639927	STORAGE BLDG	1994	-	OTCP	86 SF	86 SF	2	44135	4422	\$2,861	\$0	0.00	1
3873	203110	NFA100000640069	BRIG	1995	-	BRIG	29,000 SF	29,000 SF	2	73015	7312	\$6,315,100			1
3929	203111	NFA100000640078	BRIG STORAGE BUILDING	1995	-	BRIG	704 SF	704 SF	3	45110	4521	\$25,266			1
3930	203112	NFA100000640087	BRIG INDUSTRIES BUILDING	1995	-	BRIG	2,000 SF	2,000 SF	2	21356	2133	\$257,827			1
Total - Type 3 Facilities (Structures)												\$97,153	\$74,018		6
1808	201904	NFA100000635845	REVIEWING STAND	1956	-	OTCP	-	-	3	69025	6900	\$6,172	\$24,660	4.00	1
2683	202347	NFA100000636387	OBSTACLE COURSE	1961	-	OTCP	-	-	3	17950	1790	\$78,637	\$3,407	0.04	1
2687	202348	NFA100000636396	REVIEWING STAND	1963	-	OTCP	-	-	3	69025	6900	\$6,172	\$16,827	2.73	1
2688	202349	NFA100000636403	REVIEWING STAND	1963	-	OTCP	-	-	3	69025	6900	\$6,172	\$29,124	4.72	1
3877	-	-	LEADERSHIP DEVEL COURSE	2001	-	OTCP	-	-	3	-	-	-	-	-	1



Capacity Analysis

Capacity Analysis

1. Errors in Capacity Analysis

- According to Military Value Analysis in the Department of the Navy: Analyses and Recommendations (Volume IV), for Officer Accession Training, Attachment E, Description of Analysis of the Navy Specific Education and Training Functions, the Navy performed an initial capacity analysis to see if excess capacity existed at the various Officer Accession Training sites. “Built-in surge” was determined using the historical monthly peak and assuming that rate across all twelve months. Pensacola showed an excess of 30% and Newport 77% (DON IAT brief 27 Sept 2004 –see the attachment number 1 at the end of this section)
- The IAT then began a configuration analysis manually applying optimization model methodology. The purpose of this methodology is “to generate alternative configurations for existing infrastructure, i.e., develop solutions that minimize excess capacity, while meeting the 20-year Force Structure Plan requirements.” (p. E-7 –see attachment number 2 at the end of this section)

a. **Flawed Assumption In Configuration Analysis**

- DON IAT analysts describe their guidance on how to interpret and apply the optimization model in it’s “BRAC 2005: Analysis Handbook (Rev. 1.01)” dated June 9, 2005. This model allows a higher-resolution approach to measuring capacity by considering additional information on existing base infrastructure, not just a specific activity. For surge capacity, the Handbook states, “the time to expand the physical capital through rental, the reconstitution of any mothballed resources, and the construction of new facilities should be incorporated as part of the analysis.” (p.9 – see attachment number 3 at the end of this section)
- For performing configuration analysis, particularly scenario development, the document is clear:

“No other expansion of the primary plant is considered in initial capacity analysis. However, data on the potential for expansion and facility restoration should be collected *for use in the later scenario generation analysis.*” (p.10 – see attachment number 4 at the end of this section)

- DON IAT configuration analysis limited the available academic classroom SF to the Naval Aviation Schools Command (building 633). This ignored the potential of other buildings in the immediate area that could easily be reconstituted as classroom space. For example, building 634, currently used by NETPDTC as a library and learning center - and recommended for realignment - possesses an additional 3,943 SF that could be converted quickly and cheaply to OTC classrooms. Still other facilities exist in the complex and were overlooked. (see attachment number 5 at the end of this section)

- By limiting their configuration analysis of NAS Pensacola to one building, the IAT biased future deliberations involving OTC Pensacola.

b. Flawed Assumption for Surge

- According to Attachment E, the Infrastructure Analysis Team (IAT) determined that academic classroom space would determine a site's capacity for officer accession training. Using peak monthly average-on-board (AOB) for FY03 at each site, the IAT compared current capacity to the 20-year Force Structure Plan requirements (a reduction of 4.4%). IAT then added historical monthly peaks to establish a "built-in surge capacity across the non-peak months" thus eliminating "the need to factor in a separate surge capacity." From this, the IAT "identified whether or not excess capacity existed for the Officer Accession Training function."
- In doing so, the Navy established a flaw in its methodology which propagated into an over-assessment of required capacity for OTC consolidation. While recognizing that seasonal variation occurs within various courses of instruction, the IAT failed to consider the seasonal variation across commands. For example, if two courses at different locations – one running from January to June and another from July to December – and each running a monthly AOB of 500 were to be considered for consolidation, the IAT would add the two numbers for a "built-in surge" of 1,000 ... far beyond any realistic surge for the individual, non-conflicting courses.
- Peak monthly AOB for each site occurs at different times during the fiscal year. While Newport experiences a peak AOB in June (434), Pensacola experiences its peak six months earlier in January (524). Combining the two throughputs sets an unrealistically high monthly surge rate of 958, which extrapolated over the course of a fiscal year creates an OTC annual throughput of 11,496 officer accession candidates (excluding USNA). Current (FY03) annual production is only 3,171 creating an unrealistic annual throughput surge requirement of 262%.
- Even when focusing on the combined AOB rates by month, the 958 level establishes a 27% built-in surge rate for the highest production month (752 in June) and a 156% built-in surge rate for the lowest (373 in May). (Source data: DON IAT Briefs 31 August 2004 and 27 September 2004) See Figure 1.

	Oct FY03	Nov FY03	Dec FY03	Jan FY03	Feb FY03	Mar FY03	Apr FY03	May FY03	Jun FY03	Jul FY03	Aug FY03	Sep FY03
Newport AOB	237	297	91	124	116	267	237	97	434	229	174	198
Pcola AOB	453	428	418	524	453	404	353	276	318	342	433	437
Total	690	725	509	648	569	671	590	373	752	571	607	635
Surge of 20%	828	870	611	778	683	805	707	448	902	685	729	762

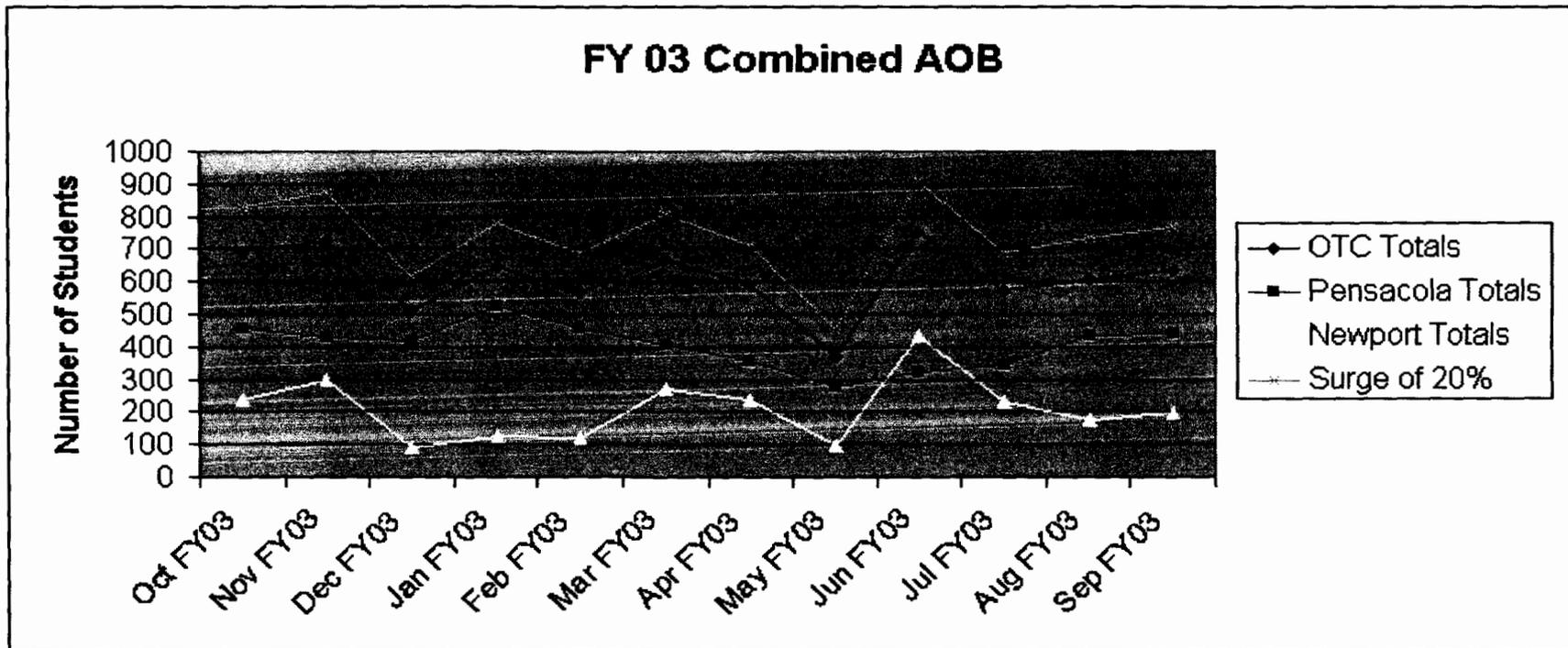


Figure 1 Comparison of Monthly AOB with a monthly surge rate of 20%



	OTC Newport AOB	OTC Pensacola AOB	Total
Oct.	237	453	690
Nov	297	428	725
Dec	91	418	509
Jan	124		648
Feb	116	453	569
Mar	267	404	671
Apr	237	353	590
May	97	276	373
Jun		318	752
Jul	229	342	571
Aug	174	433	607
Sep	198	437	635

Total through put	2,501	4,839	7,340
Monthly Average	208	403	612

Pensacola	18,438 Total SF	DONBITS
	16,047 Ad	2,392 Substandard/Reconstitute

FSP DON Vol IV
7.6% Reduction A/R

DAG 18 Oct 04

p. 8

Jun
574 Jan
85 Students

752

0.076 FSP Adj p. 9

57.15

752
-57
695 Student W/FSP Adj

DAG
695
263 Difference

695 Student W/FSP Adj
-613 Total Monthly Average
82 Difference

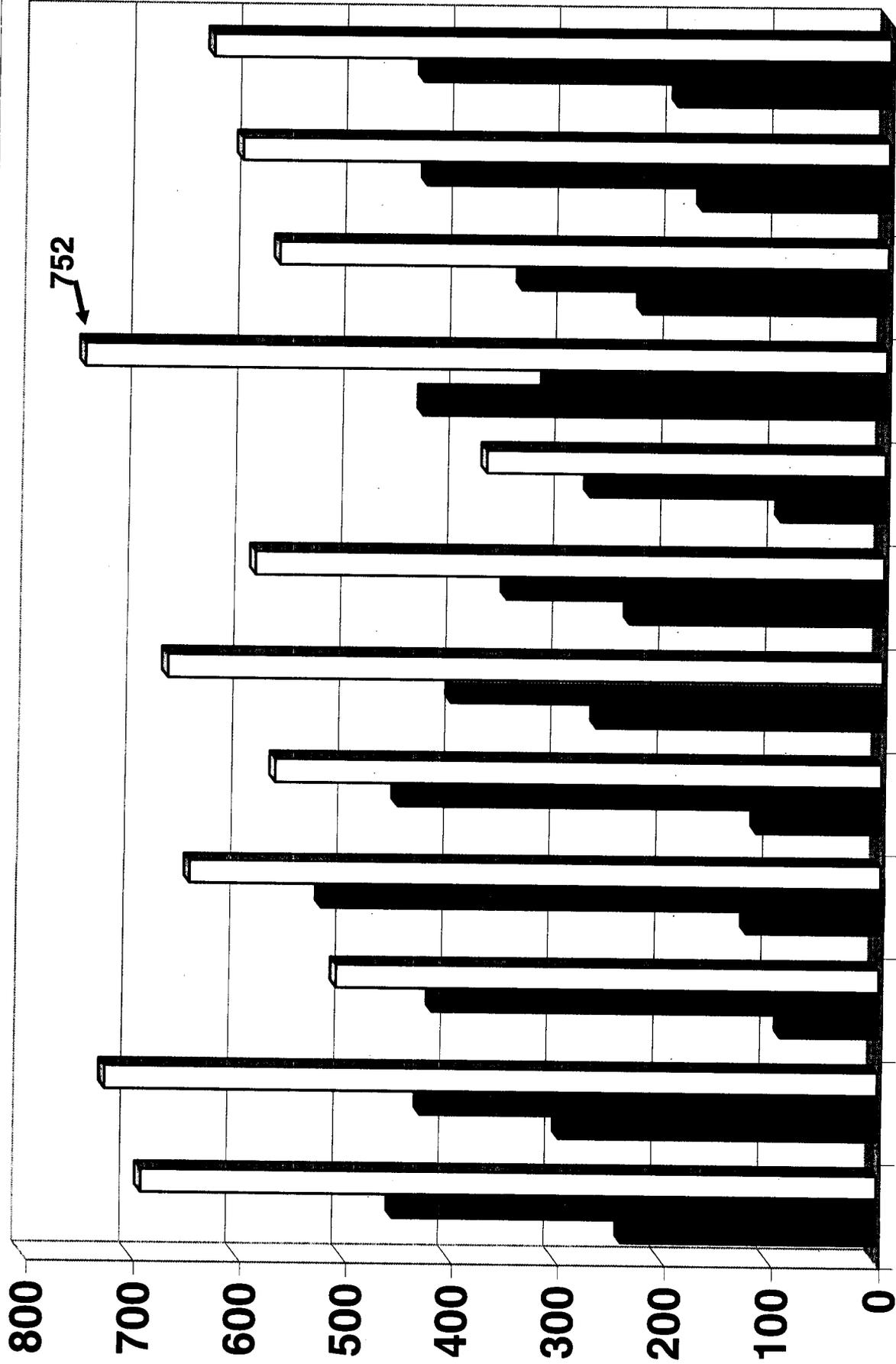
Sq.Ft. 20,797/958 = 15,088 SF OTC-P has
Required 21.71 SF. Required 16,047 SF

15,088 SF
Required

*R.P. 02/03
IAT/REV
1 Nov 04
Mems Sen DAC
Report of DAG Delivered
18 Oct 04*

AOB for each Activity & Total AOB per Month Number Of Students Trained - 03'

■ OTC Newport AOB
 ■ OTC Pensacola AOB
 □ Total



Oct. Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep

2. Impact on Scenario Development

- By limiting the number of usable facilities and overestimating the surge requirement, the IAT set conditions from which Pensacola could not compare well in the scenarios under development.

a. Classroom Capacity

- Using IAT numbers and the Average-On-Board method ascribed in NAVFAC P-80 "Training Facilities," the current required classroom capacity for Newport (434 AOB peak) and Pensacola (524 AOB peak), are 9,506 SF and 11,291 SF respectively. The IAT established surge of 958 leads to a required total of 20,797 SF. As Figure 2 shows, the 27% excess in the peak month translates into an additional 1,200 SF over an assumed surge of 20% per month and 4,500 SF over FY03 peak month AOB.

Course CDP	Course Title	Annual Input (AI)	Monthly Student AOB	NSF Per Student (NSF)	Requirement Net Area (SF)	Current Classroom Capacity (SF) Pensacola	Excess SF
FY 03 Totals	OTC - all	752	752	14.5	16325	16047	-278
Surge +20%	OTC - all	902	902	14.5	19581	16047	-3534
IAT Analysis	OTC - all	958	958	14.5	20797	16047	-4750

Figure 2 Comparison of classroom space requirements

- Using the 20% surge scenario, Pensacola lacks 3,534 SF of classroom space. As mentioned earlier, the inclusion of just one building within the complex currently considered for realignment would have erased the worse-case deficit.

b. Billeting

- The effect carries over to billeting requirements, by including a 200+ bed requirement over current FY03 AOB and 50+ if one assumes a 20% surge. The main barracks for officer accession candidates are listed as 601 and 602; each capable of housing 202 students. Through its flawed configuration analysis, the IAT missed the potential of buildings 623 and 624, the current home to the base commanding officer and staff. Both buildings originally served as barracks for AOC candidates and could be easily reconstituted at a relatively small cost.

c. Cost Drivers

- DON IAT assumptions and errors lead to IAT estimates the Navy will have to pay \$26.71 million. (Figure 3)

required MILCON.
at a one-time cost of

Handwritten notes:
695
21.71
12,000
4/16/96
695
21.71
12,000
4/16/96
695
21.71
12,000
4/16/96

	UM	New	Rehab	Cost
Applied Instruction Bldg	SF		8896	\$480,000
Applied Instruction Bldg	SF		10132	\$540,000
Applied Instruction Bldg	SF	25430		\$4,720,000
Fire and Rescue Trng Facility	EA	1		\$1,140,000
Student Barracks	SF	116982		\$18,610,000
Student Barracks	SF		21200	\$970,000
Auditorium	SF		6100	\$250,000
Total				\$26,710,000

Figure 3 IAT Cost Analysis for Pensacola Consolidation scenario (DON-0087) (DON Analysis Group Briefing slides dated 23 December 2004)

- Actual requirements based on the adjustments and consideration above show more reasonable costs since new construction is no longer necessary (Figure 4).

	Actual New	Actual Rehab	New Cost (\$ per SF)	Rehab Cost (\$ per SF)	Actual Cost
Applied Instruction Bldg	0	8896	185.6	53	\$471,488
Applied Instruction Bldg	0	10132	185.6	53	\$536,996
Applied Instruction Bldg	0	3954	185.6	53	\$209,562
Fire and Rescue Trng Facility	1	0	1140000	0	\$1,140,000
Student Barracks	0	54751	159	45.75	\$2,504,858
Student Barracks	0	54751	159	45.75	\$2,504,858
Auditorium	0	6100	0	41	\$250,100
Total					\$7,617,863

Figure 4 Revised Scenario numbers

- Further opportunities exist for additional cost reductions if the fire and rescue facility located on base at the NATTC compound can be used as is or modified slightly.

3. Capacity Analysis Summary

- By limiting the configuration analysis only to those facilities currently used by OTC Pensacola, the IAT ignored actual optimization model methodology and underestimated the value of training facilities on the base. Further, by wrongly adding the two peak months together to establish a maximum, the IAT overestimated capacity requirements.
- Both these actions lead to an overestimation of the cost for MILCON causing Pensacola to be removed from consideration as a realignment site.
- The BRAC Commission should revisit the decision to eliminate Pensacola in light of these issues.

Capacity Analysis Attachments

#



Department of the Navy
Infrastructure Analysis Team

Capacity Analysis

	Throughput		Classroom SF			Billeting (# Beds)			Messing (# Students Fed)		
RTC	34,299	11,862	119,901	27,947	77%	14,126	11,862	16%	18,752	14,796	21%
MCRD-PI	19,459	6,706	29,023	13,910	52%	8,168	6,706	18%	8,736	6,706	23%
MCRD-SD	15,935	6,000	84,940	11,895	86%	5,400	6,000	-11%	8,600	6,366	26%
MCB-CL (MCT)	10,072	1,302	20,000	14,184	0%	6,814	1,302	81%	7,588	3,691	51%
MCB-CL (SNCOA)	1,158	263		5,761							
MCB-CP (MCT)	11,962	1,607	51,680	15,467	60%	1,648	1,826	-11%	5,715	2,960	48%
MCB-CP (SNCOA)	930	231		5,470							
OTC-N	1,274	434	42,135	9,506	77%						
OTC-P	1,897	524	16,047	11,291	30%						
MCB-Q (OCS)	1,338	1,240	38,946	20,870							
MCB-Q (TBS)	2,294	1,283		11,499	14%						
MCB-Q (SNCOA)	1,966	608		12,204							
USNA	4,200	4,358	389,557	137,277	65%	4,656	4,358	6%	4,578	4,372	4%
MAGTF (SNCOA)	240	40	1,989	1,080	46%						
MCB-H (SNCOA)	115	32	8,980	349	96%						
SEA	300	60	5,040	1,710	66%	62	62	0%			
CLS	842	115	5,250	3,622	31%						

Recruit Training & MCT

Capacity - Requirement = Excess

Professional Military Education

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2
 9/27/2004

Military Value Analysis

The military value matrix was developed after review of the BRAC 2005 Education and Training Joint Cross-Service Group matrices, with modifications based on technical expert input, tailoring for Department of the Navy specific activities, and matrices previously approved by the Infrastructure Evaluation Group. The military value questions were grouped into five attribute areas, covering Training Infrastructure, Location, Personnel Support, Ability to Support Other Missions, and Environmental and Encroachment. Primary emphasis was placed on student throughput, classrooms, and training facilities on larger facilities and training centralization. Training centralization refers to the degree to which the installation has the required training facilities to complete their training mission(s) and the percentage of students needing cost orders to attend. Personnel Support was valued similarly to other Department of the Navy functions.

Recruit Training

The highest value accrued to those activities with larger facilities and a higher degree of training centralization. The military value scores ranged from 34.53 to 77.14, with 53.27 the overall average military value.

Officer Accession Training

The highest value accrued to those activities with larger facilities and a higher degree of training centralization. The military value scores ranged from 51.13 to 66.95, with 55.91 the overall average military value.

Professional Military Education

The highest value accrued to those activities with larger facilities and a higher degree of training centralization. The military value scores ranged from 34.83 to 59.30, with 52.12 the overall average military value.

Configuration Analysis

The configuration analysis methodology was based upon the mathematical logic of the optimization model designed for BRAC 2005. The optimization model methodology was intended to generate alternative configurations for existing infrastructure, i.e., develop solutions that minimize excess capacity, while meeting the 20-year Force Structure Plan requirements. Notionally, the model finds the configuration (among all possible combinations satisfying imposed requirements) that best meets the decision maker's goals. The model was designed for analysis of multiple installations or activities, and the resulting number of alternatives generated by the model can be large. Since Department of the Navy specific education and training did not have large numbers of installations and activities to analyze, it was possible to conduct the configuration analysis manually using the optimization model logic.

is the *maximum level* of throughput from the *current base structure*? The issues include questions such as:

- Whether skilled labor should be considered in determining capacity,
- The meaning of surge requirements and surge capacity,
- When to consider planned or possible expansion of facilities.

These definitional issues are addressed below. In addition, we introduce some inherent challenges to measuring capacity that arise when there are several throughputs at a single activity that compete for the use of some key resources.

Normal capacity is a measure of potential throughput using current physical infrastructure resources, as distinct from input resources such as labor and materials, under normal (sustainable) working conditions. It should be assumed that the workforce and material needed to sustain throughput are available.

Surge capacity is the potential throughput if current physical resources are used as intensively as realistically possible. Surge capacity and requirements address the ability to provide sufficient operational support in the time between the initial identification of a need for increased throughput and the time when additional capacity can be created. It usually refers to using the current resources more intensely (e.g., increasing the staffing, working additional shifts and more days per week, running the equipment at higher speeds). Furthermore, surge might involve a usage level that cannot be sustained over a long period of time. The surge capacity should be determined by how realistically the throughput could be increased, given some assumptions on workforce, materials availability, and equipment maintenance. Specifically, it should be assumed that the workforce necessary to achieve normal capacity is already in place. The amount of additional labor that could be applied should be based on a realistic assessment of how much overtime that workforce can provide, and how readily available the required skills are in the short-term labor market. In addition, the intensity of usage of the physical capital should be based on a realistic assessment of how long that throughput rate can be sustained and how long it will take for additional physical capital to be in production. Furthermore, the time to expand the physical capital through rental, the reconstitution of any mothballed resources, and the construction of new facilities should be incorporated as part of the analysis. The materials required to meet the surge capacity should be assumed available because the focus of the analysis is on the physical plant's throughput capacity.

Excess capacity. Excess capacity could be evaluated in two ways:

1. the excess of normal capacity over normal requirements
2. the excess of surge capacity over requirements during surge periods

The minimum of these two values would be the relevant measure of excess capacity, i.e., the capacity that could be eliminated without impairing military readiness. It is not appropriate to evaluate excess capacity as the excess of normal capacity over surge requirements.

2.2.1 Workforce assumptions

There is often debate as to whether specialized workers should be considered, along with facilities, in determining normal capacity. The answer is no. BRAC analyses focus on facilities alone, and should incorporate a long-term perspective. Labor may be constrained in a short-term horizon, but, over time, can be expanded. Consider the error introduced by incorporating labor constraints in normal capacity. Suppose, for example, skilled mechanics use only half of the available physical capacity in aviation depots. If reported capacity were adjusted down to reflect the labor useage, the excess capacity in facilities would be obscured. That could lead to missing an opportunity to dispose of facilities and consolidating the specialized workforce in those that remain.

2.2.2 Current base structure and the potential for expansion

The stated intention of the initial capacity analysis is to assess the capacity of the current physical structure. We may face a number of ambiguities in making the assessment. What about construction or renovation already underway? The suggested practice is to consider these as complete. What about mothballed facilities or those in need of repair? It may be appropriate to consider these as if they were in operating condition to the extent that restoring the facilities does not require substantial time or expense. It is difficult to say exactly where the boundary between facilities that count and those that don't should lie. No other expansion of the primary plant is considered in initial capacity analysis. However, data on the potential for expansion and facility restoration should be collected for use in the later scenario generation analysis.

#5

NAVAL AIR STATION PENSACOLA - Mainside Facilities															
Facility Number	Property Record Number	Facility ID Number (NFA)	Facility Name	Year Built	Historic Indicator	User Name	User Occupied Area	Facility Area	Facility Type Code	Category Code	Facility Analysis Code	Property Replacement Value	AIS Deficiency Costs	FCI Condition Index	Facility Count
Total - Type 2 Facilities (Buildings)							698,498 SF	893,904 SF				\$143,464,061	\$24,687,762		18
480	202866	NFA100000638116	CNET STORAGE GROUNDS CREW	1943	-	NETC	802 SF	802 SF	2	21977	2191	\$95,051	\$29,812	0.31	1
601	200553	NFA100000634209	AOC QTRS W/MESS	1936	R	OTCP	54,752 SF	65,604 SF	2	72411	7240	\$10,040,128	\$508,751	0.05	1
602	200555	NFA100000634218	AOC QTRS W/MESS	1936	R	OTCP	54,751 SF	65,603 SF	2	72114	7213	\$11,312,904	\$192,500	0.02	1
603	200557	NFA100000634227	DFAS/SPAWAR/ADMIN	1937	R	DFAS-PENS DFAS-TSO SPAWAR	145,170 SF 11,068 SF 75,264 SF	259,400 SF	2	61010	6100	\$38,733,070	\$6,969,512	0.18	1
626	200585	NFA100000634389	AOC QUARTERS W/O MESS ETC	1939	R	OTCP	35,326 SF	35,326 SF	2	72114	7213	\$5,518,196	\$1,425,532	0.26	1
628	202867	NFA100000638125	NETC ADMINISTRATION BUILDING	1942	R	NETC	129,908 SF	129,908 SF	2	61010	6100	\$18,954,749	\$8,256,679	0.44	1
633	200595	NFA100000634450	NASC(NAVAL AVIATION SCHOOL)	1941	R	OTCP	26,507 SF	117,766 SF	2	17120	1712	\$20,212,305	\$4,344,076	0.21	1
634	200596	NFA100000634469	LIBRARY/COLLEGE CTR/CHAPEL	1940	R	NETPDC	3,943 SF	58,488 SF	2	74076	7416	\$9,151,655	\$1,253,524	0.14	1
741	200723	NFA100000634726	NETPDC TRAINING BLDG	1944	-	NETC NETPDC	4,486 SF 6,414 SF	10,900 SF	2	17117	1441	\$1,670,079	\$101,362	0.06	1
1811	201841	NFA100000635459	AERO SP MED RD/T/OFFICES	1956	-	NAMRL	23,530 SF	23,530 SF	2	31031	3102	\$6,295,653	\$646,343	0.10	1
1953	202951	NFA100000638713	AEROSPACE MED RESEARCH BLDG	1965	-	NAMRL	65,023 SF	65,023 SF	2	31031	3102	\$17,397,461	\$317,640	0.02	1
1955	202953	NFA100000638731	MECHANICAL EQUIPMENT BLDG	1965	-	NAMRL	3,776 SF	3,776 SF	2	82610	8910	\$643,803	\$291,637	0.45	1
1957	202954	NFA100000638740	RDT&E STORAGE	1965	-	NAMRL	204 SF	204 SF	2	31915	3191	\$14,771	\$1,040	0.07	1
3226	202958	NFA100000638777	NAVAL AEROS MED. RES. LAB	1966	-	NAMRL	4,216 SF	4,216 SF	2	31925	3191	\$648,693	\$19,018	0.03	1
3229	202960	NFA100000638795	RDT&E STORAGE	1968	-	NAMRL	11,766 SF	11,766 SF	2	31925	3191	\$1,810,372	\$178,298	0.10	1
3233	202963	NFA100000638820	GENERAL STORAGE	1971	-	NAMRL	8,000 SF	8,000 SF	2	44110	4421	\$633,275	\$152,038	0.24	1
3677	203186	NFA200000228219	WET TRAINER FACILITY	2001	-	OTCP	1,802 SF	1,802 SF	2	17120	1712	\$329,035	\$0	0.00	1
3680	203096	NFA100000639927	STORAGE BLDG	1994	-	OTCP	86 SF	86 SF	2	44135	4422	\$2,861	\$0	0.00	1
3873	203110	NFA100000640069	BRIG	1995	-	BRIG	29,000 SF	29,000 SF	2	73015	7312	\$6,315,100			1
3929	203111	NFA100000640078	BRIG STORAGE BUILDING	1995	-	BRIG	704 SF	704 SF	3	45110	4521	\$25,266			1
3930	203112	NFA100000640087	BRIG INDUSTRIES BUILDING	1995	-	BRIG	2,000 SF	2,000 SF	2	21356	2133	\$257,827			1
Total - Type 3 Facilities (Structures)												\$97,153	\$74,018		5
1808	201904	NFA100000635645	REVIEWING STAND	1956	-	OTCP	-	-	3	69025	6900	\$6,172	\$24,660	4.00	1
2683	202347	NFA100000636387	OBSTACLE COURSE	1961	-	OTCP	-	-	3	17950	1790	\$78,637	\$3,407	0.04	1
2687	202348	NFA100000636396	REVIEWING STAND	1963	-	OTCP	-	-	3	69025	6900	\$6,172	\$16,827	2.73	1
2688	202349	NFA100000636403	REVIEWING STAND	1963	-	OTCP	-	-	3	69025	6900	\$6,172	\$29,124	4.72	1
3877	-	-	LEADERSHIP DEVEL COURSE	2001	-	OTCP	-	-	3	-	-	-	-	-	1

DFAS Analysis

BRAC Recommendation to Realign DFAS Consolidation to Saufley

DFAS's decision to consolidate sites to three locations will provide greater cost savings for the Department of Defense and other federal agencies. However, the selection of Denver as a consolidation site adds unnecessary costs based on faulty data and assumptions. Therefore, while the overall plan is good, consolidation to Saufley Field can enhance the plan's military value over the selection of Denver.

There are several reasons why the selection of Denver needs to be reviewed. Among them are the Denver decision's adherence to BRAC principles, installation ownership, condition and site security concerns.

I. Problems with Denver

A. Guiding Principles – Reduction of standalone facilities

The Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) used among other overarching principles, eliminate redundancy, duplication and excess capacity, and reduce costs. These guiding principles helped focus the HSA JCSG common assumptions to include the following: "Stand-alone military facilities/installations are less desirable than collocation." (HSA JCSG Military Value Analysis Report dated 8 February 2004, p.3 - see attachment number 1)

DFAS Denver is located at 6760 E. Irvington Place, Denver, Colorado 80279 on the former Lowry AFB. Lowry was BRAC'd in 1991 and officially closed in 1994. However, the Air Force maintained control over 115 acres associated with the Air Force Reserve Personnel Center (ARPC) and DFAS Denver. The rest of the former base has been redeveloped into a mixed use residential/commercial community (www.lowry.org).

Under the 2005 recommendation, ARPC will be realigned to Randolph and Robins AFBs leaving DFAS Denver as the sole tenant of the Buckley Annex facility (confirmed OSD BRAC Clearinghouse Tasker 0343). It is by definition, a standalone facility (Tasker 0343). Allowing DFAS to remain as a tenant, prevents the Air Force from disposing of the 115 acres of what otherwise would be excess capacity. (see attachment number 2)

B. Potential Lease Issue

If DFAS is going to consider military value and capacity in view of the realignment of ARPC, it must also review the ramifications of such a decision on those very same numbers.

A major thrust of BRAC 2005 was to divest of leased facilities wherever possible. This was echoed within HSA JCSG's overarching strategy (Volume VII Final BRAC Report, HSA-JCSG-D-05-326, p.16 - see attachment number 3). With the move of ARPC, the Air Force will no longer have a use for the former Lowry AFB property on their register.

At that point, they will follow normal BRAC process for disposing of property through the General Services Administration (GSA). While the property is offered to other federal agencies prior to public disposal, DFAS is not encouraged to establish property "ownership." In fact, DFAS's own founding instruction, DoD Directive 5118.5 dated November 26, 1990 (see attachment number 4) states:

"5.1.2 Use established facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and to achieve modernization, efficiency, economy, and user satisfaction."

Even the DFAS Denver agreement with the Air Force recognized this limitation when it stated in its "Delegation of Facility Manager – Information Memorandum" dated 15 October 1992 that DFAS "cannot hold property." (Tasker 0343 - see attachment number 2)

Would the Air Force retain the facility after vacating it, thus avoiding a lease requirement? While any disposal decision must wait until the BRAC recommendations become law, Air Force Policy Directives suggest the answer:

"1. ... Policy governs the 'life cycle' management of real property, to ensure that the Air Force acquires and maintains *only the minimum property necessary to meet peacetime and mobilization requirements.*" (AFPD 32-90, 10 September 1993 - see attachment number 5)

And further:

"7.1 The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) ... provides oversight for the program to ensure that only real property required to achieve the *military mission* is retained." (AFPD 32-90, 10 September 1993 - see attachment number 5)

And again:

"7.3 The Air Force Real Estate Agency (AFREA) ... reports unneeded real property (with or without improvements) and leaseholds to GSA for federal screening and disposal as 'surplus' real property." (AFPD 32-90, 10 September 1993 - see attachment number 5)

This supports acting Air Force Secretary Michael Dominguez recent quote, "We are bringing back the fence line to be able to cede real property." (GovExec.com article: "Air Force might keep bases open after personnel moves, May 17, 2005 - see attachment number 6).

Under the current recommendation, Denver will be no different than Indianapolis. DFAS Indianapolis is located on the former Fort Benjamin Harrison closed in BRAC 91. In accordance with HSA JCSG accepted military value criteria, Indianapolis was not

considered owned earning it a “No” (Volume VII Final BRAC Report, HSA-JCSG-D-05-326, p. M-1 – see attachment number 7)

Applying the same requirement to the Denver facility, post ARPC, the military value decreases from .803 to .653 or from 3rd to 8th in the DFAS ranking. The overall three facility average also drops from .714 to .664.

C. Facility and Security Issues

The JCSG worked diligently to evaluate a facility’s condition in light of security concerns. For metric purposes, the HSA JCSG chairman, Donald Tison strove for consistency across functional groups commenting “commonality doesn’t have to apply in every attribute and metric, but some commonality is good where it makes sense, e.g., space standards and condition codes.” (HSA JCSG meeting minutes April 1, 2004, p.2 – see attachment number 8).

For consistency, the services chose the Unified Facilities Criteria UFC-4-010-1 which rates on a scale of C1 (highest security) through C4 (lowest). DFAS utilized a green/amber/red rating with green receiving full credit and red none.

DFAS Denver’s green rating is at odds with ARPC’s evaluation of C4. How can the same building receive totally opposite ratings?

II. Saufley Alternative

The BRAC commission should reassess the decision to choose Denver over the better alternative of Pensacola Saufley Field.

A. Facilities Capacity

In analyzing space availability, the HSA JCSG reports Saufley as having 57,244 usable square feet (USF) and Denver possessing 292,991 USF. DFAS surmises that the additional 127,964 USF associated with ARPC will be just enough to meet space requirements (Registered Scenarios as of: 1/7/2005, p256 of 1169 as an example - <http://www.dod.mil/brac/minutes/minute-files/ISG/ISG50Minutes21Jan2005aredacted.pdf> - see attachment number 9). However, DFAS lists its required space after force structure and BRAC reductions as 230,880 USF (Spreadsheet listing HSA-0018 DFAS Authorization and Space Requirements as of 4 February 2005). DFAS calculates this using 1443 personnel.

This same logic should have driven its evaluation of Saufley Field by assuming the recommended scenario in which NETPDTC moves to Millington, TN. With the realignment of NETPDTC, Saufley frees up 293,747 USF for a combined DFAS/NETPDTC total of 346,322 USF (base facility numbers). This will more than

make up requirements for DFAS's end state. This figure doesn't even include an additional 68,814 USF currently available at DFAS Pensacola NAS roughly 10 miles away.

B. Operating Cost per square foot

Pensacola NAS possesses an operating cost of 5.7 and Saufley a 7.38 to Denver's 9.15.

C. Maintenance and Security

In Denver, DFAS will have to provide for its own maintenance and security whereas Saufley receives security through the Navy and has access to prison labor rates from the neighboring Federal Prison Camp.

D. "Breadth and Depth" of Expertise

Within the Technology Services Organization at Saufley, the wealth of expertise far outstrips Denver:

- Malcolm Baldrige Quality Award Pre-Assessment pilot study findings: "effective, systematic processes" (2002).
- Selected as ePayroll Federal service provider by OPM - and the only Federal provider with a non-integrated pay/personnel solution (2002).
- Gartner benchmark study citing TSO Pensacola software development costs as 30% lower than private industry (2002).
- Certified as Software Engineering Institute Capability Maturity Model Level 4 (2002) – This is the second highest attainable level and a first for DFAS. For perspective, only 7.3% of all government and private industry IT projects achieved this same level of performance.
- Top 5 Quality Projects in U.S. Government by DoD Office of the Undersecretary of Defense for Acquisition Resources (2003).
- Over 60% of the TSO workforce have earned a bachelors degree or higher, over half from the local University of West Florida.
- A ready pool of interns in finance, accounting and computer science from the University of West Florida.
- A-76 study #1 for DCPS, with no private industry bids received (2001) – too cost efficient.
- A-76 study #2 for DCPS (with scope broadened), with no private industry bids received (2002).

III. Subjective Reasoning

Ultimately, the DFAS selection of Denver over other sites under consideration boiled down to a subjective analysis. From the Infrastructure Steering Group's January 21, 2005 minutes:

“Mr. Tison then addressed a question that had been posed at the January 7, 2005, ISG meeting from Mr. Wynne regarding the Defense Finance and Accounting Service (DFAS) Buckley Air Force Annex site in Denver, Colorado (H&SA-0018). At that meeting, Mr. Wynne had asked Mr. Tison to further investigate whether Denver was really the appropriate location to remain open and absorb other DFAS activities from a cost-effective basis. Mr. Tison stated that his group had reevaluated the data on this and that Denver was the best choice, emphasizing that *his group had operated on the strategy that it is more effective to collapse your workload in areas where you already have the personnel expertise.*”

And again, during a March 24, 2005 presentation:

“These sites (Denver, Indianapolis, and Columbus) have the breadth and depth of the Business Line functions, the personnel strength, and the facilities needed to mitigate risk and provide strategic redundancy.”

Saufley, Pensacola NAS and other sites “were not selected because they do not have the breadth and depth of the Business Line functions, the personnel strength, and the facilities needed to mitigate risk and provide strategic redundancy.”
(<http://www.dod.mil/brac/minutes/minute-files/ISG/ISG59Minutes24Mar2005redacted.pdf> - 16MB file)

Denver ranks third lowest on locality pay and its operating costs per square feet are nearly \$2 higher than Saufley Field. As two of the top weighted metrics and all other measures nearly the same, the real choice came down to personal preference over performance.

Pensacola employees have demonstrated that their “depth and breadth” of expertise is strong enough to deserve industry recognition and achieve some of the lowest unit costs in DFAS.

For true, cost savings that brings long term value to the Department of Defense, the BRAC commission should realign the Denver consolidation to Saufley Field.

DFAS Attachments

common functions and should be considered for potential savings, as well as reduction in the real estate footprint.

- (2) Analysis of functions may result in recommendations to eliminate duplicate services, reduce administrative, technical and supervisory overhead, and/or reduce facilities.
- (3) Recommendations resulting from analyses could include installation realignments, and/or movement of organizations not presently on DoD installations to space that becomes available on DoD installations. (DoD installation defined as owned space with a controlled perimeter and access.)
- (4) Over time changes in systems, processes, and technical advances in automation have created opportunities to adjust physical location and size of activities.
- (5) Many and varied DoD activities perform common headquarters, administrative and business related functions.
- (6) Continuity of government requires redundant capabilities within and between headquarters of some commands.
- (7) The location of specific headquarters, commands, and functions may be strategically significant.
- (8) Stand-alone military facilities/installations are less desirable than co-location.
- (9) Services and the JCSGs will share analytical data.
- (10) Elements of JCSG and Service analyses may overlap.
- (11) All DoD installations (as defined in 1. c. (3) above) generally provide an equal level of force protection.

d. Linkage to the Overall BRAC Process. The military value modeling process links directly to other BRAC processes. Capacity analysis defines where functions are performed and provides an estimate of physical and operational excess capacity. Capacity and military value data are input to an optimization model that provides a starting point for scenario development. In some cases HSA JCSG's military value models will not be optimized. In several instances the population of realignment possibilities is too small; in others business process reengineering will drive recommendations, so a simpler analytical process will suffice. Ongoing functional analysis, not embodied in a particular BRAC process, helps determine constraints that will influence the optimization and scenario development processes. Functional analysis also helps the analyst develop an organization's candidate reconfiguration based on



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-66-417

#2

DAPR-ZB

22 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 -- Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

1. Reference: E-mail, Charles Elliott, Rep. Jeff Miller (FL-01), 16 June 2005, subject as above.

2. Issue/Question:

a. Question 1. The BRAC 2005 recommendations include realigning the Air Reserve Personnel Center to Randolph AFB and Robbins AFB (HSA p33). HSA-JCSG-D05-326 provides elaboration on how military value was calculated for military personnel centers including ARPC. Under Appendix D-1: Criterion 1, Attribute 1 (Military Personnel Center Location), metric 1 asks "Is this Center on an installation? Function is binary. If a military personnel center exists within the perimeter of the main/host installation, then a 1 or Yes is given; otherwise 0 or No. Leased space is given 0." - What is a "main/host installation?" - Did ARPC receive a No (appendix K-1, fifth column) due to being a) leased space, b) annexed space away from the main/host installation, c) previously BRAC'd location, or d) stand-alone location? Criterion 1, Attribute 2 (Survivability), metric 1 discusses AT/FP standards. Under UFC 4-010-01, ARPC received a "level 2" rating (Appendix K-1, eighth column). UFC 4-010-01 does not delineate levels. - How many levels are there? - How is level 2 defined? - How does Level 2 translate into AT/FP standards for inhabited buildings? - How does level 2 compare to facilities located on an active military base? - Does the ARPC facility possess a UFC 4-010-01 defined "controlled perimeter? Criterion 2, Attribute 1 (Facility Condition), metric 1 is the facility condition code rated from C1-C4. Appendix K-1, second column rates ARPC as C4. Leased space and C4 receive a 0 in scoring. - Does this mean ARPC is in leased space? - If not leased space, what defines ARPC as receiving a C4?

b. Question 2. The FY 1999 Base Structure Report lists the DFAS Denver Annex as an active, Air Force owned facility. - Does the Air Force lease this facility or own it?

c. Question 3. If the facility is leased, who is the owner?

d. Question 4. What is the nature of DFAS Denver's current agreement to use space within the building?

e. Question 5. Under BRAC 2005, the Air Force is vacating the ARPC building (6760 E. Irvington Place, Denver, CO 80280). - Will the Air Force have any activities remaining in the facility?

f. Question 6. If not, will the Air Force continue to carry this property on its property list once the realignment is complete?

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 – Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

3. Response:

a. Question 1. Detailed information for these questions can be found in the documentation provided on the DoD BRAC website. Please follow the paths provided for each question.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the file named Mil Pers. There you will find the methodology for Criterion 1, Attribute 1 on page 2. A main/host installation is defined as "the military installation serving as executive agent for the personnel facility." In ARPC's case, this is Buckley AFB. In the certified responses to the Military Value Data Call, the Air Force answered the associated question with a "No" indicating ARPC was not within the perimeter of their main/host installation as defined. No option was available to further differentiate the answer for the various sub categories. HSA JCSG understands ARPC to be annexed space away from the main/host installation, is a previously BRAC'd location and is a stand-alone facility.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the document file named Mil Pers. There you will find the methodology for Criterion 1, Attribute 2 on page 6. This indicates that there are 3 levels. Level 2 is used for a facility that is not on a military installation and for which the function being analyzed (military personnel functions only) occupies less than 25%. This application is taken from the general parameters for partial occupancy contained in UFC-4-010-01. Facilities located on an active military base receive the full score of 1.0 and ARPC was analyzed with a score of .8. While the ARPC facility does possess a UFC 4-010-01 defined "controlled perimeter," this aspect is not included in the algorithm to provide ARPC's score for this metric.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the document file named Mil Pers. There you will find the methodology for Criterion 2, Attribute 1 in the introductory comments on page 9 for facility condition codes. ARPC was not required to answer based on the applied standard that they are not located within the perimeter of the main/host installation as defined. ARPC is located on Buckley Annex approximately 9 miles from its host installation at Buckley AFB. Referencing the Background as described on page 9, the purpose of this question is to determine the condition of existing Admin space on the installation to determine its military value for expansion purposes. Rather than looking only at the specific Military Personnel Center building, the metric measures Admin facilities for the entire installation. The score used for military value is not that of the AFPC building itself, rather the installation where it resides. ARPC is not on a military installation as defined for this metric and so it receives the lowest score.

#2

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 – Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

- b. Questions 2-3. With regards to the DFAS Denver Annex site, the Air Force owns the facility which is currently referred to as Buckley Annex -- the facility is not in leased space.
 - c. Question 4. The nature of DFAS's current agreement is found in the enclosed Delegation of Facility Manager – Information Memorandum, dated October 16, 1992 (note: Peterson AFB property holding designation was later changed to Buckley AFB). Under BRAC 2005, only the ARPC portion of the building is being vacated. Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Joint Cross Service Group Reports section (left hand column), select the link to the Headquarters and Support Activities Report. On page 48 you can read that the DFAS portion of the building remains in use and the HSAJCSG Recommendation to Consolidate DFAS functions consolidates additional DFAS personnel into the facility from other DFAS locations.
 - d. Question 5. According to the Air Force, no Air Force activities are currently projected for the facility once the ARPC portion is vacated.
 - e. Question 6. The Air Force will make a determination as to retention or disposal of the Buckley Annex once the BRAC Commission Recommendations become law. Should the Air Force pursue disposal of this or any property, it will proceed in accordance with Section 2905. (b) Management and Disposal of Property, of the Defense Base Closure and Realignment Act of 1990, as amended through FY05 Authorization Act (Public Law 101-510, as amended).
4. Coordination: Lt Col Laffey, Air Force BRAC, 17 Jun 2005; Mr Chittick, DFAS, 17 Jun 2005.

Enclosure
As stated



CARLA K. COULSON
COL, GS
Deputy Director, Headquarters and
Support Activities JCSG

#3

d. Overarching Strategy

Early on in the process, general guiding principles, which formed an overarching strategy, were established by the HSA JCSG members. These principles, previously described, are: improve jointness; eliminate redundancy, duplication and excess physical capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency and interoperability; and reduce costs.

Following assignment of functions, Subgroups further developed the strategy as follows:

- Rationalize single function administrative installations
- Rationalize headquarters presence within a 100-mile radius of the Pentagon
- Eliminate leased space
- Consolidate headquarters and back-shop functions
- Consolidate/regionalize installation management
- Consolidate the Defense Finance and Accounting Service
- Create a Joint corrections enterprise
- Consolidate military personnel functions
- Consolidate civilian personnel functions
- Establish Joint pre/re-deployment mobilization sites

These helped to guide the HSA JCSG's scenario development, deliberation and declaration of Candidate Recommendations (CRs).

#4



Department of Defense DIRECTIVE

NUMBER 5118.5

November 26, 1990

Incorporating Change 1, December 13, 1991

DA&M

SUBJECT: Defense Finance and Accounting Service

- References:
- (a) Title 10, United States Code
 - (b) DoD Directive 5118.3, "Comptroller of the Department of Defense," May 24, 1988/1989
 - (c) DoD 7220.9-M, "Department of Defense Accounting Manual," October 1983
 - (d) DoD 5025.1-M, "Department of Defense Directives System Procedures," April 1981
 - (e) DoD Directive 7750.5, "Management and Control of Information Requirements," August 7, 1986

1. PURPOSE

Pursuant to the authority vested in the Secretary of Defense under provisions of reference (a), this Directive establishes the Defense Finance and Accounting Service (DFAS) as an Agency of the Department of Defense with responsibilities, functions, authorities, and relationships as outlined below.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD); the Military Departments; the Chairman, Joint Chiefs of Staff and Joint Staff; the Unified and Specified Commands; the Inspector General of the Department of Defense (IG, DoD); the Defense Agencies; and the DoD Field Activities (hereafter referred to collectively as "DoD Components").

#4

3. ORGANIZATION AND MANAGEMENT

3.1. The DFAS is established as an Agency of the Department of Defense under the direction, authority, and control of the Comptroller of the Department of Defense (C, DoD).

3.2. The DFAS shall consist of a Director, selected by the Secretary of Defense, and such subordinate organizational elements as are established by the Director within resources authorized by the Secretary of Defense.

3.3. Military personnel shall be assigned to the DFAS in accordance with approved authorizations and procedures for assignment to joint duty.

4. RESPONSIBILITIES AND FUNCTIONS

4.1. The Director, Defense Finance and Accounting Service (DFAS), is the principal DoD executive for finance and accounting requirements, systems, and functions identified in DoD Directive 5118.3 (reference (b)), and shall:

4.1.1. Organize, direct, and manage the DFAS and all assigned resources.

4.1.2. Direct finance and accounting requirements, systems, and functions for all appropriated, nonappropriated, working capital, revolving, and trust fund activities, including security assistance.

4.1.3. Establish and enforce requirements, principles, standards, systems, procedures, and practices necessary to comply with finance and accounting statutory and regulatory requirements applicable to the Department of Defense.

4.1.4. Provide finance and accounting services for the DoD Components and other Federal activities, as designated by the C, DoD.

4.1.5. Direct the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, operations, and systems within the Department of Defense and ensure their proper relationship with other DoD functional areas (e.g., budget, personnel, logistics, acquisition, civil engineering, etc.).

4.1.6. Execute statutory and regulatory financial reporting requirements and render financial statements.

#4

4.1.7. Serve as the proponent for civilian professional development in finance and accounting disciplines, and act as approval authority for competency standards and training requirements for appropriate military positions within the DFAS.

4.1.8. Provide advice and recommendations to the C, DoD, on finance and accounting matters.

4.1.9. Approve the establishment or maintenance of all finance and accounting activities independent of the DFAS.

4.1.10. Develop, issue, and maintain DoD 7220.9-M (reference (c)), in accordance with DoD 5025.1-M (reference (d)), consistent with governing statutes, regulations, and policies.

4.1.11. Perform other functions as the Secretary of Defense, Deputy Secretary of Defense, or the C, DoD, may prescribe.

4.2. The Comptroller of the Department of Defense (C, DoD) shall provide guidance and direction to the Director, DFAS, on policies and procedures related to the development and operation of DFAS programs and systems.

4.3. The Heads of DoD Components shall:

4.3.1. Comply with the requirements, principles, standards, procedures, and practices issued pursuant to paragraph 4.1., above.

4.3.2. Obtain finance and accounting services from the DFAS.

4.3.3. Provide facilities, personnel, and other support and assistance required to accomplish DFAS objectives, consistent with this Directive and the responsibilities and functions in paragraph 4.1., above, and the authorities in section 6., below.

4.4. Operational commanders shall continue to be responsible for the control, location, and safety of deployed accounting and finance personnel and resources.

5. RELATIONSHIPS

5.1. In the performance of assigned responsibilities and functions, the Director, DFAS, shall:

#4

5.1.1. Maintain liaison with the DoD Components, other Government Agencies, foreign governments, and private sector organizations for the exchange of information concerning assigned programs, activities, and responsibilities.

5.1.2. Use established facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and to achieve modernization, efficiency, economy, and user satisfaction.

5.2. The Heads of the DoD Components shall coordinate with the Director, DFAS, on all matters related to the responsibilities and functions listed in paragraph 4.1., above.

6. AUTHORITIES

The Director, DFAS, is specifically delegated authority to:

6.1. Represent the C, DoD, on finance and accounting matters.

6.2. Have free and direct access to, and communicate with, the DoD Components and other Executive Departments and Agencies concerning finance and accounting activities, as necessary.

6.3. Enter into agreements with the DoD Components and other Government or non-Government entities for the effective performance of the DFAS mission and programs.

6.4. Establish DFAS facilities if needed facilities or services of other DoD Components are not available. Establishment of new facilities and services will be accomplished using normal program and budget processes.

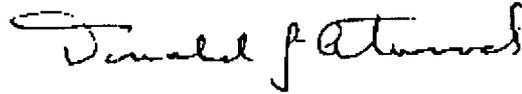
6.5. Obtain reports, information, advice, and assistance from the DoD Components, consistent with the policies and criteria of DoD Directive 7750.5 (reference (e)).

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DODD 5118.5, November 26, 1990

7. EFFECTIVE DATE

This Directive is effective immediately.



Donald J. Atwood
Deputy Secretary of Defense

Enclosures - 1

E1. Delegations of Authority

#4

DODD 5118.5, November 26, 1990

E1. ENCLOSURE 1
DELEGATIONS OF AUTHORITY

Pursuant to the authority vested in the Secretary of Defense, and subject to the direction, authority, and control of the Secretary of Defense, and in accordance with DoD policies, Directives, and Instructions, the Director, Defense Finance and Accounting Service (DFAS), or in the absence of the Director, the person acting for the Director, is hereby delegated authority as required in the administration and operation of the DFAS to:

E1.1.1. Establish advisory committees and employ part-time advisors, as approved by the Secretary of Defense, in support of assigned DFAS functions pursuant to 10 U.S.C. 173; Pub. L. 92-463, "Federal Advisory Committee Act"; and DoD Directive 5105.4, "Department of Defense Federal Advisory Committee Management Program," September 5, 1989.

E1.1.2. Designate any position in the DFAS as a "sensitive" position, in accordance with 5 U.S.C. 7532; Executive Order 10450, as amended; and DoD Directive 5200.2, "DoD Personnel Security Program," December 20, 1979, as appropriate.

E1.1.2.1. Authorize, in case of an emergency, the appointment to a sensitive position, for a limited period of time, of a person for whom a full field investigation or other appropriate investigation, including the National Agency Check, has not been completed; and

E1.1.2.2. Authorize the suspension, but not terminate the service, of an employee in the interest of national security.

E1.1.3. Authorize and approve overtime work for assigned civilian personnel in accordance with 5 U.S.C. Chapter 55, Subchapter V, and applicable Office of Personnel Management (OPM) regulations.

E1.1.4. Authorize and approve:

E1.1.4.1. Travel for assigned personnel, in accordance with Joint Travel Regulations.

4

DODD 5118.5, November 26, 1990

E1.1.4.2. Invitational travel to persons serving without compensation whose consultative, advisory, or other services are required for assigned activities and responsibilities pursuant to 5 U.S.C. 5703.

E1.1.5. Approve the expenditure of funds available for travel by assigned or detailed military personnel for expenses regarding attendance at meetings of technical, scientific, professional, or other similar organizations in such instances when the approval of the Secretary of Defense, or designee, is required by law (37 U.S.C. 412 and 5 U.S.C. 4110 and 4111). This authority cannot be redelegated.

E1.1.6. Develop, establish, and maintain an active and continuing Records Management Program under DoD Directive 5015.2, "Records Management Program," September 17, 1980; DoD Directive 5400.7, "DoD Freedom of Information Act Program," May 13, 1988; and DoD Directive 5400.11, "Department of Defense Privacy Program," June 9, 1982.

E1.1.7. Establish and use imprest funds for making small purchases of material and services, other than personal services, when it is determined more advantageous and consistent with the best interests of the Government, in accordance with DoD Directive 7360.10, "Disbursing Policies," January 17, 1989.

E1.1.8. Authorize the publication of advertisements, notices, or proposals, in newspapers, magazines, or other public periodicals as required for the effective administration and operation of assigned responsibilities, consistent with 44 U.S.C. 3702.

E1.1.9. Establish and maintain appropriate property accounts, appoint Boards of Survey, approve reports of survey, relieve personal liability, and remove accountability for Agency property contained in the authorized property accounts that has been lost, damaged, stolen, destroyed, or otherwise rendered unserviceable, in accordance with applicable laws and regulations.

E1.1.10. Promulgate the necessary security regulations for the protection of property placed under the jurisdiction of the Director, pursuant to DoD Directive 5200.8, "Security of Military Installations and Resources," July 29, 1980.

E1.1.11. Establish and maintain a publications system for the promulgation of common accounting and finance regulations; instructions, and reference documents, and changes thereto, pursuant to the policies and procedures prescribed in DoD 5025.1-M, "Department of Defense Directives System Procedures," April 1981, authorized by DoD Directive 5025.1, December 23, 1988.

#4

E1.1.12. Exercise the powers vested in the Secretary of Defense by 5 U.S.C. 301, 302(b), and 3101 on the employment, direction, and general administration of assigned employees.

E1.1.13. Administer oaths of office to those entering the Executive Branch of the Federal Government or any other oath required by law in connection with employment therein, in accordance with 5 U.S.C. 2903, and designate in writing, as may be necessary, officers and employees of the DFAS to perform this function.

E1.1.14. Establish a DFAS Incentive Awards Board, and pay cash awards to, and incur necessary expenses for the honorary recognition of, civilian employees of the Government whose suggestions, inventions, superior accomplishments, or other personal efforts, including special acts or services, benefit or affect the DFAS or its subordinate activities, in accordance with 5 U.S.C. 4503, OPM regulations, and DoD Directive 5120.15, "Authority for Approval of Cash Honorary Awards for DoD Personnel," August 13, 1985.

E1.1.15. Act as an agent for the collection and payment of employment taxes imposed by Chapter 21 of the Internal Revenue Code of 1954, as amended; and, as such agent, make all determinations and certifications required or provided for under the Internal Revenue Code of 1954, as amended (26 U.S.C. 3122), and the Social Security Act (42 U.S.C. 405(p)(1) and (2)), as amended *for members and employees paid by DFAS.*

E1.1.16. Enter into and administer contracts directly or through a Military Department, a DoD contracting administration service component, or other Government Department or Agency, as appropriate, for supplies, equipment, and services required to accomplish the DFAS mission.

E1.1.17. Oversee disbursing officials and operations in accordance with the procedures of 31 U.S.C., as follows:

E1.1.17.1. Manage the approval and appointment process for disbursing, certifying officials pursuant to 31 U.S.C. 3321, 3325, and 10 U.S.C. 2773.

E1.1.17.2. Make determinations and recommendations with respect to the granting of relief to disbursing and accountable officials pursuant to the authority contained in 31 U.S.C. 3527.

E1.1.17.3. Approve requests to hold cash at personal risk for authorized purposes, including imprest funds, and to redelegate such authority as appropriate in the

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DODD 5118.5, November 26, 1990

administration and control of DoD funds, consistent with the Treasury Financial Manual (TFM) and under the authority of 31 U.S.C. 3321 and 3342.

E1.1.17.4. Approve DoD Component disbursing regulations developed to implement the TFM and to grant waivers when delegated by the Secretary of the Treasury to the Heads of Executive Departments and Agencies.

E1.1.18. The Director, DFAS may, in writing, redelegate these authorities as appropriate, except as otherwise specifically indicated above or as otherwise provided by law or regulation.

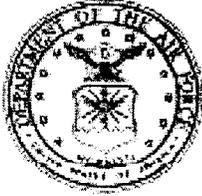
BY ORDER OF THE SECRETARY OF THE
AIR FORCE

AIR FORCE POLICY DIRECTIVE 32-90

10 SEPTEMBER 1993

Civil Engineering

REAL PROPERTY MANAGEMENT



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OPR: AFREA/MI (Mr Charles G. Skidmore)

Certified by: SAF/MI (Ms Judy Ann Miller)

Pages: 7

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1. The Air Force acquires, uses, and disposes of land and facilities to accomplish its continually changing missions. The following policy governs the "life cycle" management of real property to ensure that the Air Force acquires and maintains only the minimum property necessary to meet peacetime and mobilization requirements.
2. The Air Force may acquire real property interest in the United States, territorial areas administered by the United States, and the Commonwealth of Puerto Rico. Real property acquisition must be made in the most economical way with the least adverse impact on the local economy.
3. In foreign countries, the Air Force must have prior approval of the foreign government or a clearance for particular missions in order to acquire real property.
4. In the United States, territorial areas administered by the United States, and the Commonwealth of Puerto Rico, the Air Force will ensure protection of human health and the environment by identifying and documenting the condition of any real property to be acquired, transferred, leased, sold, or otherwise conveyed under the provisions of any authority.
5. Air Force-controlled real property will be made available for use by others to the maximum extent that is compatible with Air Force needs, military security, and public safety.
6. According to Title 10, United States Code, Section 2701, *Armed Forces*, the Air Force will establish procedures to classify installations, maintain accountable real property records, and report real property assets.
7. This directive establishes the following responsibilities and authorities:
 - 7.1. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) develops policy for real property management (RPM), serves as resource advocate, and provides oversight for the program to ensure that only real property required to achieve the military mission is retained.

7.2. The General Services Administration (GSA) and Air Force real property personnel conduct joint Executive Order 12512 surveys to identify real property which is excess to Air Force needs.

7.3. The Air Force Real Estate Agency (AFREA) plans, allocates resources, and executes the RPM program, and provides implementing Air Force instructions (AFI) to comply with public laws and Federal and Department of Defense (DoD) guidance. Additionally, AFREA reports unneeded real property (with or without improvements) and leaseholds to GSA for Federal screening and disposal as "surplus" real property.

7.4. Commanders ensure that their activities and installations having real property control fully comply with directives and instructions regarding the RPM program.

7.5. Annually, major commands (MAJCOM) monitor installation surveys of real property utilization, installation boundary inspections, and installation lease compliance inspections. See **Attachment 1** for measures of compliance.

8. This directive implements the public laws, DoD publications, and AFIs in **Attachment 2** and **Attachment 3**.

JUDY ANN MILLER
Acting Assistant Secretary for Manpower, Reserve
Affairs, Installations & Environment

Attachment 1

MEASURING COMPLIANCE WITH POLICY

A1.1. Installation personnel will do compliance inspections of Air Force real property being temporarily used by others. Compliance consists of property users adhering to all conditions and terms contained in the real property instruments (e.g., lease, license, permit, or easement). MAJCOMs will monitor compliance annually through RCS: SAF-MII(A)9304, *Real Property Outgrant Compliance Report*. (See AFI 32-9003 for detailed instructions.)

A1.1.1. Installation real property personnel will review all real property instruments, which allow others to use Air Force real property. Also, they will report the number of instruments reviewed to their MAJCOM during the fiscal year and the number of those in which the users have not complied. Their MAJCOM counterparts will consolidate such data from all their installations and show the percentage of noncompliance as depicted in the chart at Figure A1.1. The MAJCOM will maintain such charts.

A1.2. Installation personnel will survey Air Force real property to identify that which is underutilized, not used, or excess to Air Force mission requirements (Figure A1.2). Annually, MAJCOMs will monitor land requirements through RCS: SAF-MII(A)9305, *Annual Real Property Utilization Review*. (See AFI 32-9002 for detailed instructions.)

A1.2.1. Installation real property personnel will report to their MAJCOM counterparts the number of acres for the fiscal year which are excess to their requirements. Based on the total acreage of all their installations, the MAJCOM will depict, by percentage, the result of each year's review on a chart as shown in Figure A1.2. The MAJCOM will maintain such charts.

A1.3. Installation personnel will inspect installation boundaries Figure A1.3. to ensure that there are no encroachments by fences, new buildings, roads, etc. MAJCOMs will monitor compliance annually through RCS: SAF-MII(A)9306, *Annual Installation Boundary Encroachment Report*. (See AFI 32-9003 for detailed instructions.)

A1.3.1. Installation real property personnel will physically inspect their installation's boundary each fiscal year to ensure that there are no encroachments, then report the results of such inspection to their MAJCOM counterparts. The MAJCOM will determine the percentage of installations (of their total number of installations) with encroachments and depict this result on a chart as shown in Figure A1.3. figure A1.3. The MAJCOM will maintain such charts.

Figure A1.1. Sample Metric of Results of Real Property Outgrant Compliance Report (Percent of Conditions Violation).

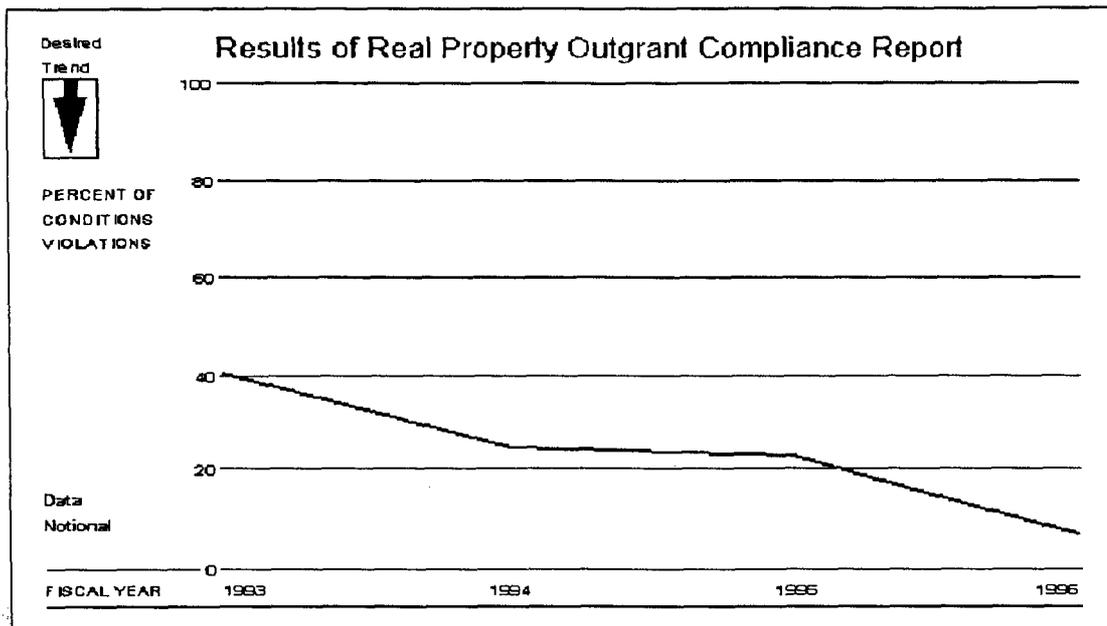


Figure A1.2. Sample Metric of Results of Annual Real Property Utilization Review (Percent of Unneeded Real Property Found for Disposal).

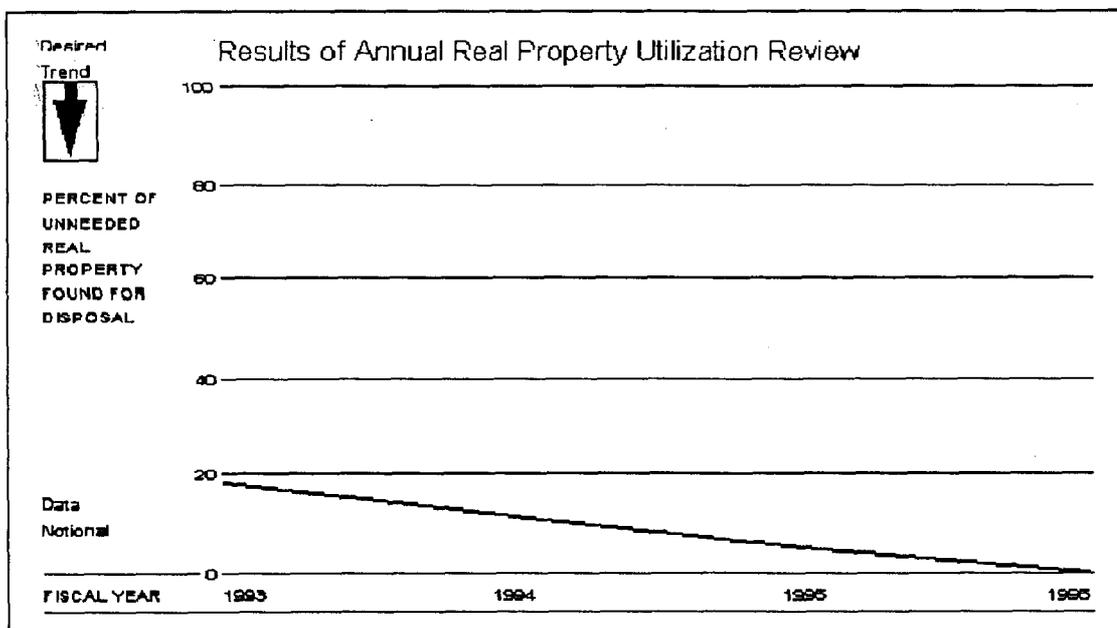
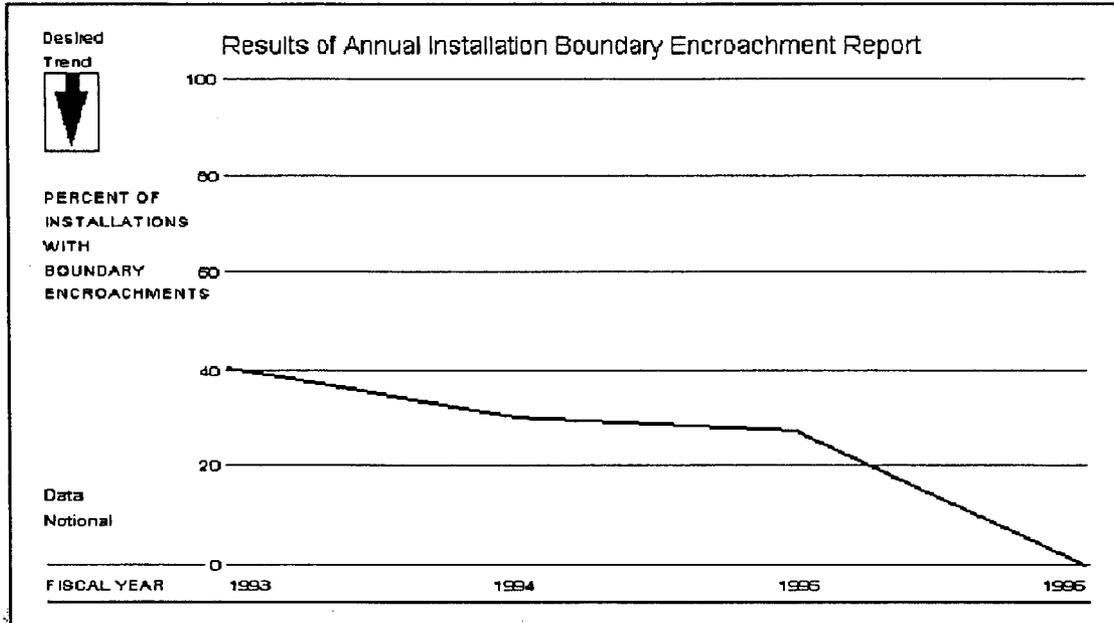


Figure A1.3. Sample Metric of Results of Annual Installation Boundary Encroachment Report (Percent of Unneeded Real Property Found for Disposal)



Attachment 2

GOVERNING PUBLIC LAWS

A2.1. Title 10, United States Code, *Armed Forces*: Section 2571-- States that real property may be acquired by interchange or transfer between the Military Departments or the US Coast Guard.

Section 2662-- Specifies the reports that must be made to the Congressional Armed Services Committees for real property transactions.

Section 2667-- Provides authority for outleasing non-excess real property.

Section 2672-- Sets minor land acquisition authority limits.

Section 2672a-- Provides authority for acquiring land when the need is urgent.

Section 2675 --Provides the authority for leasing real property (except family housing) in foreign countries.

Section 2676 --Specifies conditions under which a Military Department may acquire real property not owned by the Federal Government.

Section 2677 --Covers the use of options to acquire real property.

Section 2682-- Requires that real property used by a Defense Agency be under the jurisdiction of a Military Department.

A2.2. Title 40, United States Code, *Public Buildings, Property, and Works*: Section 483 --Covers the acquisition or exchange of Government-owned property.

Section 2233-- Gives authority to the Reserve components to acquire real property.

A2.3. Title 42, United States Code, *Public Health, and Welfare*: Section 4321 et seq.-- Mandates policy and procedures to be followed before siting or acquisition of real property.

Section 4601-4655-- States the requirements that must be met regarding the acquisition of real property relative to uniform relocation assistance.

A2.4. Title 43, United States Code, *Public Land*: Sections 156 and 157-- State that withdrawal or restriction of public domain lands including the Outer Continental Shelf or any one acquisition of 5000 acres or more in the aggregate requires specific legislation.

Attachment 3

IMPLEMENTED AND INTERFACING PUBLICATIONS

IMPLEMENTED PUBLICATIONS

DoD Directive 4165 .6, *Real Property Acquisition Management, and Disposal* September 1 1987

DoD Directive 4165.61 with Change 1, *Intergovernmental Coordination of DoD Federal Development Programs and Activities* August 9 1983

DoD Instruction 4165.14 with Changes 1 through 4, *Inventory of Military Real Property* December 21 1966

DoD Instruction 4165.65, *Shelter for the Homeless Program* October 30 1987

DoD Instruction 5030.53, *Reimbursement for GSA Space Services and Facilities* September 14 1988

DoD Directive 5160.63, *Delegation of Authority Vested in the Secretary of Defense to Take Certain Real Property Actions* June 3 1986

DoD Manual 7220.9-M with Changes 9 through 18, *DoD Accounting Manual (Reprint Includes Changes 1 Through 8)* October 1983

INTERFACED PUBLICATION

AFPD 32-10, *Air Force Installations and Facilities*

AFI 32-1001, *Air Force Installations and Facilities Strategic Planning*

AFI 32-9001, *Acquisition of Real Property* (Formerly AFRs 87-1 and 87-19)

AFI 32-9002, *Use of Real Property Facilities* (Formerly AFRs 87-2 and 87-22)

AFI 32-9003, *Outgrant of Real Property* (Formerly AFRs 87-3, 87-7, 87-9 and 87-16)

AFI 32-9004, **Disposal of Real Property** (Formerly AFRs 87-, 87-6 and 87-10)

AFI 32-9005, *Establishing Accounting and Reporting Real Property* (formerly AFR 87-5)

AFI 32-9006, *Army and Air Force Basic Real Estate Agreements (Joint Departmental Publication)* (Formerly AFR 87-15)

BRAC Decisions by State

BRAC 2005: A GovExec.com Special Report

Air Force might keep bases open after personnel moves

By Megan Scully, CongressDaily

Members of the Defense Base Closure and Realignment Commission aired concerns Tuesday that Pentagon recommendations to keep open drastically stripped-down Air Force bases could devastate local economies.

If the military does not technically shutter the facilities, the bases would be a "drain on host communities," blocking them from redeveloping the land for commercial purposes, BRAC Chairman Anthony Principi said during a public hearing Tuesday.

The military would have to spend Defense dollars "just to keep [the bases] warm," he added. Former Army Gen. James Hill likewise noted that it might be "better for these communities to close so [they] can begin to retool it, make something out of it."

Top service officials responded that several of the scaled-down facilities, including Alaska's Eielson Air Force Base and North Dakota's Grand Forks Air Force Base, would remain up and running largely for tests and training exercises, despite the loss of thousands of military and civilian personnel. The 5,500-acre North Dakota base, for instance, is ideal for unmanned aerial vehicle training flights because of a lack of competing commercial traffic.

Eielson, too, will host large-scale training exercises, officials said.

Hangars at these installations can accommodate guest squadrons, providing the service with a more robust exercise capability, said Air Force Chief of Staff John Jumper.

Air Force officials assured commissioners that in many cases where a base is not technically closed, the service will turn over land -- including some airfields -- to surrounding communities.

"We are bringing back the fence line to be able to cede real property," said acting Air Force Secretary Michael Dominguez.

In addition to serving as training sites, the bases provide the Air Force with a "hedging strategy" if missions or force structure change dramatically, Dominguez said.

#6

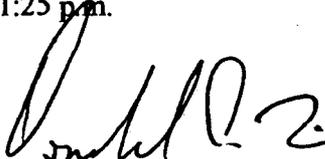
Tuesday's BRAC hearing focused on Air Force facilities, and members analyzed Defense Secretary Rumsfeld's list of basing recommendations released Friday, which includes 10 Air Force bases slated for closure and another 62 targeted for realignment. With personnel and equipment moving from one base to another, the list affects 115 of the 154 Air Force installations. If the recommendations are implemented, the Air Force expects to save more than \$2.6 billion in personnel and infrastructure through 2011, and another \$1.2 billion each year after that.

The commission has less than four months to evaluate the secretary's recommendations and submit its list to the White House by Sept. 8.

Commissioners still are waiting for the Pentagon to send thousands of pages of documents detailing the decisions and the reasoning behind them. The commission expected to see the documents Friday, though the Pentagon held them back because of concerns about classified information. Commissioners grilled Rumsfeld and other Pentagon leaders on the lack of information Monday and brought the matter up again during today's hearing. The commission will have the information by the end of the week, Pentagon officials said.

NAME	Facility Condition Assessment Rating	Locality Pay	Operating Costs Per Sq. Ft.	Hiring	One-of-a-Kind Corp. Process Applications	Local Population Workforce Pool (1)	Local Population Workforce Pool (3)	Terrorist Threat Assessment	On a DoD Owned Installation?	DISN Point of Presence (1)	DISN Point of Presence (2)	DISN Point of Presence (3)
Arlington	Red	14.63	44.76	44.2	NO	2901.1	2901.1	Low	N	Y	Y	Y
Charleston	Red	10.9	3.8	23.7	NO	310.5	310.5	Low	N	Y	Y	Y
Cleveland	Green	13.14	29.21	9.8	YES	1115.8	1115.8	Low	N	Y	Y	Y
Columbus	Red	13.14	8.27	22.1	YES	882.6	882.6	Low	Y	Y	Y	Y
Dayton	Amber	12.03	2.91	23.9	NO	464.3	464.3	Low	N	Y	Y	Y
Denver	Green	16.66	9.15	10.8	YES	1268.6	1268.6	Low	Y	Y	Y	Y
Indianapolis	Green	11.11	14.96	13.2	YES	904.9	904.9	Low/Moderate	N	Y	Y	Y
Kansas City	Red	11.54	16.21	132.5	YES	1017.1	1017.1	Low	N	Y	Y	Y
Lawton	Amber	10.9	2.52	21.7	NO	42.8	42.8	Low	Y	Y	Y	Y
Lexington	Green	10.9	8.74	24.3	NO	261.6	261.6	Low	N	N	N	N
Limestone	Red	10.9	4.98	9.2	NO	0	0	Low	N	Y	Y	Y
Norfolk Naval Station	Amber	10.9	7.47	33.2	YES	809.5	809.5	Low	Y	Y	Y	Y
Oakland	Green	24.21	45.12	21.4	NO	1258.5	1258.5	Low/Moderate	N	N	N	N
Omaha	Red	10.9	4.45	28.7	NO	413	413	Low/Moderate	Y	Y	Y	Y
Orlando	Red	10.93	5.75	17.9	NO	992.9	992.9	Low	N	Y	Y	Y
Pacific Ford Island	Red	25	7.72	20.8	NO	443.1	443.1	Low	Y	Y	Y	Y
Patuxent River	Green	14.63	23.66	21.4	NO	0	0	Low	N	Y	Y	Y
Pensacola Naval Air Station	Red	10.9	5.7	18.8	YES	185.3	185.3	Low	Y	Y	Y	Y
Pensacola Saufley Field	Green	10.9	7.38	18.8	NO	185.3	185.3	Low/Moderate	Y	Y	Y	Y
Rock Island	Green	10.9	9.03	16	YES	187.2	187.2	Low	Y	Y	Y	Y
Rome	Red	10.9	4.26	27.4	NO	142	142	Low	N	Y	Y	Y
San Antonio	Green	10.9	18.2	21.4	NO	833.9	833.9	Moderate	N	Y	Y	Y
San Bernardino	Red	20.05	10.61	48.2	NO	1725.9	1725.9	Low	N	Y	Y	Y
San Diego	Green	16.16	21.2	12.8	NO	1504.1	1504.1	Low	N	Y	Y	Y
Seaside	Green	24.21	8.23	21	NO	201.8	201.8	Low	N	N	N	N
St Louis	Green	11.27	15.93	19.5	NO	1399.6	1399.6	Low/Moderate	N	Y	Y	Y

- i. OSD Member concurred and stated 100-mile radius was instituted for non-BRAC reasons and may not be applicable to BRAC analyses.
 - ii. Chairman concurred and indicated analysis of activities within statutory NCR might have different impact than analysis of those beyond NCR but within 100-mile radius.
 - iii. Consensus was this should be a discussion point with DUSD(I&E).
 - b. Chair asked if Geographic Clusters were scoped properly. Members agreed this should be a discussion point with DUSD(I&E).
 - c. Members agreed it was premature to mention possible Defense Agency frameworks other than PFFA.
 - d. Chair directed that Mobilization Subgroup slide be included.
8. Preparation for ISG Integration Session.
- a. Chair commented that commonality doesn't have to apply in every attribute and metric, but some commonality is good where it makes sense, e.g., space standards and condition codes.
 - b. Chair and Joint Staff representative remarked we must use 2025 force structure, by statute, but not much in 2025 force structure plan will affect HSA.
 - c. USN Member noted OSD has indicated use of CNA Optimization Model isn't mandatory if it doesn't fit.
 - d. USN Member also observed OSD needs to mandate which system of facility condition codes JCSGs will use.
9. No closing remarks. Chair departed at 1:25 p.m.



DONALD C. TISON
Assistant Deputy Chief of Staff, G-8
Chairman, HSA JCSG

Attachments:

- 1. List of Attendees
- 2. Agenda
- 3. Data Management Team Briefing
- 4. Calendar

#9

Registered Scenarios

As Of: 1/7/2005

(b) Pending scenario question responses, functions from the following locations have the greatest potential for realignment to DFAS-Denver: DFAS Lawton, DFAS-Oakland, DFAS-Omaha, DFAS-Pacific (Ford Island), DFAS-Red River, DFAS-San Antonio, DFAS-San Bernardino, DFAS-San Diego and DFAS-Seaside.

(3) DFAS-Indianapolis, (Bean Federal Center, former Ft Benjamin Harrison) 8899 E. 56th Street, Indianapolis, IN 46249 (Accounting Services, Commercial Pay Services, Military & Civilian Pay Services, Corporate and Administrative Organizations, and Technology Services Organization)

(a) NOTE: DFAS requires an additional 26,697 USF above CDC # 1 reported assigned space. Departure of Human Resource Command – Indianapolis (former EREC) will free up 76,740 USF and enable completion of DFAS realignment. Scenarios associated with the Human Resource Command – Indianapolis HSA-0004, HSA-0005, and HSA-0006.

(b) Pending scenario question responses, functions from the following locations have the greatest potential for realignment to DFAS-Indianapolis: DFAS-Charleston, DFAS-Kansas City, DFAS-Lexington, DFAS-Orlando, DFAS-Pensacola NAS, DFAS-Pensacola Saufley Field, DFAS-Rock Island and DFAS-St Louis.

Locations with potential retained customer support/liasion staff, contracted function(s), or which are deemed special purpose in nature include:

(1) Technology Services Organization Liaison - Defense Property Accountability System, DFAS-Mechanicsburg, (Navy Supply Information Systems Activity, Building 407) 5454 Carlisle Pike, FMSO Code 97412, Mechanicsburg, PA 97412

(2) Other customer support/liasion staff locations TBD (i.e., DFAS-Seaside, Corporate and Administrative Organization-Internal Review Auditors for Defense Manpower Data Center)

(3) LMIT-Retired & Annuitant Pay Contractor, DFAS-Cleveland, 1240 E 9th Street, Cleveland, OH 44199

(4) Corporate and Administrative Organization-Contractor Support, Southbridge Hotel & Conference Center, 14 Mechanic Street, Southbridge, MA 01566

(5) Technology Services Organization, DFAS-Cleveland Bratenahl, (Defense Contract Management Agency Hosted Installation) 555 E 88th St (Ad Kidd Center), Bratenahl, OH 44108

(6) DFAS-Red River, Texas Avenue, Texarkana, TX 75505 (Army Non-Appropriated Funds Accounting - Accounting Services and Technology Services Organization)

Justification/Impact proposed:

- Reduces footprint – Admin by 42% or 1,399,421 USF and Warehouse by 69% or 525,690 GSF.
- Implements merge/co-location personnel reduction (15%).
- Overall AT/FP enhancement – DFAS will be on a DoD installation or in Government leased space that meets DoD AT/FP standards.
- Service's unit costs will go down.
- Gaining site expansion enabled by departure of specific military personnel organizations from Denver and Indianapolis.
- No requirement for renovation at gaining sites.
- Risk averse – Mitigates risk thru centralized, apportioned operations (each segment may serve as backup).
- Better Business Practice - Creates business line centers of excellence.
- Facilitates DFAS re-engineering for FY2011 organization.

Losing Bases

Losing Activities

- DFAS - Arlington (Arlington, VA) - Realignment
- DFAS - Charleston (Charleston, SC) - Realignment
- DFAS - Cleveland (Cleveland, OH) - Realignment
- DFAS - Dayton (Dayton, OH) - Realignment
- DFAS - Kansas City (Kansas City, MO) - Realignment
- DFAS - Lexington (Lexington, KY) - Realignment
- DFAS - Limestone (Limestone, ME) - Realignment
- DFAS - Oakland (Oakland, CA) - Realignment
- DFAS - Orlando (Orlando, FL) - Realignment
- DFAS - Pacific (Ford Island) (Pearl Harbor, HI) - Realignment
- DFAS - Patuxent River (Patuxent River, MD) - Realignment
- DFAS - Rome (Rome, NY) - Realignment
- DFAS - San Antonio (San Antonio, TX) - Realignment
- DFAS - San Bernardino (San Bernardino, CA) - Realignment
- DFAS - San Diego (San Diego, CA) - Realignment





PENSACOLA

The Cradle of Naval Aviation

August 3, 2005

BRAC Commission

AUG 04 2005

Received

Admiral Harold W. Gehman, USN (Ret)
2005 Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite. 600
Arlington, VA 22202

COPY

Dear Admiral Gehman:

On behalf of the Pensacola community, we appreciate your visit to Pensacola and NAS Pensacola early on in the BRAC process. Unfortunately, due to Hurricane Dennis and your busy schedule that includes viewing as many bases as possible, you could not join us at the New Orleans Regional Hearing as originally planned. I know that your staff is making all the data presented on July 22 available to you, but I wanted to provide you a short summary of the most salient points for the four actions that the Pensacola community believes should be reversed and that I briefed to Commissioners Hill, Turner, and Coyle in New Orleans. My official statement for the record, which was previously submitted, is also attached for your convenience.

Officer Training Command

- While the Return on Investment for this SECDEF recommendation is only four years, I am concerned that other costs not included in COBRA makes this realignment very costly to Navy personnel, civilian employees of the Navy, and ultimately to the Department of the Navy.
- Approximately, 38% of graduating students will be assigned to the Pensacola region for follow-on training while few would remain at NS Newport. From a cost avoidance as well as a quality of life perspective it is far more logical to have OTC located in Pensacola. By having OTC located in Pensacola, 38% of the graduating students would not have to experience a Permanent Change of Station nor would the Navy and the taxpayer have to fund a personnel/family movement.
- Between the military Basic Allowance for Housing (BAH) and civilian locality pay rate, we have estimated that the Newport region will cost the Department of the Navy over \$1 million a year more than the Pensacola area. And the Cost of Living Index for the Pensacola area is 31% lower than Newport so there are additional savings to Navy personnel and the civilians working for the Department.

- In 1993, the SECNAV and the CNO moved OCS from Newport to Pensacola and their analysis and rationale hold true today. NAS Pensacola has the facility capacity (which was overlooked by the Navy) and environment to accomplish this consolidated training, especially with the 30% student reductions that have occurred at the Naval Aviation Technical Training Center (NATTC) campus. NAS Pensacola has the available facilities and surge capacity to meet the standards of the BRAC criteria.
- The facilities and infrastructure exist today at NAS Pensacola to accommodate the movement of OTC from NS Newport, especially with the 30% student reduction at the Naval Air Technical Training Center (NATTC), Pensacola.
- I am also concerned that military value numbers and rating may have been manipulated to show Newport with a higher rating than Pensacola in December 2004 than Pensacola received in September 2004. That difference was clearly pointed out in the testimony given in New Orleans by Congressman Jeff Miller (FL-District 1).

NETC/NETPDTC

- In my testimony I cited that of the 147 military installations ranked by the Headquarters and Support Activities Joint Cross Service Group, NAS Pensacola has a higher military value than Millington - ranking 55 versus 125 (Millington). It appears illogical to move military organizations away from installations with higher value, especially when you are moving training functions and oversight away from one of the largest shore training concentrations in the Navy.
- The proposed NETC move to Millington is an organizational realignment that does not require a costly geographic move. The Human Resources functions that the Secretary of Defense desires NETC to oversee through its integration with the Navy Personnel Command can be accomplished without an expensive geographic relocation. Such "virtual" oversight arrangements are common, and in fact the accepted norm in business today. The taxpayers should not be tasked to pay for the luxury of a geographical co-location that does not enhance military value.
- In an effort to reduce overhead costs, NETPDTC could remain at Saufley or move aboard NAS Pensacola into available space if so directed by the Commission. Leaving NETPDTC at Saufley would reduce the ROI from the 10 years to 7 years making the collocation of Personnel and Human Resources Commands that much more attractive from a cost perspective.
- If NETC and NETPDTC remained in Pensacola, additional savings would be realized since less people and equipment move from Pensacola, reduced one

time costs at Millington, less IT infrastructure costs, no "close out" costs at Pensacola, and reduced MILCON costs at Millington.

- Our community believes that through an "efficient organization" review, the Navy could achieve a 5-6% NETPDTC staff reduction in place without having to spend substantial dollars on relocation to Millington as well as disrupt a productive workforce.
- The Secretary of Defense should use industry as a benchmark recognizing that functions do not have to be geographically located together to function as an organization and that excessive expenditure of resources to accommodate that goal is unnecessary especially when it does not enhance military value.
- The proposed realignment removes the head of Naval Education and Training from one of the largest shore commands and most critical training venues in the United States.
- The Community believes the COBRA data supporting the move to Millington is questionable - especially the ROI. For example, the number of personnel to include military, civilian, and contractors identified to leave Pensacola are inconsistent with the numbers used in the COBRA and are different than those numbers contained in the Headquarters & Support Activities analysis.

DFAS

- We believe that it is illogical to be closing the Pensacola and Saufley locations when they rated among the highest of the DFAS sites nationally. The NAS Pensacola site ranked 6th of 26 sites, while the Saufley site rated 2nd of 26 sites. The community believes that the Headquarters and Support Activities Joint Cross Service Group did not fully appreciate the operational differences in the two sites in the Pensacola area as well as the fact that the Pensacola is home to 700 DFAS employees making it the 5th largest concentration in the DFAS organization. Additionally, both Pensacola sites are located in government-owned buildings on military installations and meet the ATRP requirements.
- Since the Commission is looking closely at the consolidation of functions in Columbus OH, Denver CO, and Indianapolis, IN, we believe that Pensacola should become a DFAS Center based upon proven quality, cost effectiveness, and the high value ratings. Retaining this capability and creating a DFAS Center in Pensacola will ensure continuation of non-redundant, critical payroll services while supporting technology driven requirements.
 - If the creation of a new Center in Pensacola is not approved, a five-year delay of moving the two Pensacola DFAS sites will allow for a knowledgeable, technology driven workforce to remain in the region

and a seamless transfer of DFAS work to one of the 3 new national centers in 2011.

- The Pensacola site is a finance and accounting entity while the Saufley site is a Technical Services Organization or TSO. The TSO is a "non-core" information technology service provider and is primarily IT professional technical staff managing various automated systems under "fee-for-service" arrangements. Historically, the Saufley TSO has one of the lowest hourly unit costs among six DFAS TSOs and continues to perform as a profit center.
- The Community is proud of the fact that the Saufley TSO customer base includes the Executive Office of the President of the United States, Human & Health Services and a classified agency plus Army, Navy, Air Force and DoD agencies. The largest single project at the Saufley TSO is the Defense Civilian Pay System. The Saufley TSO has a record of cost competitiveness – as evidenced by the OMB/OPM ePayroll selection, the prestigious Gartner Benchmarking Study and two A-76 studies that private industry could not economically compete and chose not to bid against. In 2003, the Saufley TSO realized a profit of \$4.3 million that was redirected back into the general DFAS operating account.

SPAWAR

- We believe that the Technical Joint Cross Service Group's Charleston "high risk" scenario is based on the assumption that a reduced number of technical experts would be willing to relocate to Charleston along with customer owned "state of the art" equipment.
- With the Consolidation of Maritime C4ISR RDT&E, approximately 87% of the Space Warfare Systems Center (SPAWAR) federal workforce in Pensacola will be eliminated, with the relocation of only 21 personnel positions to the Charleston Naval Weapons Center. Also, the COBRA personnel data used by DoD and the Technical JCSG is incorrect since the correct number of positions according to the manning documents at NAS Pensacola is 114 civilian and 60 key contract personnel. The direct loss cited by DoD does not include the 60 contractors bringing the actual total direct loss to 153 positions.
- As is the case with all high tech realignments, key personnel including some highly trained federal civilian employees with Doctorate and Masters level degrees will not relocate to Charleston, SC. It is my personal belief that the Department of Defense did not take this into account or highly underestimated the impact. The consolidation of SPAWAR in Charleston will significantly impair communications support for Gulf of Mexico training

exercises and support of normal fleet operational endeavors as well, reducing overall Navy readiness.

- The network connectivity for the Gulf Coast and South East Region will be jeopardized if the requirement to maintain a portion of a Defense Information Systems Activity (DISA) backbone is reduced or eliminated with the realignment of SPAWAR Pensacola.

The Pensacola area believes that reversing or enhancing the Secretary's recommendations will serve to improve the military value of our bases, keep in place important national security missions, minimize cost to the taxpayer, as well as limit the adverse impact on our military-supportive community. Thank you in advance for considering these recommendations.

Sincerely,



John H. Fetterman
VADM, USN (Ret)
Vice Chair, Armed Services

cc: Chairman Anthony J. Principi
Commissioner James H. Bilbray
Commissioner Philip Coyle
Commissioner James V. Hansen
Commissioner James T. Hill
Commissioner Lloyd W. Newton
Commissioner Samuel K. Skinner
Commissioner Sue E. Turner

One attachment:

Statement of John H. Fetterman, July 22, 2005 BRAC Hearing



Statement for the Record Naval Air Station Pensacola

By Vice Admiral Jack Fetterman, USN (Ret)

Mr. Chairman we are pleased to be able to provide the Commission our comments here today. This formal statement is provided for the record and is in addition to my oral testimony presented to you on July 22, 2005.

I am retired Vice Admiral Jack Fetterman, Vice Chair of the Armed Services Department of the Pensacola Bay Area Chamber of Commerce. We appreciate and have looked forward to the opportunity to present enhancement alternatives to DoD's recommendations for realignments in the Pensacola area.

NAS Pensacola has a broad and deep relationship with the Greater Pensacola Bay Area. Known as the "Cradle of Naval Aviation," it is located in NW Florida and conducts joint military aviation training in 18,700 square miles of controlled air space that includes the Gulf of Mexico. With 120 tenant commands, the NAS Pensacola Complex accommodates a highly skilled workforce of more than 20,000 each day including: 14,296 active duty, 4,513 civil service and 2,055 contract employees

During BRAC '95, we realized the necessity to formalize a Regional approach to enhancing and protecting our military assets in Pensacola. We created a Military Regional Oversight Committee (MROC) within the Chamber of Commerce (comprised of twelve members from Escambia & Santa Rosa Counties). This Committee meets quarterly and has established open lines of communications with our Congressional representatives, the Governor's BRAC Advisory Committee, our local political structure, and the Department of the Navy.

My presentation and this formal statement are a product of this collective effort – to include national, state, regional and local political. First and foremost, we understand and support the necessity to reduce and align our military's shore based infrastructure in support of our nation's operational forces. We also are thankful that we are not addressing or having to reclama a base closure recommendation. However, we would like to offer enhancements to the DoD recommendations for our area that add military value, lower the direct cost, increase the ROI and facilitate the synergy that will help DoD attain its overall objectives for BRAC 2005. Accordingly, I will address four of the eight DoD recommended realignment actions. The remaining four realignments are submitted for the record and your consideration.

Pensacola has a long and supportive history with regard to the Navy and National Defense. We support jointness within the military, increasing the military value of our bases and units around the nation and throughout the world, and reducing overhead costs for DoD.

The proposed NAS Pensacola realignments we will address are:

- Relocate Officer Training Command Pensacola (OTCP) & consolidate at Naval Station Newport, RI.



- Realign NAS Pensacola by relocating Naval Education & Training Command (NETC) and Naval Education & Training Professional Development & Technology Center (NETPDTTC) to Naval Support Activity, Millington, TN.
- Consolidate Maritime C4ISR Research, Development, Acquisition, Test & Evaluation in Charleston, SC.
- Close Defense Finance & Accounting Service (DFAS) NAS Pensacola and DFAS Saufley Field and relocate and consolidate functions to Columbus OH, Denver CO, and Indianapolis IN.
- NAS Pensacola Correctional Facility will realign by relocating the correctional function to Naval Weapons Station Charleston, SC to form the Joint Regional Correctional Facility.
- Realign NAS Pensacola by relocating to Eglin AFB a sufficient number of front-line and instructor qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site established at Eglin AFB
- Commander Naval Region (COMNAVREG) Gulf Coast will be disestablished. Installation management functions will be realigned and merged into COMNAVREG Southeast, Jacksonville, FL.
- Naval Aeromedical Research Laboratory (NAMRL) will relocate to Wright-Patterson AFB, OH.

Officer Training Command Pensacola

First, with regard to the relocation of the Officer Training Command Pensacola, the Navy maintains that costs will be significantly reduced by creation of the Center for Officer Training at Newport, RI. While the COBRA analysis does support a four-year return on investment this realignment does not support the BRAC Criteria and will prove more costly to Navy personnel, civilian employees of the Navy, and ultimately to the Department of the Navy. This training reorganization should be redirected with the OTC currently at Newport moving to Pensacola.

It is in the best interests of the Navy and students to train in Pensacola since the largest concentration of the graduating students – 38% - will remain in the Pensacola area for follow-on training. Conversely, virtually no students would remain in Newport for follow-on training. This cost avoidance is not captured in the COBRA data.

In October 1993, SECNAV Dalton signed a decision letter to execute the move of OCS from Newport to Pensacola. Part of the rationale provided by then-CNO ADM Frank Kelso, stated that the curriculum would be reduced from 16 to 14 weeks; it would produce a quality Naval Officer more efficiently; the quality of life favored Pensacola and it established a One Navy Concept. That rationale holds true today and Pensacola has the capacity to house this training, especially with the 30% in student reductions that have occurred at the Naval Air Technical Training Center (NATTC). Availability of facilities and surge capacity -BRAC Criteria - are in place at NAS Pensacola.

OTC Pensacola trains 2,000 officers & officer candidates annually averaging 524 officer students onboard and is centrally located with easy access to various training areas and devices, and has the capacity to fully support this facet of Navy training reorganization. It is our opinion that OTC Newport's fleet commissioning programs should be collocated in Pensacola in support of the One Navy Concept.



Additionally, in analyzing the basic allowance for quarters (BAH) for Pensacola versus Newport, the Navy can save significant dollars annually by consolidating in Pensacola. Based on 90 (39 officers/51 enlisted) permanent military presently located at Newport, the basic housing allowance (BAH) costs, using the COBRA averages for Newport, are almost \$1.8 million annually. If those 90 military were located in Pensacola, the BAH costs would only total \$.9 million annually with a savings of almost \$1 million annually to the Department of the Navy.

Furthermore, the civilian locality pay rate for Newport is 1.170 and the rate for Pensacola is 1.109. As a result, the Navy would net an additional annual payroll savings if the approximately 30 civilian employees permanently assigned were included in the analysis.

With 38% of OCS graduates reporting to Pensacola for follow-on training, this fact translates into a sizeable "travel cost avoidance." The majority of the remaining 62% of OCS graduates will proceed directly to their fleet assignments without reporting to Newport for follow-on training. This is also a significant quality of life issue - just one less PCS for Navy personnel to make. Other cost factors to consider are availability of Navy health care (NAVHOS Pensacola), price of housing, utility costs and even automobile insurance rates, all of which are much affordable in Northwest Florida than in the Northeast. Additionally, the Cost of Living (COL) Index for Pensacola is 88.7 as compared to 129.3 in Newport representing a 31% lower overhead cost by being located in Pensacola.

We have run a COBRA analysis (attached) and a move of OTC from Newport to Pensacola would reduce the ROI in half (to 2 years) and triple the Net Present Value (to -\$27.7 million). We believe locating OTC in Pensacola represents a "Win-Win" for DoD and the American taxpayer.

NETC and NETPDTC

With regard to the NETC and NETPDTC realignments, the rationale to realign NETC to Millington in order to collocate common functions with Navy Personnel Command, Navy Manpower Analysis Center, Navy Reserve Recruiting Command does not hold up to scrutiny. Close analysis reveals that NETC and NETPDTC should remain in Pensacola.

If the supporting rationale is based on training consolidation, synergy and the potential for staff reductions, it appears that retaining NETC in Pensacola and moving CNATRA from Corpus Christi to Pensacola with centralized training headquarters located on a high value base is the much better alternative. A dual headquarters location would not only manage and energize joint training initiatives, but would be instrumental in support training infrastructure for the introduction of the Joint Strike Fighter at Eglin AFB.

The Navy costs to move the CNATRA staff, consisting of 50 military as well as the 56 civilian employees, would be significantly less than the movement of 660 – 700 employees proposed by DoD for the NETC/NETDPTC move. Additionally, the 106 CNATRA personnel could be accommodated in existing NETC headquarters facilities available on NAS Pensacola so the military construction costs to the Navy and the Department of Defense would be minimal.



But most importantly, military value of the overall management of the Naval Training mission would be enhanced due to a reduction in the amount of resources expended and minimizing employee turbulence, while not adversely affecting the Navy's desire to establish a Center of Excellence for Personnel and Human Resources.

We have looked at the proposed move of NETC & NETPDTC to Millington from both a military value and cost perspective and believe the Commission should overturn the Secretary's recommendation for the following reasons:

- The COBRA data supporting the move to Millington is questionable - especially the ROI. For example, the number of personnel to include military, civilian, and contractors identified to leave Pensacola are inconsistent with the numbers used in the COBRA and are different than those numbers contained in the Headquarters & Support Activities analysis. With regard to MILCON, without the NETC and NETPDTC moves to Millington, the construction needs would be greatly reduced and one-time cost avoidance could be taken.
- The proposed NETC move to Millington is an organizational realignment that does not necessitate a costly geographic move. The Human Resources functions that NETC would hope to oversee through its integration with the Navy Personnel Command can be accomplished without an expensive geographic relocation. Such "virtual" oversight arrangements are common, and in fact the accepted norm in business today. The American taxpayers should not be asked to pay for the unwarranted luxury of geographic co-location.
- CNATRA's move to Pensacola maximizes joint aviation training oversight of Naval Air Training Command and reinforces future JSF training in NW Florida. This is an obvious enhancement to the future mission's military value.
- NAS Pensacola has a higher military value than Millington - ranking 55 versus 125 (Millington) of 147 military installations.
- NETPDTC conducts "Navy Knowledge On-line" – the Gateway to Navy's revolution in training for ALL Sailors – utilizing network servers at Saufley. A military value should be given to this program since it will have to be replicated during a transition or co-location initiative.
- NETPDTC could achieve a 5-6% staff reduction in place without having to spend substantial dollars on relocation to Millington as well as disrupt a productive workforce.
- NETPDTC could remain at Saufley or move aboard NAS Pensacola in available & vacant spaces if so directed by the Commission in an effort to reduce overhead costs. The ROI would be reduced to 7 from the 10 years estimated by DoD making the collocation of Personnel and Human Resources Commands that much more attractive from a cost perspective.

We believe that the Secretary of Defense deviated substantially from the BRAC Criteria and that the recommendation will adversely impact future training and readiness. The expenditure



of resources to accommodate this move is unnecessary and does not enhance military value; in fact, it will reduce military value and readiness by removing the head of Naval Education and Training from one of the largest shore commands and most critical training venues in the United States. If NETC was relocated to Millington and NETPDTC remained in Pensacola, additional savings would be realized due to:

- Less people move from Pensacola
- Less equipment has to move
- Less one time costs for Millington due to less personnel accommodation
- Less one time IT at Millington
- Less "close out" costs at Pensacola
- Less MILCON costs at Millington

Defense Finance and Accounting Service (DFAS)

Addressing the closure of DFAS NAS Pensacola and DFAS Saufley Field and their relocation and consolidation with functions in Columbus OH, Denver CO, and Indianapolis, IN, we believe that Pensacola should become a DFAS Center based upon proven quality and cost effectiveness. At a minimum, due to the cost and customers, and moves should be delayed until the end of the BRAC window

(2011). In reviewing the military value ranking of DFAS sites, Saufley DFAS ranks 2 of 26 and Pensacola DFAS ranks 6 of 26. Retaining this capability and creating a DFAS Center in Pensacola will ensure continuation of non-redundant, critical payroll services while supporting technology driven requirements. If the creation of a new Center in Pensacola is not approved, a five-year delay of moving the two Pensacola DFAS sites will allow for a knowledgeable, technology driven workforce to remain in the region and a seamless transfer of DFAS work to one of the 3 new national centers in 2011. Additionally, a delay will ensure that state of the art technology services consisting of programmers, software testers, training developers, database managers & LAN designers remain on the job to support the existing and anticipated DFAS workload.

DFAS Pensacola and DFAS Saufley should be evaluated separately since it appears that the true cost competitiveness of DFAS Saufley may have been diluted during DoD's analysis. DFAS Pensacola and DFAS Saufley have very different missions, cost drivers and funding.

The Pensacola site is a "core" finance and accounting entity supported mostly by clerical staff personnel. DFAS Saufley is a Technical Services Organization or TSO. The TSO is a "non-core" information technology service provider and is primarily IT professional technical staff managing various automated systems under "fee-for-service" arrangements. Historically, the Saufley TSO has one of the lowest hourly unit costs among six DFAS TSOs and continues to perform as a profit center.

Saufley TSO customers include some unique and high profile clients including the Executive Office of the President, Human & Health Services and a classified agency plus Army, Navy, Air Force and DoD agencies are also served. The largest single project at the Saufley TSO is the Defense Civilian Pay System. The TSO conducts automated pay services for 762,000 civilians paid biweekly and will expand to one million pay accounts with the planned addition of the Super VA Clinic and EPA in 2007. The Saufley TSO has a record of cost competitiveness – as



evidenced by the OMB/OPM ePayroll selection, the prestigious Gartner Benchmarking Study and two A-76 studies that private industry could not economically compete and chose not to bid against. It should be noted that DFAS Saufley TSO software development costs are as much as 30% below private industry. The COBRA Model does not account for this cost competitiveness.

In 2003, the Saufley TSO realized a profit of \$4.3 million that was redirected back into the general DFAS operating account. And finally, there are risks associated with this move that may have been overlooked relative to the adverse affect on DoD and non-DoD activities with the relocation of DFAS Saufley TSO to one of the 3 major centers.

While the DFAS realignment and consolidation might seem to make sense on the surface, there are several aspects of this proposed move that are simply not good business and will have an adverse impact on DoD. Foremost among these is the lesson of past experience. Similar actions in the past in our area have revealed that more than 70% of the civil service employees will not relocate. Additionally, 47% of the employees at the two Pensacola sites are eligible to retire, and most if not all, will choose to retire. The estimated severance cost of this action is \$6.6 million. This wholly avoidable cost along with the loss of skilled workers will be hard to overcome and, we believe, is a significant problem not only in Pensacola, but DFAS wide. In addition, any delay of the scheduled 2007 movement of DFAS Saufley will have to be based on operational considerations. COBRA Model footnotes indicate that DFAS Saufley was included as part of NAS Pensacola because it is listed as a sub-location of the NAS Pensacola data collection. From a military value/operational standpoint, it should be reconsidered on its own merit.

Maritime C4ISR RDAT&E

Mr. Chairman, the Consolidation of Maritime C4ISR Research, Development, Acquisition, Test & Evaluation "cuts" approximately 87% of the Space Warfare Systems Center (SPAWAR) federal workforce in Pensacola, with the relocation of only 21 personnel positions to the Charleston Naval Weapons Center.

The COBRA personnel data used by DoD and the Technical Joint Cross Service Group is incorrect – the correct number of positions according to the manning documents at NAS Pensacola is 114 civilian and 60 key contract personnel. The direct loss cited by DoD does not include the 60 contractors bringing the actual total direct loss to 153 positions. Additionally, we believe, and as you are hearing from other communities, many key personnel including some highly trained with Doctorate and Masters Level Degrees (78% of federal civilian workforce) would not relocate to Charleston, SC. The consolidation of SPAWAR in Charleston would significantly impair communications support for Gulf of Mexico training exercises and support of normal fleet operational endeavors as well, thus reducing overall Navy readiness. Given the Navy's requirement to utilize the Gulf of Mexico since the closing of operations in and around Vieques, PR, moving SPAWAR to Charleston and out of close proximity to the Gulf will reduce military readiness and military value.

The Pensacola SPAWAR Data Center directly supports the warfighter, but the COBRA model does not take into account the time sensitive, mission critical warfighter communications and analysis that is provided.



The Technical Joint Cross Service Group's Charleston "high risk" scenario is based on the assumption that a reduced number of technical experts would be willing to relocate to Charleston along with customer owned "state of the art" (SPAWAR customers) equipment. Questions to be answered are will they move this equipment and who will pay for it, since these factors are not included as part of the DoD analysis. Due to the reported overcrowding in Charleston, trailers are currently in use with some cubicles shared by 2 employees. Military construction or additional BRAC funding for MILCON is required to accommodate the SPAWAR Pensacola data center and its employees, making matters even worse.

The BRAC data and COBRA documentation associated with this recommendation does not address the operational impacts of communications support for Gulf of Mexico training exercises and support of normal fleet operational endeavors that would be impaired by this recommendation—thereby impacting overall Navy readiness.

SPAWAR Pensacola offers affordability with no lease or new construction required. The labor rates for SPAWAR Pensacola are among the lowest of all SPAWAR sites plus the Pensacola site is a fully funded, self-sufficient Navy Working Capital Fund site – hence, it is self supported, at low cost and best value to the Navy. Additionally, Pensacola's total time "off line" in the past 35 years has only been 4 days.

The network connectivity for the Gulf Coast and South East Region will be jeopardized if the requirement to maintain a portion of a Defense Information Systems Activity backbone, or military communications highway that connects all military bases is reduced or eliminated with the realignment of SPAWAR Pensacola. The potential losses of readiness and mission capabilities included in DoD's relocation recommendation are problematic and represent high risk to the Department.

Navy Rotary Wing Training

In response to Alabama's proposal to single site all military rotary wing training at Ft. Rucker, AL, this recommendation has been looked at many times and moving Navy rotary wing training to Ft. Rucker has not been supported. Under BRAC, Ft. Rucker is already adding almost one million square feet of hangar and warehouse space at a cost approaching \$0.5 billion plus there have reported airspace and runway congestion. The costs to conduct Navy rotary wing training at NAS Whiting Field represent some of the lowest rates in DoD. Numerous prior studies have verified this fact and GAO reported (GAO/NSIAD-99-143) in 1999 that the cross-service process examined an option to house Navy and Army undergraduate helicopter training at Fort Rucker, AL, but it was not considered cost effective. Further, Navy officials are opposed to consolidating helicopter training with the Army for a number of reasons. Chief among these is the importance that the Navy places on initial fixed wing training, flying over water, and landing on ships. Bottom line, the DoD is getting the best location and an extremely cost effective rate to train our Nation's young Navy, Marine Corps, and Coast Guard rotary wing aviators.

With regard to the remaining four realignment recommendations, we are supportive but recommend that you review very closely for more clarifying statements by the Commission in your report to the President.



While we generally support DoD's initiative to create a single Level II joint facility in the Southeast, we recommend that the NAS Pensacola Brig be retained as a Level I facility given the recent military construction project and decision to enlarge this facility to house female inmates and provide local support to the large joint military population in the Northwest Florida.

- We support DoD's recommendation to stand up Navy's portion of the JSF Initial Joint Training Site at Eglin AFB. An enhancement to this effort would be to maintain training for this site using available joint training facilities located aboard NAS Pensacola, resulting in savings to MILCON, personnel and training costs. It is recommended that you examine the available training facilities and infrastructure on board NAS Pensacola and include this in your recommendation to the President.
- With regard to the realignment of Navy Regions, the Commission should determine what the real military value benefit would be given the large Navy military population in the Gulf Coast area. It would appear prudent to maintain a Navy Region Gulf Coast that would include the Pensacola Bay area, Meridian and the Corpus Christi area aligning these major shore assets in support of Navy training.
- And finally, for the relocation of the Naval Aeromedical Research Laboratory to Wright Patterson AFB, OH, we request that the Commission direct DoD to restudy this realignment given the wide array of health care services for military and civilians including the Pensacola Naval Hospital, the VA "Super" Clinic under construction, the Institute for Human and Machine Cognition, and Andrews Orthopedic Institute. Additionally, the Navy's Undersea Medical Research Center is relocating Pensacola. Our region can contribute significantly to aeromedical research without having to relocate from Pensacola.

In closing Mr. Chairman and BRAC Commissioners, we believe the enhancements and alternatives shown represent a sound business plan while also ensuring a transformation of America's military forces into a more joint, capable and cost effective force with priority given to military value.

Thank you for your time and attention and I am prepared to answer any questions that you might have.

COBRA Model Analysis Naval Air Station Pensacola

I. Executive Summary

Secretary of Defense Rumsfeld provided the Base Realignment and Closure (BRAC) Commission the *Department of Defense Base Closure and Realignment Report* on May 13, 2005. The report contained recommendations to align the United States (US) base force structure with the force structure that is expected to be needed over the next 20 years. The report recommendations focus on implementing Department of Defense (DoD) global force reposturing, facilitate the ongoing transformation of United States military forces to meet the challenges of the 21st Century and restructure important support functions to capitalize on



advances in technology and business practices. The BRAC goals are to support United States military force transformation, address the new and emerging security challenges, promote jointness and achieve significant savings.

To accomplish the BRAC process, the DoD organized into two analysis groups: the Military Departments and Joint Cross-Service Groups (JCSGs). The Military Departments looked at installations specifically devoted to their individual requirements as well as supporting operational forces, while the JCSGs focused on bases and functions that represent DoD's common infrastructure.

The Military Departments and the JCSGs adapted their analytical approaches and evaluations to the unique aspects of their respective areas. However, both the Military Departments and the JCSGs adhered to the consistent approach of basing their recommendations on an evaluation of military value criteria, a review of scenarios to maximize military value and minimize capacity retained, and a comparison against other criteria to include Payback Period, Environmental Factors, Community Infrastructure, and Economic Impact.

The BRAC COBRA Model was then used to calculate the savings associated with the proposed recommendations. Upon examination of the COBRA Model data, Whitney, Bradley & Brown (WBB), Inc. found that the data and processes used did not appear to be flawed. The BRAC standard factors for personnel, facilities, and transportation had been correctly applied per BRAC guidance.

At the request of the Pensacola Bay Area Chamber of Commerce, WBB ran two scenarios on the COBRA model. The first was a simplistic, illustrative scenario that examined the alternative of Naval Air Station (NAS) Pensacola, FL, becoming the gaining command and Naval Station Newport becoming the losing command of the Navy's Officer Training Command (OTC). No MILCON or other command synergies were considered. The results of this run showed a Net Present Value of -\$27.669M with a Payback Period of 2 years.

COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative - Consolidate OTC at NAS Pensacola
Net Present Value 2025	- \$9.998M	-\$27.669M
Payback Period	4 years	2 years
Issues	Consolidates Navy training per DoN initiative.	Doesn't realize DoN training consolidation initiative. Illustrative, simplistic scenario with no MILCON or command synergizes included.
Impact	None.	Greater savings and shorter Payback Period.

The second scenario examined the alternative of Navy Education and Training Professional Development & Technology Center (NETPDTC) remaining at Naval Air Station Pensacola, FL.



The results of this COBRA Model run showed a Net Present Value of -\$19.784M with a Payback Period of 7 years.

COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative - NETPDTC remains at NAS Pensacola
Net Present Value 2025	- \$14.418M	-\$19.784M
Payback Period	10 years	7 years
Issues	Establishes Navy Human Resources Center of Excellence	Doesn't realize Navy Human Resources Center of Excellence initiative.
Impact	None.	Greater savings and shorter Payback Period.

Finally, with respect to the other two recommendations affecting Naval Air Station Pensacola, additional considerations were provided in the report correspondence to enhance the military value discussion for the upcoming BRAC Commission Regional Hearing.

II. Introduction

Public Law 101-510, as amended, requires the Secretary of Defense to provide the Defense Base Realignment and Closure (BRAC) Commission a report containing the Department of Defense (DoD) recommendations to realign or close military installations within the United States (US) and its territories. Secretary Rumsfeld complied with that requirement on May 13, 2005.

The DoD recommendations are intended to align US base structure with the force structure that is expected to be needed over the next 20 years. These proposals focus on implementing DoD global force reposturing, facilitate the ongoing transformation of US forces to meet the challenges of the 21st Century and restructure important support functions to capitalize on advances in technology and business practices. Overall, these recommendations are designed to support force transformation; address new threats, strategies and force protection concerns; consolidate business-oriented support functions; promote joint and multi-Service basing; and provide significant savings.

As required by law, the BRAC process entailed comprehensive and comparable analyses of all installations in the United States and its territories, using military value as the primary consideration. In reviewing its base structure, DoD considered the capabilities needed to support potential mobilization and surge requirements, as well as the unique installation needs of Reserve Component forces. Moreover, DoD placed special emphasis on retaining the infrastructure and capabilities necessary to respond to contingencies.

DoD organized its analysis into two groups: the Military Departments which analyzed installations devoted exclusively to their requirements, as well as supporting operational forces;



and Joint Cross-Service Groups (JCSGs) which scrutinized the bases and functions that constitute the DoD's common support infrastructure. Both groups are of particular interest to the Pensacola Bay Area Chamber of Commerce, as both made recommendations concerning Naval Air Station Pensacola.

In particular, the Department of the Navy recommended the realignment of the Officer Training Command; the Technical Joint Cross-Service Group (TJCSG) made the recommendation to consolidate Maritime Command, Control, Communications and Computers and Intelligence, Surveillance and Reconnaissance (C4ISR) Research, Development, Acquisition, Test and Evaluation (RDAT&E); and, the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) proposed co-locating the Navy Education and Training Command and Navy Education and Training Professional Development and Technology Center as well as consolidate the Defense Finance and Accounting Service (DFAS).

Each of the analytical groups, whether from a Military Department (in this case, Department of the Navy) or a JCSG, took slightly different approaches to the analytic effort as outlined below.

- Department of the Navy (DoN). The Secretary of the Navy established three bodies: the Infrastructure Evaluation Group as the deliberative body responsible for the development of recommendations for closure and realignment; the DoN Analysis Group, subordinate to the Infrastructure Evaluation Group, responsible for analyzing DoN unique functions; and, the Infrastructure Analysis Team to provide analytic and staff support to the other two bodies.

The DoN guiding principles were that its recommendations must eliminate excess capacity, save money, improve operational readiness and jointness, and maintain quality of service. Moreover, the Secretary of the Navy charged its three groups to ensure an equitable and complete evaluation of all Navy and Marine Corps installations were conducted in accordance with the Base Closure Act; that all recommendations were in compliance with the Base Closure Act and appropriate guidance from higher levels; that the procedures used could be appropriately reviewed and analyzed by the Comptroller General; and, that factors of concern to the Navy and Marine Corps Operational Commanders were considered.

The DoN did rigorous capacity and military value analyses, combining these in a process called configuration analysis. The configuration analysis used a mixed-integer linear programming solver, AMPL/CPLEX, to generate multiple solutions for an optimization model that allowed the DoN Analysis Group to explore tradeoffs between eliminating excess capacity and retaining sites having high military value. The configuration analysis solutions served as the starting point for the development of potential closure and realignment scenarios that would undergo Cost of Base Realignment Actions (COBRA) Model analysis to determine return on investment, and finally result in candidate recommendations.

- Technical Joint Cross-Service Group (TJCSG). The TJCSG was chartered to review the following DoD technical functions: Research, Development, and Acquisition; and Test and Evaluation. The research function included basic research, exploratory development and advanced development. The development and acquisition function included system development and demonstration, systems modifications, experimentation and concept demonstration, product/in-service life-cycle support and acquisition. The test and evaluation function included the formal developmental test and evaluation (DT&E) and the formal operational test and evaluation (OT&E).



To baseline the TJCSG analysis and recommendation development, the group established two guiding principles and an overarching strategic framework. The two principles were: provide efficiency of operations by consolidating technical facilities to enhance synergy and reduce excess capacity; and maintain competition of ideas by retaining at least two geographically separated sites, each of which would have similar combination of technologies and functions. This would also provide continuity of operations in the event of an unexpected disruption.

In concert with these two principles, the TJCSG used a strategic framework to establish multifunctional and multidisciplinary technical RDAT&E Centers of Excellence which should provide the scientific and technical advances to enable DoD to develop capabilities and weapons that are technologically superior to those of potential adversaries into the future. Furthermore, the multifunctional and multidisciplinary nature of the Centers of Excellence should allow for more rapid transition of technology and enhance integration of multiple technologies. Finally, the Centers of Excellence were to be complemented by DoD's existing technical facilities that have a disciplinary focus.

The TJCSG also recognized that to effectively accomplish the DoD's RDAT&E functions, key partners outside DoD were essential, to include other government organizations, industry, universities, and the international community. Finally, the rapidly changing and uncertain environment of the 21st Century required that the TJCSG analysis and recommendations ensure that surge capability would be available for the future Defense RDAT&E infrastructure.

TJCSG recommendations provided the Department Centers of Excellence in the following three areas: Defense Research laboratories; RDAT&E Centers; and, C4ISR Centers.

To organize its efforts, the TJCSG established five subgroups, each of which took responsibility for evaluating a set of technical activities. The subgroup of importance to the Pensacola Bay Area Chamber of Commerce was the C4ISR Subgroup. Each subgroup conducted a detailed analysis for capacity, military value, scenario development and analysis; and finally developed and evaluated candidate recommendations.

- Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG). The HSA JCSG addressed BRAC implications for common business-related functions and processes across DoD, the Military Departments, and the Defense Agencies. This JCSG had no counterpart in previous BRAC rounds and therefore was charged with defining appropriate functions and sub-functions.

To accomplish this task, the JCSG formed three subgroups: the Geographic Clusters and Functional Subgroup to analyze common functions of financial management, communications/information technology, personnel and corrections, and installation management; the Mobilization Subgroup to review joint mobilization; and, the Major Administrative and Headquarters Subgroup to examine all headquarters located within 100 miles of the Pentagon, select headquarters outside the 100-mile radius, and common support functions (headquarters "back-shop" functions).

The HSA JCSG approach was based on seven guiding principles: improve joint capabilities; eliminate redundancy, duplication and excess capacity; enhance force protection; exploit best



business practices; increase effectiveness, efficiency, and interoperability; and, reduce costs. The three subgroups further interpreted this broader strategy to their functional reviews to:

- Rationalize single function administrative installations
- Rationalize presence within a 100-mile radius of the Pentagon
- Eliminate leased space
- Consolidate headquarters and back-shop functions
- Consolidate/regionalize installation management
- Consolidate the Defense Finance and Accounting Service
- Create a joint corrections enterprise
- Consolidate military personnel functions
- Consolidate civilian personnel functions
- Establish Joint pre-deployment/redeployment mobilization sites

The HSA JCSG used capacity analysis as a starting point to scope their initial efforts and eventually form target lists for military value analysis. The military value analyses provided the initial inputs for scenario development and subsequent excursions, and other criteria evaluation.

The common and overriding theme across all Military Departments and JCSGs analyses and evaluations was Military Value.

III. Military Value Criteria

As required by statute, the military value of an installation or activity was the primary consideration in developing DoD's recommendations for base realignments and closures. For DoD, military value has two components: a quantitative component; and a qualitative component. The qualitative component is the exercise of military judgment and experience to ensure rational application of the criteria. The quantitative component assigns attributes, metrics and weights to the selection criteria to arrive at a relative scoring of facilities within assigned functions.

To arrive at a quantitative military value score, subgroup members began by identifying attributes or characteristics for each criterion. They weighted attributes to reflect their relative importance based on things such as their military judgment or experience, the Secretary of Defense's Transformational Guidance and BRAC principles. Metrics were subsequently developed to measure these attributes. The metrics were also weighted to reflect relative importance, again using military judgment, transformational guidance and BRAC principles. Once attributes had been identified and weighted, the subgroup members developed questions for use in military value data calls. If more than one question was required to assess a given metric, these were likewise weighted. Each analytical subgroup member prepared a scoring plan, and data call questions were forwarded to the field. These plans established how answers to data call questions were to be evaluated and scored. With the scoring plans in place, the Military Departments and JCSGs completed their military value data calls. These were then forwarded to the field by the Military Departments and Defense Agencies. The analytical subgroup members input the certified data responses into the scoring plans to arrive



at a numerical score and a relative quantitative military value ranking of facilities/installations against their peers.

In selecting military installations for closure or realignment, DoD gave priority consideration to military value (the four criteria listed below):

- (1) The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training and readiness
- (2) The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations
- (3) The ability to accommodate contingency, mobilization, surge and future total force requirements at both existing and potential receiving locations to support operations and training
- (4) The cost of operations and the manpower implications

In addition to the Military Value criteria, other factors were considered.

IV. Scenario Development

With the capacity and military value analyses complete, the Military Departments and JCSGs then began an iterative process to identify potential closure and realignment scenarios. These scenarios were developed using either a data-driven optimization model or a strategy-driven approach. Each approach relied heavily on the military judgment and experience of the subgroup members.

The optimization models incorporated capacity and military value analysis results and force structure capabilities to identify scenarios that maximized military value and minimized the amount of capacity retained. These models were also used to explore options that minimized the number of sites required to accommodate a particular function or maximized potential savings. As data results were analyzed, the subgroup members evaluated additional scenario options.

V. Other Considerations Criteria

Once the decision makers determined that the particular scenario was consistent with or enhanced military value, they proceeded to evaluate the scenario against the remaining selection criteria. Those criteria include determining Payback and Economic Impact, Assessing Community Infrastructure and determining Environmental Impact. The Other Considerations criteria specifically include the following:

- (5) The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs
- (6) The economic impact on existing communities in the vicinity of military installations



- (7) The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions and personnel
- (8) The environmental impact, including the impact of costs related to potential environmental restoration, waste management and environmental compliance activities

In the final stages of the scenario analysis process, using analysis against all eight selection criteria, each analytical subgroup member determined which of its scenarios to recommend for approval. Any scenario recommended became a candidate recommendation. For purposes of this analysis, Naval Air Station Pensacola had four recommendations. Before addressing the analysis of these recommendations, a brief description of the COBRA Model is necessary.

VI. COBRA Model Description

COBRA is an economic analysis model. It estimates the costs and savings associated with a proposed base closure or realignment action. The model output can be used to compare the relative cost benefits of alternative BRAC actions. COBRA is not designed to produce budget estimates, but to provide a consistent and auditable method of evaluating and comparing different courses of action in terms of the resulting economic impacts for those costs and savings measured in the model.

The COBRA Model calculates the costs and savings of base stationing scenarios over a period of 20 years. It models all activities (moves, construction, procurements, sales, closures) as taking place during the first six years, and thereafter all costs and savings are treated as steady-state. The key output value produced is the Payback Year. This is the point in time where savings generated equal (and then exceed) costs incurred. In other words, this is the point when the realignment/closure has paid for itself and net savings begin to accrue. The Payback Period is the period between the end of the realignment action and the Payback Year.

The COBRA Model allows alternative closure/realignment scenarios to be compared in terms of when the Payback Year is reached. Should a Payback Year not be achieved for a specific scenario, that scenario will result in a net cost rather than savings. Similarly, if a scenario has a long Payback Period it will not start to generate net savings until well after the BRAC action would have been completed. Such an action would generally be less economically beneficial than one with an earlier Payback Year.

The COBRA Model also calculates and reports the Net Present Value (NPV) for the 20-year planning period of each scenario analyzed. NPV is the present value of future costs of a scenario, discounted at the appropriate rate, minus the present value of future savings from the scenario. All dollar values, regardless of when they occur, are measured in constant base-year dollars. This is important because it eliminates artificial distinctions between scenarios based on inflation, while highlighting the effects of timing on model results. Costs and savings are calculated for each year of the 20-year planning period. For each year, total costs and savings are then summed to determine a net cost for that year. The net cost of each year is then added to the net cost for preceding years to determine the total net cost to that point in time. The sum of the total net costs for all 20 years is the Net Present Value of the scenario.



VII. DoD Base Closure and Realignment Recommendations

For Naval Air Station Pensacola, FL, the Secretary of Defense proposed the following recommendations to the Base Realignment and Closure Commission:

- Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center;
- Consolidate Maritime C4ISR Research, Development and Acquisition, Test and Evaluation;
- Consolidate Defense Finance and Accounting Service; and,
- Realign Officer Training Command.

A review of the COBRA Model data for each of these recommendations is outlined below.

A. Realignment of Officer Training Command

(1) Base Closure and Realignment Report Language. The specific language regarding this recommendation in the *Department of Defense Base Closure and Realignment Report*, May 2005, follows.

Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Officer Training Command Pensacola, FL, to Naval Station Newport, RI, and consolidating with Officer Training Command Newport, RI.

Justification: Navy Officer Accession Training is currently conducted at three installations: (1) U.S. Naval Academy Annapolis, MD, hosts Midshipman Training; (2) Naval Station Newport hosts Naval Academy Preparatory School and Officer Training Command Newport, which includes Officer Induction School and Seaman to Admiral-21 Program courses; and (3) Naval Air Station Pensacola hosts Officer Training Command Pensacola which includes Navy Officer Candidate School, Limited Duty Officer Course, Chief Warrant Officer Course, and the Direct Commissioning program. Consolidation of Officer Training Command Pensacola and Officer Training Command Newport will reduce inefficiencies inherent in maintaining two sites for similar training courses through reductions in facilities requirements, personnel requirements (including administrative and instructional staff), and excess capacity. This action also supports the Department of the Navy initiative to create a center for officer training at Naval Station Newport.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.6M. The net of all costs and savings to the Department during the implementation period is a savings of \$1.4M. Annual recurring savings to the Department after implementation are \$0.9M with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$10.0M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 675 jobs (295 direct jobs and 380 indirect jobs) over the 2006-2011 period in the Pensacola-Ferry Pass-Brent, FL, Metropolitan Statistical Area, which is 0.3 percent of economic area employment. The aggregate economic impact of



all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Station Newport, RI, is in Serious Non-attainment for Ozone (1-Hour) and in Moderate Non-attainment for Ozone (8-Hour), but no Air Conformity Determination will be required. No impacts are anticipated for air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the installations in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

(2) COBRA Model Analysis. After a thorough and comprehensive analysis of the COBRA Model inputs, the data and processes used for this BRAC recommendation do not appear to be flawed. The BRAC standard factors for personnel, facilities, and transportation have been correctly applied per BRAC guidance. Personnel positions (military officer and enlisted, civilian, and student) have been identified and correctly transferred between the two commands. The following costs associated with this proposed realignment have been identified and addressed per BRAC guidance:

- Officer Basic Allowance for Housing (BAH) differences
- Enlisted BAH differences
- Civilian locality pay differences
- Per Diem rate differences
- Freight and vehicle costs differences
- TRICARE costs differences
- Retiree population differences
- Military Housing availability
- MILCON
- Recurring Operations and Maintenance (O&M)

The demographic information included in the COBRA Model data files supports the assertion that the gaining command can accommodate the influx of officer candidates from Naval Air Station Pensacola, FL.

The Naval Air Station Pensacola, FL, military value of 51.13 is the lowest of the four DoN training installations.

Of note, a portion of the realignment success of this proposed recommendation rests on 2006 MILCON expenditure of \$1.901M at Naval Station Newport, RI.



(3) Alternative Scenario.

At the request of the Pensacola Bay Area Chamber of Commerce, an illustrative, simplistic scenario was developed. This excursion was simply a reversal of the DoN initiative to realign Officer Training Command at Naval Station Newport, RI, and instead realign it at Naval Air Station Pensacola, FL. The illustrative scenario development included:

- Naval Air Station Pensacola, FL, becomes the gaining command and Naval Station Newport, RI, becomes the losing command
- Reverse the planned numbers of personnel being reassigned or eliminated
- Assume the same MILCON funding needs at Pensacola that Newport identified
- Assume the impacts to Base Operating Staff at Newport that would occur at Pensacola based on DON-0085 Scenario

The COBRA Model calculated a Net Present Value of -\$27.669M and a Payback Period of 2 years.

COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative Consolidate OTC at NAS Pensacola
Net Present Value 2025	- \$9.998M	-\$27.669M
Payback Period	4 years	2 years
Issues	Consolidates Navy training per DoN initiative.	Doesn't realize DoN training consolidation initiative. Illustrative, simplistic scenario with no MILCON or command synergizes included
Impact	None.	Greater savings and shorter Payback Period.

In conclusion, the Pensacola Bay Area Chamber of Commerce alternative scenario to realign OTC at NAS Pensacola vice NAVSTA Newport News bears examination. A simplistic reversal of data appears to yield significant cost savings at a reduced Payback Period. Additionally, there are other factors that the COBRA model does not address but should be considered. They include:

- Approximately 38% of Officer Candidate School graduates will report to Pensacola for follow-on training, thereby contributing to further travel cost savings
- Availability of Navy health care (Naval Hospital Pensacola)
- Lower costs for housing, utilities and even automobile insurance rates, all of which contribute significantly to quality of life



B. Co-locate Navy Education and Training Command and Navy Education and Training Professional Development and Technology Center

(1) Base Closure and Realignment Report Language. The specific language regarding this recommendation in the *Department of Defense Base Closure and Realignment Report*, May 2005, follows.

Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN.

Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

Justification: Realignment of Navy Education and Training Command (NETC) and Navy Education and Training Professional Development & Technology Center (NETPDTC) to Naval Support Activity Millington will collocate these activities with common functions (Bureau of Naval Personnel, Navy Manpower Analysis Center, and Navy Personnel Research and Development Center) and facilitate creation of a Navy Human Resources Center of Excellence. By relocating NETC and NETPDTC within the hub of naval personnel activities, this recommendation eliminates personnel redundancies and excess infrastructure capacity. NETC and NETPDTC will require 50,400 Gross Square Feet (GSF) of military construction (MILCON) and will utilize 102,400 GSF of existing administrative space and warehouse space at Millington; the parking lot additions will be new MILCON.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$33.3M. The net of all costs and savings to the Department during the implementation period is a cost of \$23.6M. Annual recurring savings to the Department after implementation are \$3.7M, with a payback expected in 10 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$14.4M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,878 jobs (738 direct jobs and 1,140 indirect jobs) in the Pensacola-Ferry Pass-Brent, FL, Metropolitan Statistical Area, which is 0.9 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support mission, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Millington, which is in moderate non-attainment for Ozone (8-Hour). Construction associated with this recommendation has the potential to impact historical sites identified at Millington. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all



recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

(2) COBRA Model Analysis. After a thorough and comprehensive analysis of the COBRA Model inputs, the data and processes used for this BRAC recommendation do not appear to be flawed. The BRAC standard factors for personnel, facilities, and transportation have been correctly applied per BRAC guidance. Personnel positions (military officer and enlisted, and civilian) have been identified and correctly transferred between the two locations. The following costs associated with this proposed co-location recommendation have been identified and addressed per BRAC guidance:

- Officer BAH differences
- Enlisted BAH differences
- Civilian locality pay differences
- Per Diem rate differences
- Freight and vehicle costs differences
- TRICARE costs differences
- Military housing availability
- MILCON
- Recurring O&M
- Surge capability

The demographic information included in the COBRA Model data files supports the assertion that the gaining command can accommodate the influx of personnel from Naval Air Station Pensacola, FL.

Naval Support Activity Millington, TN, has a lower quantitative military value score (0.8574) than Naval Air Station Pensacola (0.8760) or Saufley (0.8490), FL; however, the Navy's position is that the numerical difference is minimal (0.019 on a scale of 0 to 1.00) and that co-location offers qualitative military value benefits that overcome the slight difference in quantitative scores (COBRA Model footnote).

Of note, a portion of the co-location success of this recommendation rests on 2006 and 2008 MILCON expenditures of \$15.087M at Naval Support Activity Millington, TN. Each MILCON project is scheduled for completion prior to FY09, the year in which transfer of personnel from Naval Air Station Pensacola, FL, to Naval Support Activity Millington, TN, occurs. Naval Support Activity Millington, TN, will require construction of 50,400 Gross Square Feet of MILCON and several parking lot additions.

(3) Alternative Scenario.

At the request of the Pensacola Bay Area Chamber of Commerce, an illustrative scenario was developed whereby NETPDTC remained at Naval Air Station Pensacola. This excursion was simply a removal of the NETPDTC data from baseline DoD scenario. It did not consider any reduction of MILCON construction at Naval Support Activity Millington, TN. The results of this COBRA Model run showed a Net Present Value of -\$19.784M with a Payback Period of 7 years.



COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative - NETPDTC remains at NAS Pensacola
Net Present Value 2025	-\$14.418M	-\$19.784M
Payback Period	10 years	7 years
Issues	Establishes Navy Human Resources Center of Excellence	Doesn't realize Navy Human Resources Center of Excellence initiative.
Impact	None.	Greater savings and shorter Payback Period.

In conclusion, the Pensacola Bay Area Chamber of Commerce alternative scenario to retain NETPDTC bears examination. A simplistic removal of data appears to yield increased cost savings at a reduced Payback Period.

(4) Additional Considerations. To underscore the military value analysis, the following should be considered:

- This co-location recommendation depends on the completion of MILCON projects. Without a detailed understanding of the MILCON execution schedules it is difficult to determine the feasibility/executability in the sequencing of this BRAC proposal.
- A military value should be given to the current extensive distance learning program. This program will have to be replicated during a transition or co-location initiative.
- Finally, consideration should be given to the fact that NETPDTC is an education function. It must be determined whether or not it is appropriate to add this organization to a Human Resources Center of Excellence.

C. Consolidate Maritime C4ISR Research, Development and Acquisition, Test and Evaluation

(1) Base Closure and Realignment Report Language. The specific language regarding this recommendation in the *Department of Defense Base Closure and Realignment Report*, May 2005, follows.

Recommendation: Realign Washington Navy yard, DC, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Washington Navy Yard and assign functions to the new Space Warfare Systems Command Atlantic Naval Amphibious Base, Little Creek, VA.



Realign Naval Station, Norfolk, VA, by disestablishing the Space Warfare Systems Center Norfolk, VA, and the Space Warfare Systems Center Charleston, SC, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic Naval Amphibious Base, Little Creek, VA.

Realign Naval Weapons Station Charleston, SC, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space warfare Center to Naval Station Newport, RI; and relocate the Command Structure of the Space Warfare Center to Naval Amphibious Base, Little Creek, VA, and consolidate it with billets from Space Warfare Systems Command San Diego to create the Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA. The remaining Maritime Information Systems Research, Development & Acquisition, and Test & Evaluation functions at Naval Weapons Station Charleston, SC, are assigned to Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Base Ventura County, CA, Naval Surface Warfare Center Division, Dahlgren, VA, and Naval Station Newport, RI, by relocating Maritime Information Systems Research, Development & Acquisition, and Test & Evaluation to Naval Submarine Base Point Loma, San Diego, CA, and consolidating with the Space Warfare Center to create the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA.

Realign Naval Submarine Base Point Loma, San Diego, CA, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Space Warfare Center to Naval Station Newport, RI; disestablish Space Warfare Center Norfolk, VA, detachment San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; disestablish Naval Center for Tactical Systems Interoperability, San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; and disestablish Space Warfare Systems Command San Diego, CA, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Air Station Patuxent River, MD, by relocating Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation of the Naval Air Warfare Center, Aircraft Division to Naval Station Newport, RI.

Realign Naval Air Station Jacksonville, FL, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Jacksonville, FL.

Realign Naval Air Station Pensacola, FL, by relocating the Space Warfare Systems Center Charleston, SC, detachment Pensacola, FL, to Naval Weapons Station Charleston, SC.

Realign Naval Weapons Station Yorktown, VA, by relocating the Space Warfare Systems Center Charleston, SC, detachment Yorktown, VA, to Naval Station Norfolk, VA, and



consolidating it into the new Space Warfare Systems Command Atlantic detachment, Naval Station Norfolk, VA.

Justification: These recommended realignments and consolidations provide for multifunctional and multidisciplinary Centers of Excellence in Maritime C4ISR. This recommendation will also reduce the number of technical facilities engaged in Maritime Sensors, Electronic Warfare, & Electronics and Information Systems RDAT&E from twelve to five. This, in turn, will reduce overlapping infrastructure, increase the efficiency of operations and support an integrated approach to RDAT&E for maritime C4ISR. Another result would also be reduced cycle time for fielding systems to the warfighter.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$106.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$88.6M. Annual recurring savings to the Department after implementation are \$38.7M with a payback period expected in 1 year. The net present value of the costs and saving to the Department over 20 years is a savings of \$455.1M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 74 jobs (28 direct jobs and 46 indirect jobs) over the 2006-2011 period in the Charleston-North Charleston, SC, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 81 jobs (34 direct jobs and 47 indirect jobs) over the 2006-2011 period in Jacksonville, FL, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 78 jobs (34 direct jobs and 44 indirect jobs) over the 2006-2011 period in the Lexington Park, MD, Metropolitan Statistical Area, which 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 286 jobs (127 direct jobs and 159 indirect jobs) over the 2006-2011 period in the Oxnard-Thousand Oaks-Ventura, CA, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 278 jobs (102 direct jobs and 176 indirect jobs) over the 2006-2011 period in the Pensacola-Ferry Pass-Brent, FL, Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4 jobs (2 direct jobs and 2 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI-MA, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 88 jobs (44 direct jobs and 44 indirect jobs) over the 2006-2011 period in the San



Diego-Carlsbad-San Marcos, CA, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 211 jobs (87 direct jobs and 124 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 302 jobs (172 direct jobs and 130 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Undersea Warfare Center, Newport is in serious non-attainment for Ozone (1 hour) and proposed to be in serious non-attainment for Ozone (8 hour). San Diego is in attainment for all Criteria Pollutants. Naval Surface Warfare Center, Dahlgren, VA, is in attainment for all criteria pollutants with the exception of 8 hour and 1 hour O3 and Pb, which are Unclassifiable. Naval Amphibious Base Little Creek, VA, Naval Station Norfolk, VA, and Naval Weapons Station Charleston, SC, are in attainment for all Criteria Pollutants. It is in a proposed non-attainment for Ozone (1 hour). Archeological and historical sites have been identified on Dahlgren that may impact current construction or current operations. Norfolk has potential archeological restrictions to future construction. Threatened and endangered species are present at Newport and have delayed or diverted testing. There is a potential impact regarding the bald eagle at Dahlgren. This recommendation has the potential to impact the hazardous waste and solid waste program at Dahlgren. Newport, Dahlgren, Little Creek, Charleston, Norfolk, and San Diego all discharge to impaired waterways, and groundwater and surface water contamination are reported. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.1M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

(2) COBRA Model Analysis. After a thorough and comprehensive analysis of the COBRA Model inputs, the data and processes used for this BRAC recommendation do not appear to be flawed. The BRAC standard factors for personnel, facilities, and transportation have been correctly applied per BRAC guidance. Personnel positions (civilian) have been



identified and correctly transferred between the two commands. The following costs associated with this proposed consolidation have been identified and addressed per BRAC guidance:

- Civilian locality pay differences
- Civilian reduction-in-force costs
- Per Diem rate differences
- Freight and vehicle costs differences
- MILCON
- Recurring O&M
- Surge capability

The demographic information included in the COBRA Model data files supports the assertion that the gaining command can accommodate the influx of personnel from Naval Air Station Pensacola, FL.

Of note, MILCON funding costs in the amount of \$23.283M have been identified in the data, yet specific projects are not addressed. A portion of the consolidation success of this recommendation rests of the 2006 and 2007 MILCON expenditures of \$23.283M, of which \$3.520M would occur at Naval Weapons Station Charleston, SC. FY06 activities appear to represent necessary actions before the FY07 transfer of 21 civilian personnel from Naval Air Station Pensacola, FL, to Naval Weapons Station Charleston, SC, could occur.

Naval Weapons Station Charleston, SC, has a quantitative military value score of 0.8807, while Naval Air Station Pensacola, FL, has a military value score of 0.8760.

(3) Additional Considerations. To underscore the military value analysis, the following should be considered:

- The consolidation recommendation depends on the completion of MILCON projects. Without a detailed understanding of the MILCON execution schedules it is difficult to determine the feasibility/executability in the sequencing of this BRAC proposal. On the surface, it appears the MILCON is sizeable and aggressive to meet the recommendation timelines.

- The COBRA Model and associated BRAC data does not address the operational impacts of communications support for Gulf of Mexico training exercises and support of normal fleet operational endeavors that would be impaired by this recommendation, thereby impacting overall Navy readiness.

- The COBRA Model and associated BRAC data do not address the need for a complicated replication of the SPAWAR Pensacola functions—time sensitive, mission critical warfighter communications and data analysis—during a transition.

- Finally, the network connectivity for the Gulf Coast Region and the Southeast Region may be jeopardized due to the requirement to maintain a portion of the DISA backbone that is unique to the Naval Air Station Pensacola site.

D. Consolidate Defense Finance and Accounting Service



(1) **Base Closure and Realignment Report Language.** The specific language regarding this recommendation in the *Department of Defense Base Closure and Realignment Report*, May 2005, follows.

Recommendation: Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island, IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

Justification: This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility



capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AF Base Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS's three business line missions and its operational components, along with business process review consideration and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorism and Force Protection Standards, strategic business line redundancy, are workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$282.1M. The net of all costs and savings to the Department during the implementation period (FY06-FY11) is a savings of \$158.1M. Annual recurring savings to the Department after implementation are \$120.5M, with an immediate payback expected. The Net Present Value of the costs and savings to the Department over 20 years is a savings of \$1,313.8M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	408	308	716	Less Than 0.1
Charleston-North Charleston, SC Metropolitan Statistical Area	368	607	975	0.3
Cleveland-Elyria-Mentor, OH Metropolitan Statistical	1028	847	1875	0.1



Area				
Dayton OH Metropolitan Statistical Area	230	195	425	Less Than 0.1
Kansas City, MO-KS Metropolitan Statistical Area	613	549	1162	Less Than 0.1
Lawton, OK Metropolitan Statistical Area	233	207	440	0.7
Lexington-Fayette, KY Metropolitan Statistical Area	45	27	72	Less Than 0.1
Aroostok County, ME	241	150	391	1.0
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	314	435	749	Less Than 0.1
Oakland-Fremont-Hayward, CA Metropolitan Statistical Area	50	41	91	Less Than 0.1
Omaha-Council Bluffs, NE-IA Metropolitan Statistical Area	235	259	494	Less Than 0.1
Orlando, FL Metropolitan Statistical Area	209	205	414	Less Than 0.1
Honolulu, HI Metropolitan Statistical Area	206	199	405	Less Than 0.1
Lexington Park, MD Metropolitan Statistical Area	53	70	123	0.2
Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area	637	1100	1737	0.8
Davenport-Moline-Rock Island, IA Metropolitan Statistical Area	235	206	441	0.2
Utica-Rome, NY Metropolitan Statistical Area	291	275	566	0.4
San Antonio, TX Metropolitan Statistical Area	335	367	702	Less Than 0.1
Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area	120	122	242	Less Than 0.1
San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area	240	257	497	Less Than 0.1
Salinas, CA Metropolitan Statistical Area	61	62	123	Less Than 0.1
St Louis, MO-IL Metropolitan Statistical Area	293	318	611	Less Than 0.1



The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noises; threatened and endangered species or critical habitat; waste management; or wetlands. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waster management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in the recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

(2) COBRA Model Analysis. After a thorough and comprehensive analysis of the COBRA Model inputs, the data and processes used for this BRAC recommendation do not appear to be flawed. The BRAC standard factors for personnel, facilities, and transportation have been correctly applied per BRAC guidance. Personnel positions (civilian and one military officer) have been identified and correctly transferred among the three major DFAS sites. The following costs associated with this proposed consolidation have been identified and addressed per BRAC guidance:

- Officer BAH differences
- Civilian locality pay differences
- Civilian reduction-in-force costs
- Per Diem rate differences
- Potential unemployment costs
- Freight and vehicle costs differences
- MILCON recurring O&M
- Surge capability

The baseline DoD scenario does not identify any costs to DFAS Pensacola for one-time moving costs, one-time unique costs or activity mission costs. This lack of cost data is addressed with a footnote that states these costs to DFAS Pensacola are below the one-time cost dollar threshold they are using. The lack of inclusion of these costs, even if they are below the established baseline threshold, appears to mask the real one-time cost of the DFAS consolidation.

The demographic information included in the COBRA Model data files supports the assertion that the gaining sites can accommodate the influx of personnel from the Pensacola DFAS sites.



The average military value prior to the proposed optimization was 0.5941 for the 26 locations analyzed. The average military value for the three gaining locations is 0.7141. Specific military values for the Pensacola sites are: 0.8030 (Pensacola Saufley Field) and 0.7200 (Naval Air Station Pensacola). While the military value of the two Pensacola DFAS sites are greater than the average military value of the three gaining locations, other considerations were used to determine the locations of the major consolidation sites. Those considerations included available vacant space, current and surge requirements, the realignment and consolidation of business, corporate and administrative functions, and the elimination of redundancy.

(3) Additional Considerations. To underscore the military value analysis, the following should be considered:

- Any delay of the scheduled 2007 movement of DFAS Saufley will have to be based on operational considerations. COBRA Model footnotes indicate that DFAS Saufley was included as part of the Naval Air Station Pensacola because it is listed as a sub-location of Naval Air Station Pensacola data collection. From a military value/operational standpoint, it should be reconsidered on its own merit
- No risks were considered in the consolidation recommendation. Risk is inherent in any move to consolidate.
- Finally, The DoD baseline DFAS consolidation plan is extremely complex with many planned moves. There is much inherent risk in the plan. Maintaining DFAS Pensacola, and specifically DFAS Saufley, could well serve as a hedge to complexity and associated risk of the consolidation ensuring continued service to its important client base.

VIII. Conclusion

The Department of Defense uses a methodical approach to determine BRAC realignment and closure recommendations. A thorough review by either the Military Departments or the Joint Cross-Service Groups examines the military value, develops appropriate scenarios and evaluates a set of four additional criteria. Finally COBRA, an economic analysis model, is used to calculate the associated recommendation cost and savings to determine a Net Present Value and Payback Period.

With respect to the four proposed Secretary of Defense recommendations to realign, co-locate, and consolidate Naval Air Station Pensacola activities, WBB found that the input data and overall processes used appeared to be in line with BRAC guidance. Specifically, the BRAC standard factors for personnel, facilities, and transportation have been correctly applied per BRAC guidance.

WBB ran two additional alternative scenarios on the COBRA model. .



The first alternative scenario regarding the Navy's Officer Training Command was a simplistic, illustrative excursion that examined realigning all Officer Training Command activities at Naval Air Station Pensacola, FL, rather than Naval Station Newport, RI. No MILCON or command synergies were considered. The BRAC COBRA Model calculated a Net Present Value of -\$27.669M with a Payback Period of 2 years as seen in the chart below for this alternative scenario.

COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative - Consolidate OTC at NAS Pensacola
Net Present Value 2025	- \$9.998M	-\$27.669M
Payback Period	4 years	2 years
Issues	Consolidates Navy training per DoN initiative.	Doesn't realize DoN training consolidation initiative. Illustrative, simplistic scenario with no MILCON or command synergizes included
Impact	None.	Greater savings and shorter Payback Period.

The second alternative scenario regarding NETPDTC was an illustrative excursion that examined maintaining NETPDTC at Naval Air Station Pensacola, FL. The BRAC COBRA Model calculated a Net Present Value of -\$19.784M with a Payback Period of 7 years as seen in the chart below for this alternative scenario.

COBRA Model Excursion - Naval Air Station Pensacola, FL		
	Baseline DoD Scenario	Alternative - NETPDTC remains at NAS Pensacola
Net Present Value 2025	- \$14.418M	-\$19.784M
Payback Period	10 years	7 years
Issues	Establishes Navy Human Resources Center of Excellence	Doesn't realize Navy Human Resources Center of Excellence initiative.
Impact	None.	Greater savings and shorter Payback Period.



Finally, WBB provided some additional considerations for the Pensacola Bay Area Chamber of Commerce to use in examining the military value associated with the other two proposed BRAC recommendations.

Appendix 1: Alternative Scenario COBRA Model Files

Tab A: COBRA Officer Training Command Alternative Data Files

Tab B: COBRA NETPDTC Alternative Data Files

July 2005

Submitted by:
Whitney, Bradley & Brown, Inc.
1604 Spring Hill Road
Suite 200
Vienna, Virginia 22182



Proposed for the BRAC 2005 Report to the President

Officer Training Command, Pensacola, FL

Category: Navy and Marine Corps
Mission: Officer Training Command
One Time Cost: \$3.6M
Savings: \$10M
Return on Investment: 4 years
Annual Recurring Savings: \$0.9M
Final Action: Realign

Secretary of Defense Recommendation

Realign Naval Air Station Pensacola, FL by relocating Officer Training Command Pensacola, FL to Naval Station Newport, RI, and consolidating with Officer Training Command Newport, RI.

Secretary of Defense Justification

Navy Officer Accession Training is currently conducted at three installations: (1) U.S. Naval Academy Annapolis, MD hosts Midshipman Training; (2) Naval Station Newport hosts Naval Academy Preparatory School and Officer Training Command Newport, which includes Officer Indoctrination School and Seaman to Admiral-21 Program courses; and (3) Naval Air Station Pensacola hosts Officer Training Command Pensacola which includes Navy Officer Candidate School, Limited Duty Officer Course, Chief Warrant Officer Course, and the Direct Commissioning Program. Consolidation of Officer Training Command Pensacola and Officer Training Command Newport will reduce inefficiencies inherent in maintaining two sites for similar training courses through reductions in facilities requirements, personnel requirements (including administrative and instructional staff), and excess capacity. This action also supports the Department of the Navy initiative to create a center for officer training at Naval Station Newport.

Community Concerns

While the ROI is only four years, the Community is concerned that other costs not included in COBRA makes this realignment very costly to Navy personnel, civilian employees of the Navy, and ultimately to the Department of the Navy. Approximately, 38% of graduating students will be assigned to the Pensacola region for follow-on training while few would remain in Newport. From a cost avoidance as well as a quality of life perspective it is far more logical to have the OTC located in Pensacola. By having OTC located in Pensacola, approximately 38% of the graduating students would not have to incur a PCS change nor would the Navy have to fund a change of station. Between the military Basic Allowance for Housing (BAH) and civilian locality pay rate, the Community estimates that the Newport region will cost the Department of the Navy over \$1 million a year more than the Pensacola area. And the Cost of Living Index for the Pensacola area is 31% lower than Newport. In 1993, the SECNAV and the CNO moved OCS from Newport to Pensacola and their analysis and rationale hold true today. NAS Pensacola has the facility capacity (which was overlooked by the Navy) and environment

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to accomplish this consolidated training, especially with the 30% student reductions that have occurred at the Naval Aviation Technical Training Center (NATTC) campus. NAS Pensacola has the available facilities and surge capacity to meet the standards of the BRAC criteria. The Community also is concerned that military value numbers and rating may have been manipulated to show Newport with a higher rating than Pensacola in December 2004 then it received in September 2004.

Commission Findings

The Commission agrees with the Secretary of Defense that there are efficiencies to be found by consolidating Naval Officer Accession Training. The Commission found that the costs to the military and civilian personnel, and eventually to the Department of the Navy, are significantly greater at NS Newport than at NAS Pensacola. Additionally, the Commission believes that by reducing the number of permanent change of station (PCS) moves the quality of life of the Service member and Service family is enhanced. With 38% of the students embarking on follow-on training in the Pensacola area upon graduation, the Department can lower the number of PCS moves by having OTC consolidated in Pensacola. The Commission found that there are facilities existing at NAS Pensacola to accommodate a consolidation with the reduction of enlisted student aviation technical training and that the cost of living in Northwest Florida is significantly lower than in Newport. And finally, collateral costs to military and civilian personnel and to the Department of the Navy will increase the overall annual recurring savings to the Department.

Commission Recommendation

The Commission finds that the Secretary of Defense deviated substantially from the force structure plan and the final criteria 1 and 4. Therefore, the Commission recommends the following: realign Naval Station Newport, RI by relocating Officer Training Command Newport, RI to Naval Air Station Pensacola, FL and consolidating with Officer Training Command Pensacola, FL. The Commission finds that this recommendation is consistent with the force-structure plan and the final criteria.

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Co-Locate Navy Education and Training Command and Navy Education and Training Professional Development Center

Category: Headquarters and Support Activities Joint Cross-Service Group

Mission: Navy Education Command

One Time Cost: \$33.3M

Savings: \$14.4M

Return on Investment: 10 years

Annual Recurring Savings: \$3.7M

Final Action: Realign

Secretary of Defense Recommendation

Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN.

Realign Saufley Field, FL by relocating Navy Education and Training Professional Development and Technology Center to Naval Support Activity Millington, TN.

Secretary of Defense Justification

Realignment of Navy Education and Training Command (NETC) and Navy Education and Training Professional Development and Technology Center (NETPDTC) to Naval Support Activity Millington will collocate these activities with common functions (Bureau of Development Center) and facilitate creation of a Navy Human Resources Center of Excellence. By relocating NETC and NETPDTC within the hub of naval personnel activities, this recommendation eliminates personnel redundancies and excess infrastructure capacity. NETC and NETPDTC will require 50,400 GSF of military construction and will utilize 102,400 GSF of existing administrative space and warehouse space at Millington; the parking lot additions will be new MILCON.

Community Concerns

The community pointed out that of the 147 military installations ranked by the Headquarters and Support Activities Joint Cross Service Group, NAS Pensacola has a higher military value than Millington - ranking 55 versus 125 (Millington). The Community believes it is illogical to move military organizations away from installations with higher value, especially when you are moving training functions and oversight away from one of the largest shore training concentrations in the Navy.

The proposed NETC move to Millington is an organizational realignment that does not necessitate a costly geographic move. The Human Resources functions that the Secretary of Defense desires NETC to oversee through its integration with the Navy Personnel Command can be accomplished without an expensive geographic relocation. Such "virtual" oversight arrangements are common, and in fact the accepted norm in business today. The American taxpayers should not be asked to pay for the unwarranted luxury of geographic co-location that does not enhance military value.

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The Community believes that NETPDTC could remain at Saufley or move aboard NAS Pensacola into available and vacant spaces if so directed by the Commission in an effort to reduce overhead costs. Leaving NETPDTC at Saufley would reduce the ROI to 7 from the 10 years making the collocation of Personnel and Human Resources Commands that much more attractive from a cost perspective. NETPDTC at Saufley Field conducts "Navy Knowledge On-line" – the Gateway to Navy's revolution in training for all Sailors – utilizing network servers at Saufley. A military value should be given to this program since it will have to be replicated during a transition or co-location initiative. The Community points out that Sailors do not know nor do they care where the information originates. Additionally, the Community believes that through "an efficient organization review, the Navy could achieve a 5-6% NETPDTC staff reduction in place without having to spend substantial dollars on relocation to Millington as well as disrupt a productive workforce.

The Community believes that the Secretary of Defense should use industry as a standard recognizing that functions do not have to be geographically located together to function as an organization and that excessive expenditure of resources to accommodate that goal is unnecessary especially when it does not enhance military value. It is especially problematic when the proposed realignment removes the head of Naval Education and Training from one of the largest shore commands and most critical training venues in the United States. If NETC and NETPDTC remained in Pensacola, additional savings would be realized since less people and equipment move from Pensacola, less one time costs for Millington due to less personnel accommodation, less one time information technology infrastructure costs at Millington, no "close out" costs at Pensacola, and less MILCON costs at Millington.

The Community believes the COBRA data supporting the move to Millington is questionable - especially the ROI. For example, the number of personnel to include military, civilian, and contractors identified to leave Pensacola are inconsistent with the numbers used in the COBRA and are different than those numbers contained in the Headquarters & Support Activities analysis.

Commission Findings

The Commission supports the Secretary of Defense's efforts to establish a Navy Human Resources Center of Excellence at Millington, TN. In the Commission review of the proposed realignment, the movement of the Vice Admiral billet and the Naval Education and Training Command headquarters from one of the largest shore commands and one of the largest naval training locations is of concern. NETC can be part of the new Navy Human Resources organization but the Commission believes that can be accomplished without having to move it from its current location. Having a Vice Admiral onboard NAS Pensacola with the large numbers of enlisted students, young flight officers in training, and officer candidates we believe is of significance and warrants a continued presence. The Commission views this as a military leadership issue and firmly believe that some realignments should be looked at from other than a cost perspective. Additionally, with the Secretary of Defense recommending the establishment of the Joint Strike Fighter (JSF) Initial Training Site in Northwest Florida it would seem appropriate that the Navy's

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training headquarters would be of value in this new endeavor. The Commission is not suggesting that if the training headquarters were already located in another part of the country it should be moved to Northwest Florida in support of the JSF Initial Training Site. But since it is currently in close proximity, it seems illogical to move it away from such an important future joint training initiative.

With regard to NETPDTC, this function is simply an education function that can be housed on any military installation. It is performing at a high rate of excellence at its current location in Northwest Florida and is aboard one of the largest training installations in the Navy. Would realignment to another installation improve its value to the Department of Navy? The Commission has found that relocation to Millington would be disruptive as most realignments are, and there would be little if any military value gained.

Commission Recommendation

The Commission finds that the Secretary of Defense recommendation deviated substantially from force structure plan and the final BRAC criteria 1, 2, and 4. Therefore, the Commission makes the following recommendation: Naval Education and Training Command, Naval Air Station Pensacola and Navy Education and Training Professional Development and Technology Center, Saufley Field, FL are to remain at their current locations and not relocate to Millington as recommended by the Secretary of Defense. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

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Defense Finance and Accounting Service

Category: Headquarters and Support Joint Cross-Services

Mission: Defense Finance and Accounting Service

One Time Cost: \$282.1M

Savings: \$1,313.8M

Return on Investment: Immediate

Annual Recurring Savings: \$120.5M

Final Action:

Secretary of Defense Recommendation

Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense Comptroller/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

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Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and Associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function an associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

Secretary of Defense Justification

This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AF Base Annex, CO, the Defense Supply Center-Columbus, OH and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS's three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

Community Concerns

Community believes that it is illogical to be closing the Pensacola and Saufley locations when they rated among the highest of the DFAS sites nationally. The Community

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pointed out that both sites are located in government-owned buildings on military installations and meet the ATFP requirements. The NAS Pensacola site ranked 6th of 26 sites, while the Saufley site rated 2nd of 26 sites. The community believes that the Headquarters and Support Activities Joint Cross Service Group did not fully appreciate the operational differences in the two sites in the Pensacola area as well as the fact that the Pensacola is home to 700 DFAS employees making it the 5th largest concentration in DFAS.

In addressing the closure of DFAS NAS Pensacola and DFAS Saufley Field and their relocation and consolidation with functions in Columbus OH, Denver CO, and Indianapolis, IN, the Community believes that Pensacola should become a DFAS Center based upon proven quality, cost effectiveness, and the high value ratings. Retaining this capability and creating a DFAS Center in Pensacola will ensure continuation of non-redundant, critical payroll services while supporting technology driven requirements. If the creation of a new Center in Pensacola is not approved, a five-year delay of moving the two Pensacola DFAS sites will allow for a knowledgeable, technology driven workforce to remain in the region and a seamless transfer of DFAS work to one of the 3 new national centers in 2011.

The Pensacola site is a "core" finance and accounting entity while the Saufley site is a Technical Services Organization or TSO. The TSO is a "non-core" information technology service provider and is primarily IT professional technical staff managing various automated systems under "fee-for-service" arrangements. Historically, the Saufley TSO has one of the lowest hourly unit costs among six DFAS TSOs and continues to perform as a profit center.

The Community is proud of the fact that the Saufley TSO customer base includes the Executive Office of the President, Human & Health Services and a classified agency plus Army, Navy, Air Force and DoD agencies. The largest single project at the Saufley TSO is the Defense Civilian Pay System. The Saufley TSO has a record of cost competitiveness – as evidenced by the OMB/OPM ePayroll selection, the prestigious Gartner Benchmarking Study and two A-76 studies that private industry could not economically compete and chose not to bid against. In 2003, the Saufley TSO realized a profit of \$4.3 million that was redirected back into the general DFAS operating account.

The Community notes that 47% of the employees at the two Pensacola sites are eligible to retire, and most if not all, will choose to retire rather than relocate. The estimated severance cost of this action is approximately \$6.6 million. And COBRA Model footnotes indicate that DFAS Saufley was included as part of NAS Pensacola because it is listed as a sub-location of the NAS Pensacola data collection. From a military value/operational standpoint, DFAS Saufley should be reconsidered on its own merit.

Commission Findings

The Commission found that in the process of proposing a consolidation from 26 to 3 major DFAS sites the Department overlooked the military value of several of the highest

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rated locations. The Commission believes that the Pensacola and Saufley locations fits into this category of undervalued sites. The Pensacola and Saufley sites ranked higher than two of the three consolidation sites recommended by the Headquarters and Support Activities Joint Cross Service Group. Additionally, the Saufley site does provide unique services to the Department of Defense that may have been overlooked in the final analysis of the 26 DFAS locations. The combination of the Pensacola and Saufley sites provides the Department with capacity and expansion capability, while also providing a workforce that understands the business line missions and operational functions required of a DFAS center. With both sites located on a military installation, the Anti-Terrorists Force Protection requirements established by the Department are easily met.

Commission Recommendation

The Commission finds that the Secretary of Defense recommendation deviated substantially from the force structure plan and the final BRAC criteria 1 and 4. Therefore, the Commission makes the following recommendation with regard to Pensacola Florida: The NAS Pensacola and Saufley Field DFAS sites will be retained and consolidated into a DFAS Center to be located on Naval Air Station Pensacola. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

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Consolidate Maritime C4ISR Research, Development and Acquisition, Test and Evaluation

Category: Technical Joint Cross-Service Group

Mission: C4ISR Research, Development and Acquisition, Test and Evaluation

One Time Cost: \$106.1M

Savings: \$455.1M

Return on Investment: 1 year

Annual Recurring Savings: \$38.7M

Final Action:

Secretary of Defense Recommendation

Realign Washington Navy Yard, DC, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Washington Navy Yard and assign functions to the new Space Warfare Systems Command Atlantic Naval Amphibious Base, Little Creek, VA.

Realign Naval Station, Norfolk, VA, by disestablishing the Space Warfare Systems Center Norfolk, VA, and the Space Warfare Systems Center Charleston, SC, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Weapons Station Charleston, SC, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development and Acquisition, and Test and Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development and Acquisition, and Test and Evaluation of the Space Warfare Center to Naval Station Newport, RI; and relocate the command structure of the Space Warfare Center to Naval Amphibious Base, Little Creek, VA, and consolidate it with billets from Space Warfare Systems Command San Diego to create the Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA. The remaining Maritime Information Systems Research, Development and Acquisition, and Test and Evaluation functions at Naval Weapons Station Charleston, SC, are assigned to Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Base Ventura County, CA, Naval Surface Warfare Center Division, Dahlgren, VA, and Naval Station Newport, RI, by relocating Maritime Information Systems Research, Development and Acquisition, and Test and Evaluation to Naval Submarine Base Point Loma, San Diego, CA, and consolidating with the Space Warfare Center to create the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA.

Realign Naval Submarine Base Point Loma, San Diego, CA, as follows: relocate Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development and

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Acquisition, and Test and Evaluation of the Space Warfare Center to Naval Surface Warfare Center Division, Dahlgren, VA; relocate Subsurface Maritime Sensors, Electronic Warfare, and Electronics Research, Development and Acquisition, and Test and Evaluation of the Space Warfare Center to Naval Station Newport, RI; disestablish Space Warfare Systems Center Norfolk, VA, detachment San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; disestablish Naval Center for Tactical Systems Interoperability, San Diego, CA, and assign functions to the new Space Warfare Systems Command Pacific, Naval Submarine Base Point Loma, San Diego, CA; and disestablish Space Warfare Systems Command San Diego, CA, detachment Norfolk, VA, and assign functions to the new Space Warfare Systems Command Atlantic, Naval Amphibious Base, Little Creek, VA.

Realign Naval Air Station Patuxent River, MD, by relocating Subsurface Maritime Sensors, Electronic Warfare and Electronics Research, Development and Acquisition, and Test and Evaluation of the Naval Air Warfare Center, Aircraft Division to Naval Station Newport, RI.

Realign Naval Air Station Jacksonville, FL, by disestablishing the Space Warfare Systems Center Charleston, SC, detachment Jacksonville, FL, to Naval Weapons Station Charleston, SC.

Realign Naval Air Station Pensacola, FL, by relocating the Space Warfare Systems Center Charleston, SC, detachment Pensacola, FL, to Naval Weapons Station Charleston, SC.

Realign Naval Weapons Station Yorktown, VA, by relocating the Space Warfare Systems Center Charleston, SC, detachment Yorktown, VA, to Naval Station Norfolk, VA, and consolidating it into the new Space Warfare Systems Command Atlantic detachment, Naval Station Norfolk, VA.

Secretary of Defense Justification

These recommended realignments and consolidations provide for multifunctional and multidisciplinary Centers of Excellence in Maritime C4ISR. This recommendation will also reduce the number of technical facilities engaged in Maritime Sensors, Electronic Warfare, and Electronics and Information Systems RDT&E from twelve to five. This, in turn, will reduce overlapping infrastructure, increase the efficiency of operations and support an integrated approach to RDT&E for maritime C4ISR. Another result would also be reduced cycle time for fielding systems to the warfighter.

Community Concerns

The Community position is that the Technical Joint Cross Service Group's Charleston "high risk" scenario is based on the assumption that a reduced number of technical experts would be willing to relocate to Charleston along with customer owned "state of the art" equipment. With the Consolidation of Maritime C4ISR RDT&E, approximately 87% of the Space Warfare Systems Center (SPAWAR) federal workforce

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in Pensacola will be eliminated, with the relocation of only 21 personnel positions to the Charleston Naval Weapons Center. Also, the COBRA personnel data used by DoD and the Technical JCSG is incorrect since the correct number of positions according to the manning documents at NAS Pensacola is 114 civilian and 60 key contract personnel. The direct loss cited by DoD does not include the 60 contractors bringing the actual total direct loss to 153 positions. The community believes that key personnel including some highly trained with Doctorate and Masters Level Degrees (78% of federal civilian workforce) will not relocate to Charleston, SC. Therefore, the consolidation of SPAWAR in Charleston would significantly impair communications support for Gulf of Mexico training exercises and support of normal fleet operational endeavors as well, reducing overall Navy readiness.

The community states that SPAWAR Pensacola offers affordability with no lease or new construction required, which will be required in Charleston. And the community believes that the network connectivity for the Gulf Coast and South East Region will be jeopardized if the requirement to maintain a portion of a Defense Information Systems Activity backbone is reduced or eliminated with the realignment of SPAWAR Pensacola.

Commission Findings

The potential losses of readiness and mission capabilities included in DoD's relocation recommendation are problematic and could present significant risk to the Department. The Commission is concerned that the Technical JCSG has not taken into account Navy requirements to utilize the Gulf of Mexico with the closing of Vieques, PR, and that moving SPAWAR to Charleston as well as downsizing the operation will negatively affect military readiness. The Commission believes that the Pensacola Data Center directly supports the warfighter, but the Technical JCSG did not take into account their role in providing time sensitive, mission critical communications and analysis to the warfighter.

Commission Recommendation

The Commission finds that the Secretary of Defense deviated substantially from the force structure plan and final BRAC criteria 1, 3, and 4. Therefore, the Commission makes the following modification to the Secretary of Defense recommendation: Do not realign Naval Air Station Pensacola, FL, by relocating the Space Warfare Systems Center Charleston, SC, detachment Pensacola, FL, to Naval Weapons Station Charleston, SC. The Commission finds that this recommendation is consistent with the force-structure plan and the final criteria.