

For the Record Statement Concerning Rock Island Arsenal

**2005 BRAC Commission Hearing
St. Louis, MO
June 20, 2005**

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FOR THE RECORD STATEMENT CONCERNING ROCK ISLAND ARSENAL

There are 5 recommendations that realign organizations from Rock Island Arsenal and 3 recommendations that realign organizations to Rock Island Arsenal.

Realignments out:

1. Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies.

Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.¹

2. Consolidate Defense Finance and Accounting Service.

Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL;..... 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.²

3. Relocate Army Headquarters and Field Operating Agencies.

Realign Rock Island Arsenal, Illinois, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.³

4. Industrial Joint Cross-Service Group- Maintenance

Realign Rock Island Arsenal, IL, by relocating the depot maintenance of Combat Vehicles and Other to Anniston Army Depot, AL, and the depot maintenance of Other Equipment and Tactical Vehicles to Letterkenny Army Depot, PA.⁴

5. Supply and Storage Joint Cross-Service Group- Depot Level Repairable Procurement Management Consolidation.

Realign Rock Island Arsenal, IL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.⁵

Realignments in:

1. Industrial Joint Cross-Service Group- Munitions Production

Close Riverbank Army Ammunition Plant, CA. Relocate the artillery cartridge case metal parts functions to Rock Island Arsenal, IL.⁶

2. Industrial Joint Cross-Service Group- Munitions Production

Close Mississippi Army Ammunition Plant, MS. Relocate the 155MM ICM artillery metal parts functions to Rock Island Arsenal, IL.⁷

3. Department of the Army Base Closures

Close Fort Gillem, GA. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL.⁸

The community supports the relocation of the 2 ammunition production functions to the Joint Manufacturing and Technology Center- RI as it compliments the existing weapons production capabilities. The community also supports the relocation of the 1st Army to Rock Island Arsenal. There will be a synergy between several of the existing organizations and the 1st Army.

Non- challenged decisions.

It appears that several of the realignments were a result of an early decision to close Rock Island Arsenal.⁹ When decisions are made that eliminate a site from consideration, it provides for decisions that are not fair nor are they necessarily the best decisions.

The Defense Finance and Accounting Service facility located at Rock Island is ranked the highest in Military Value¹⁰ of all DoD DFAS sites and has consistently had superior metrics of various Army sites. Although the existing regional sites of Denver, Indianapolis and Columbus had lower military values of #3, # 7 and #9 respectively, they were chosen as the consolidation sites.

Data reviewed from various available documents provided by DoD in the BRAC information shows that there is not additional space at Rock Island to expand.¹¹ That is not the case as there is at least 100,000 square feet of General Administrative space available on Rock Island Arsenal today.

It is the community position that even though the decision may not have been entirely fair that it would be very difficult to change the recommendation for the DFAS organization.

The Army's Northwest Region Installation was competitively located at Rock Island Arsenal just 3 years ago. The realignment to the Southwest Region along with the Installation Management Activity headquarter is likely not to be overcome. It does appear that it again had its genesis in the initial guidance that Rock Island Arsenal would likely close. With that, the Northwest Region would not be a receiver of other regions. This is one of 3 regional organizations that were competitively placed at Rock Island Arsenal over the past 10 years. Only a scenario of closure makes the moves of all 3 regional organizations likely to happen.

Challenged decisions.

TACOM-RI

The first challenged recommendation is the realignment of TACOM-RI to Detroit Arsenal. The Supply and Storage Joint Working Group recommendation is to move the TACOM-RI consumable item management functions and related acquisition management functions to Defense Logistics Center Columbus and move the repairable item management functions to Detroit Arsenal and the related acquisition management functions and report to DLA but locate them at Detroit Arsenal.¹²

The Depot Level Repairable Procurement Management Consolidation Recommendation said: Transfer the contracting and various inventory control functions for Consumable Items and the procurement management for Depot Level Repairable items to DLA. All

other ICP functions remain with the Services. Relocates some Army and AF ICP functions to preserve the Army Life Cycle Management Commands and provide for continuation of secure facilities.”¹³

The recommendation identifies a total of 740 government employees associated with these moves and efficiencies. There are some errors in the numbers of people involved and therefore the costs involved in the TACOM-RI realignment. The TACOM-RI organization today consists of 1129 government employees and not 740. Although one cannot tell from analyzing any of the information concerning TACOM-RI in the BRAC 2005 data that has been provided, it is our belief that when the data used to arrive at this recommendation included only data for Inventory Control Point functions and didn't account for the other significant functions in the TACOM-RI organization.

Without going into a lot of detail, it appears that the bulk of the Procurement Organization, the Legal Office, the Safety Office, the Small Business Office, a TACOM Business Center that oversees TACOM's 5 Arsenals and Depots and a group that manages the Defensive Chemical Items were included in the intent of this recommendation but were not accounted for in the personnel numbers cited. They make up the difference between 1129 and 740. It doesn't make sense to fragment the organization and so if we look at the move of TACOM-RI to Detroit Arsenal and DLA at Columbus, Ohio, the number that needs to be accounted for is 1129 and not 740. We believe that was the intent of BRAC 2005. The exception would be an installation support contracting office of 40 people that would stay at Rock Island regardless of what moved to Detroit Arsenal or Columbus, OH. Therefore, there are 1089 government employees that must be considered in this proposal (1129-40),

However, there are more people tied to this organization directly and indirectly. The technical community that supports the procurements, that provides quality assurance functions and manages the data repository for the weapons and chemical items is co-located at Rock Island. Moving the entire TACOM-RI organization without the technical community that supports it breaks the functional and mission relationship. There are also over 50 contractors that are embedded in the TACOM-RI organization directly supporting the TACOM-RI mission. This results in the need to accommodate over 1100 people at Detroit Arsenal and Columbus, Ohio, not 740.¹⁴

The consumable item transfer (CIT) to DLA is really nothing new. These recommendations have been looked at in the past. They have normally been accomplished by Program Budget Decisions (PBD's) and not by a BRAC recommendation. Most consumable items that need to be at DLA are already there. In the past, the items that were left with the Service commodity commands have been the items that DLA has had difficulty purchasing, have an unstable design, have a history of readiness issues, etc. If the past is any indication of the future, these moves to DLA will decrease system readiness rates. This is an issue that the service representatives were concerned with and finally accepted the recommended position.¹⁵ The community does not believe overturning the recommendation on CIT is a winnable issue. DLA manages items, and thousands of them. The commodity commands manage systems and the

systems are the bread and butter of the warfighter. Time will tell whether this is a move that should be made. It is also a concern that in the past, there was negotiation of what items went back and forth between the services and DLA. With the BRAC recommendations being put into law, there is concern about whether these items can come back to the services even if there is a need to move them back.

The community does challenge the TACOM-RI move to Detroit Arsenal. This has been looked at in the past. BRAC 1991 said to move this same weapons management and procurement organization to Huntsville, AL. BRAC 1993 said to stay in place and report to the Tank and Automotive Command. They did so because they said “The Army believes the armament/chemical materiel management functions can be fully executed from Rock Island Arsenal without relocating. There is precedence for geographic dispersion of NICP functions.”¹⁶

When this new organization stood up in 1994 it was essentially a stand-alone organization. There was duplication between TACOM Detroit and TACOM-RI. In the last 10 years the redundancies between the two sites have all but vanished. Efficiencies gained have allowed TACOM-RI to eliminate over 300 positions, even while accepting additional mission. This is a virtual organization today across four sites with an organization that does not have duplicate staffs. Certain functions within the organization are split between the sites and functions performed at a single location may support the mission at all sites. There is adequate video conference capability allowing the employees within the organization to meet at any time without traveling to the other site. There will not be any great efficiencies or better operation if there is a move.

The COBRA model estimates that 30% of the workforce will not move. As a result support to the field will be degraded because of the large number of personnel that need to be hired in this move. It takes time for new employees to reach full operating level. Normally, college graduate interns in the logistics field go through training that takes 3 years in order to become proficient enough to perform at an entry-level. Most are still not fully functioning at the journeyman level even after 3 years. It takes time and experience to be a good Army Logistician and we want nothing less for our soldiers.

The BRAC report said that it “achieves economies and efficiencies that enhance the effectiveness of logistics support to forces as they transition to more joint and expeditionary operation by the migration of the remaining Service Consumable Items and acquisition management of Depot Level Repairables to a single DoD agency/activity.”¹⁷ That can be accomplished by having these functions remain in place and report to DLA. The BRAC report says nothing about moving Repairable Item Management. We believe that this recommendation was made at a time when Rock Island Arsenal was to be closed.

Relocating TACOM-RI does nothing to “preserve Army Life Cycle Management”.¹³ If the intent is to co-locate the logistics and acquisition personnel with the technical and program management personnel, then moving to Detroit Arsenal does not accomplish that. The technical personnel are co-located today and report to either Picatinny Arsenal or Edgewood Arsenal, not Detroit Arsenal. Only about 20% of the logistics and

acquisition personnel are linked to Program Offices and Program Executive Offices that are located at Detroit Arsenal. So realignment to Detroit Arsenal does nothing to preserve Army Life Cycle Management.

The recommendation also doesn't move all DLR business within TACOM to Detroit Arsenal. There are two other locations within TACOM performing ICP business that are not moved to Detroit Arsenal. There is nothing in this recommendation that increases operational capability or increases value to the warfighter. Rather it is likely to result in lower readiness because of the loss of expertise due to the large number of personnel that will not move with the mission.

The economics of this move are also questioned. There is no office space to accommodate any additional people at Detroit Arsenal. The BRAC Environmental Report also said that it was questionable whether there was space enough to build a facility for another 1000 people and there were encroachment issues at Detroit Arsenal.¹⁸ We believe that a multi-story building can probably be built and the parking would also have to be a multi-story garage and there would be little buildable space left at Detroit Arsenal. The BRAC report has different numbers for the cost of this building in different places, but the COBRA data shows a building cost of \$21.1 million for the building and \$3.5 million for the parking structure.¹⁹ This is grossly underestimated.

The community hired an Architect Engineering firm to tell us what costs should be in the Detroit area. They state that the average cost of building in the Detroit area overseen by the Corps of Engineers would be \$230 per square foot. Using the standard of 162 square feet per person plus storage area, the Architect Engineering firm recommends a total of 200 square feet of space per person.²⁰ Using 646 spaces in the COBRA Model yields a \$29.7 million cost for the building. Building for the more realistic mission requirement number of over 1100 people would cost \$50.6 million.

The parking garage cost is based on a local municipal parking garage with 455 parking spaces. It cost \$6 million to build. Assuming an additional 25 % cost factor for a Corps of Engineers project in the Detroit area the cost would be about \$16,484 per parking space. A total of 581 parking spaces would be provided for the BRAC recommended 646 positions (90% of the workforce should have a parking space) and would cost \$9.6 million. The real cost should be to provide 990 spaces (90% of 1100) for a total of \$16.3 million. Total building costs to be considered in this recommendation should be \$66.9 million not \$24.6 million.

But these costs don't cover facilities that are specialized and some that can not be duplicated at Detroit Arsenal. There is an arms room and a live fire range at Rock Island that is used extensively. It would not be possible to replicate the live fire range on Detroit Arsenal due to safety and encroachment issues and the lack of space. The Maintenance Operations and Procedures (MOP) shop makes modifications to weapons and other equipment and develops operational procedures for Army units. It also has a fully functioning machine shop that serves to prototype equipment modifications. There are currently 53 vehicles located at RI. Thus, there is a significant storage and work area

requirement. We believe that the current facilities at Detroit Arsenal are not capable of handling the additional equipment and there is no machine shop. The current building is not able to handle the combined automotive and armaments mission. These are just a few examples of facilities that are required for TACOM-RI mission accomplishment that will not be available at Detroit Arsenal should the move be made.

There is also a lack of recognition in the BRAC study and COBRA model for the investment cost and ineffectiveness of an organization when 30% are going to be new employees. We previously addressed the three year training period to bring a new employee to an entry level skill. Training costs are typically \$20,000 per year for 3 years.

Embedded contractors currently performing TACOM-RI mission are provided working space in conjunction with their contract. When they move, they are likely not to be provided space as space is at a premium at Detroit Arsenal. It is estimated that these 50+ contractors would have to find space in commercial buildings located near Detroit Arsenal at a cost of about \$225,000 per year. This annual recurring cost will be added to future Army contracts.

The COBRA model cost analysis estimates the move of 646 personnel to Detroit Arsenal, will have one time costs over \$40 million and recurring costs (our estimates) of over \$72 million per year. Using the more realistic number of approximately 1100 people moving the one time costs are over \$100 million with recurring costs of over \$73 million per year. There is no initial investment cost to remain at Rock Island; the recurring cost is only \$69 million per year.²¹ There are net costs to implement this recommendation of \$100 million plus recurring COSTS (not savings) of several million dollars a year.

When looking strictly at the overall cost differential in the COBRA data for FY06-FY11 for Detroit Arsenal the Net Cost is \$57.1 million and the Beyond Cost per year is \$5.8 million.²² The Net Cost for TACOM-RI is \$7.7 million and a Beyond per year savings of \$4.9 million.²³ That means that just using the grossly underestimated costs in the COBRA model, the cost to overcome in the first 6 years is nearly \$65 million and there is a loss of nearly \$1 million per year every year beyond year 6. There are no savings associated with this move only increased investment and operating costs forever.

But the investment cost, additional recurring cost, and impact to readiness doesn't even tell the whole story. Detroit Arsenal is ranked #74 on the military value list.²⁴ It has encroachment issues and therefore limited space to build. On the other hand Rock Island Arsenal is ranked #53 on the military value list, has space available to grow and is located on an island in the Mississippi River that provides significant Force Protection. The Army said that military value was the number one criteria in making decisions.²⁵ Moving the TACOM-RI organization to Detroit Arsenal only makes sense if Rock Island Arsenal were to be completely closed.

The Community believes the decision to move the TACOM-RI organization to Detroit Arsenal is contrary to overall guidance that military value of facilities is the overriding factor in BRAC 2005.

It deviates from BRAC Criteria #2 “The availability and condition of land, facilities.....at the receiving location.”

It deviates from BRAC Criteria #3““The ability to accommodate contingency, mobilization and future total force requirements.....”

It deviates from BRAC Criteria #4 “The cost of operations and manpower implication.”

It deviates from the BRAC Criteria #5 “The extent and timing of potential cost and savings.....”

The question that must be asked is why would the Army spend over \$100 million of one time costs to move an organization to a location that is ranked significantly lower in military value and the operating costs are going to be higher every year? The return on investment is a negative number and there is no operational basis for the move. The only reason to do this would be if you were closing a facility. The BRAC recommendation concerning the realignment of TACOM-RI must be overturned.

REGIONAL CIVILIAN PERSONNEL OFFICE

The BRAC recommendation for the regional Civilian Personnel Office (CPO) is to realign Rock Island Arsenal, IL by relocating the Civilian Personnel Operations Center to Ft. Riley, KS and Aberdeen Proving Ground, MD and consolidating with the Civilian Personnel Operations Center at Ft. Riley, KS and Aberdeen Proving Ground, MD.²⁶

The Headquarters and Support Activities, Joint Cross Services Group stated that Military Value forms the foundation of analysis as a primary consideration for development of recommendations.²⁷

It is evident from review of documentation from the H&SA, JCSG minutes that early scenarios listed Rock Island Arsenal as a likely closure. The scenarios suggested that realigning Rock Island CPO would be enabling potential to close Rock Island Arsenal.²⁸ Other than references to the likely closure of Rock Island Arsenal, there is no other evidence in the documentation that provides a rationale for how this realigning activity was chosen, or how the gaining facilities were chosen.

The Rock Island Arsenal Civilian Personnel Center (North Central Region) rated #1 in Military Value for all Department of Defense Civilian Personnel Centers.²⁹ With the statement that Military Value formed the foundation for development of

recommendations, one would think that the Rock Island Civilian Personnel Center would be a receiving site. But there is no indication from the start of various scenarios that Rock Island was recommended for anything but realignment. When the Chair of the H&SA, JCSG questioned why the top two Military Value Civilian Personnel Centers were not receivers, the answer was the team relied heavily on the Optimization Model results and the goal of vacating leased space. Neither of the two top centers are leased facilities. There is nothing in the documentation that provides what the model is. It appears that the working group was predisposed to realign the Rock Island Arsenal Civilian Personnel Center.

The Rock Island Civilian Personnel Center handles several high priority missions for the Army. They are a primary service provider for Army organizations in Southwest Asia. These include the Army Corps of Engineers organizations, the Army Military Technician Program and a substantial number of Logistics Assistance Representatives. In the recent past, they have been assigned as the HR service provider for several new Army organizations located in Southwest Asia. In addition, they have a number of unique customers and missions. They provide direct service to major Army medical centers. Recruitment for medical professional positions and all Army inter positions has been centralized at the Rock Island site. These missions have been assigned over a period of time due to the consistently outstanding work performed by the Rock Island Civilian Personnel Center and their proven track record. A contributing factor that allows this to happen is their extremely low turnover rate.

In the report, the recommendation is to move equal amounts of workload and personnel to Ft. Riley and Aberdeen Proving Ground with an efficiency of 45 spaces.³⁰ The efficiency was obtained by arbitrarily applying a factor to each of the services realignments.³¹ A factor of 17.7% was unilaterally applied to the Army Personnel Centers. This resulted in the 45 space reduction at Rock Island. This means that both the receiving sites would gain workload at a servicing ratio of 1:175, even though the Army standard and the ratio for Rock Island is 1:144. (18,000 clients/ 103 spaces= 175 clients per space). It is highly unlikely that this ratio could be achieved due to earlier streamlining and consolidation initiatives in the Army's regional HR environment. This coupled with the high priority missions and unique customers in the North Central Region, it is also unlikely that this level of service will continued to be provided with a realignment of this scope and significant reductions in personnel.

The predisposition to place the Rock Island Civilian Personnel Center on the realign list and disregard of the Military Value criteria are deviations from the BRAC criteria and general guidance concerning the BRAC process. The BRAC recommendation concerning the Rock Island Civilian Personnel Center must be overturned.

DEPOT MAINTENANCE

The BRAC recommendation for the Joint Manufacturing & Technology Center- RI (JMTC-RI) is to relocate the depot maintenance of Combat Vehicles and Other to Anniston Army Depot, AL, and the depot maintenance of Other Equipment and Tactical Vehicles to Letterkenny Army Depot, PA.³²

There recommendation is to put depot workload only in depots and provided for centers of excellence. The workload moved is 181spaces; 119 spaces to Anniston Depot; 27 spaces to Letterkenny Depot and efficiencies of 35 spaces. There may be an issue of what category that JMTC-RI applied these hours against. The data called for work against Depot Maintenance workload. It appears that the bulk of this work is not Depot Maintenance workload and may have been misreported.

Recently the Ground Systems Industrial Enterprise (GSIE) was formed to provide oversight and direction to the 5 TACOM Arsenal and Depots. Its purpose was to operate as a business unit, tear down barriers between arsenals and depots and obtain financial and legal changes that would allow these changes to be made. Rather than operate as competitors, the intent was to operate as partners in an enterprise. Work was to be subcontracted from other partners when appropriate and duplication of facilities was to be avoided in most cases. 10 USC 4544 was enacted in order to clarify previous legislation concerning depots and arsenals. The intent was to make them operate within limits like commercial entities. This BRAC recommendation will defeat the intent of recent legislation and put up the walls between depots and arsenals again.

Within the COBRA data the community has not been able to track any workload data to the 181 equivalent man-years of effort. The closest that appears to be similar data is current FTE for various types of workload that were answers to data questions. The answers are to questions 2121³³, 2122³⁴, 2146³⁵. They show that for FY04 about 101 man years of effort is in the Combat Vehicle category, about 22 man years of effort is in the Tactical Vehicle category and about 12 man years of effort is in the Other Equipment category.

The Combat Vehicle workload is made up of predominately HMMWV Armor Kits (about 80%). These are kits manufactured at JMTC-RI. The workload distribution was determined by GSIE with both commercial and government facilities. This production schedule was the most important factor. JMTC-RI obtained a portion of the work because they had the capability and ability to make these critical parts for the effort in Iraq. Although the workload may have been reported in the wrong category, this is not Depot Maintenance work.

The bulk of the remaining Combat Vehicle workload is for Gun Mount and Recoil Mechanism rebuild. This work is performed at Rock Island because they are the original manufacturer and have the specialized equipment for the work. JMTC-RI recently received a new production order for Howitzers and the same equipment used for the rebuild work is used for new production. If this equipment is moved to a depot, then

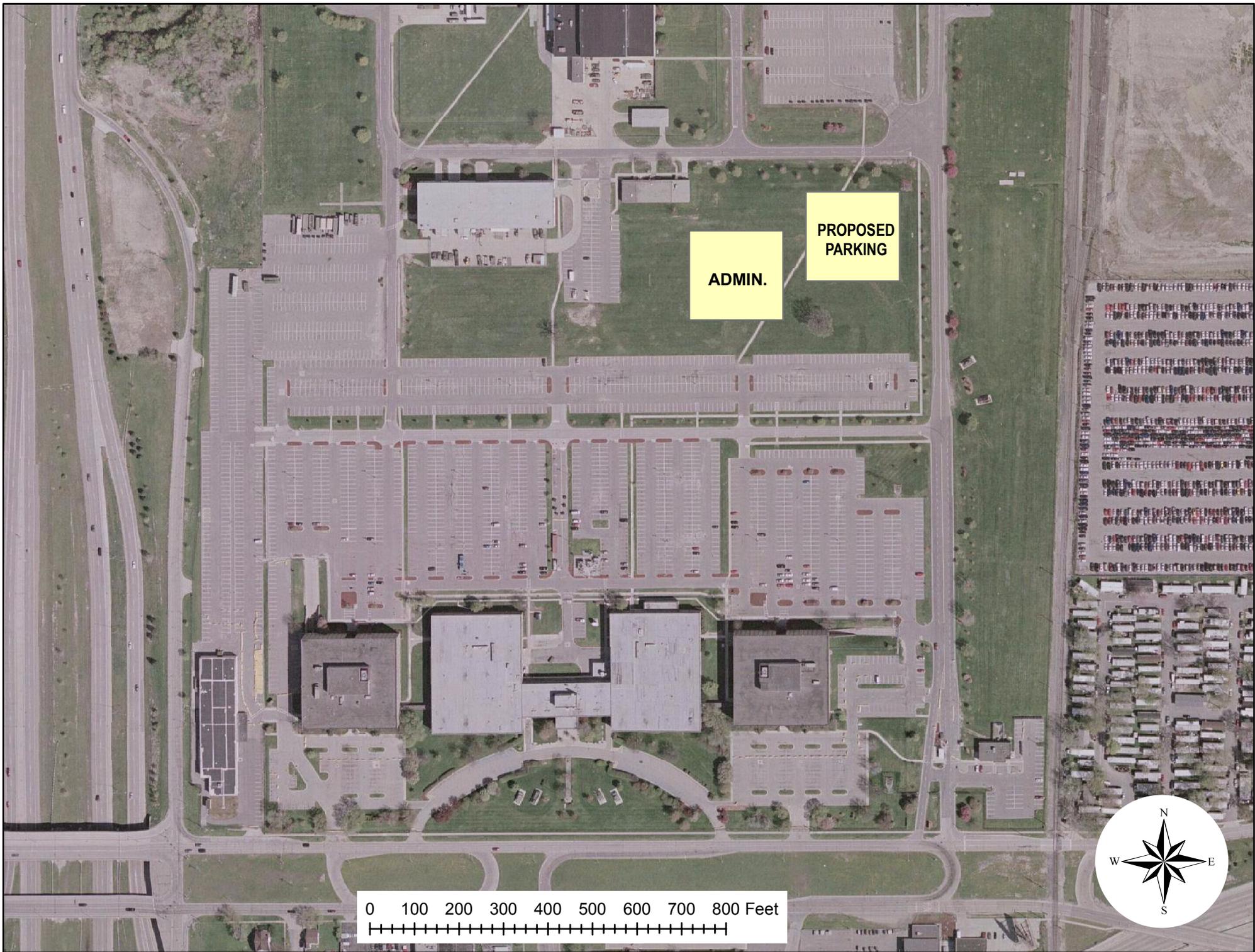
there will have to be a capital investment for purchase of duplicate equipment. This would not be economical to set up duplicate facilities.

The bulk of the Tactical Vehicle workload was work performed on Flat Racks. These are ammo racks on flat beds that fit on the PLS truck. JMTC-RI has been the manufacturer of the Forward Repair System (FRS). It is on a frame that fits on the PLS. Because the Flat Racks are similar to the FRS frame, the Program Manager asked JMTC-RI to provide some work on the Flat Racks. The Program Manager felt that there were economies to be realized because of the similar work that was done on FRS frames.

Other Equipment is primarily demilitarization of Ton Containers. These Ton Containers have had chemical agent stored in them and have been demilitarized at one of the chemical demilitarization facilities. They have been rendered a XXX status but in order to make them completely safe, they are melted in the foundry and made into ingots. This takes them a XXXXX status and the metal can be sold on the market. There is not a foundry capability at any of the depots.

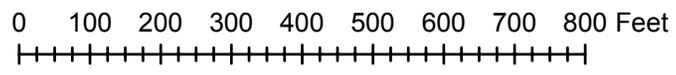
This workload has been viewed as surge workload and as such has been accomplished by primarily temporary and term employees. These employees are not permanent employees and as such will be released when the workload is reduced. Reduction of permanent spaces from JMTC-RI would be double elimination of manpower.

It is recommended that the recommendation that Depot Maintenance work be realigned from JMTC-RI be reversed. It is counter to legislative intent, it is not typical depot maintenance workload and the equipment if moved would require capital investment of duplicate equipment.



ADMIN.

**PROPOSED
PARKING**



Supporting Documents

Community Briefing
to
2005 BRAC Commission
St. Louis, MO
June 20, 2005

Contact: Mr. Jim Morgan
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Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$7.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$44.0M. Annual recurring savings to the Department after implementation are \$8.7M, with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$125.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 796 jobs (470 direct jobs and 326 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent 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 community to support missions, forces, and personnel. While the nearest city and airport to APG is Baltimore, approximately 32 miles away, this distance should not inconvenience personnel relocating to this area. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential impact on air quality at APG. At a minimum, New Source Review and permit modifications may be required. This recommendation has no impact on 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 will require spending approximately \$0.4M for 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.

Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies

Recommendation: Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast,

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 resources 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 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.

Defense Finance and Accounting Service

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

Relocate Army Headquarters and Field Operating Agencies

Recommendation: Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the Army Installation Management Agency headquarters to Fort Sam Houston, TX.

Realign Rock Island Arsenal, Illinois, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.

Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.

Realign Seven Corners Corporate Center, a leased installation in Falls Church, VA, and 4700 King Street, a leased installation in Alexandria, VA, by relocating the Army Community and Family Support Center to Fort Sam Houston, TX.

Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating the Army Family Liaison Office to Fort Sam Houston, TX.

Realign Skyline Six, a leased installation in Falls Church, VA, by relocating the Army Contracting Agency headquarters to Fort Sam Houston, TX.

Realign the Hoffman 1 Building, a leased installation in Alexandria, VA, by relocating the Army Contracting Agency E-Commerce Region headquarters to Fort Sam Houston, TX.

Realign Fort Buchanan, Puerto Rico, by relocating the Army Contracting Agency Southern Hemisphere Region headquarters to Fort Sam Houston, TX.

Realign Aberdeen Proving Ground, MD, by relocating the Army Environmental Center to Fort Sam Houston, TX.

Realign Fort Belvoir, VA by relocating Army Materiel Command (AMC) and the Security Assistance Command (USASAC, an AMC major subordinate command) to Redstone Arsenal, AL.

Justification: This recommendation relocates several Army Service Provider headquarters and regional offices in order to create operating efficiencies via co-location and/or consolidation. A new Installation Management Agency (IMA) Western Region office is created at Fort Sam Houston by relocating the IMA Northwest Region headquarters from Rock Island Arsenal; it

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; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.3M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does otherwise not impact the costs of environmental restoration, waste management, and other 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.

Rock Island Arsenal, IL

Recommendation: Realign Rock Island Arsenal, IL, by relocating the depot maintenance of Combat Vehicles and Other to Anniston Army Depot, AL, and the depot maintenance of Other Equipment and Tactical Vehicles to Letterkenny Army Depot, PA.

Justification: This recommendation supports minimizing the number of depot maintenance sites through the consolidation of Rock Island's remaining Combat Vehicle workload and capacity at Anniston Army Depot, the Army's Center for Industrial and Technical Excellence for Combat Vehicles. The recommendation also increases overall depot capability utilization by consolidating Rock Island's remaining Tactical Vehicle workload and capability at Letterkenny, the depot with the highest Military Value for Tactical Vehicle maintenance. This recommendation eliminates over 160,000 square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$0.6M. This recommendation also decreases the cost of depot maintenance operations across DoD by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. Finally, this recommendation facilitates future interservice utilization of DoD depot maintenance capacity.

Payback: The total estimated one time cost to the Department of Defense to implement this recommendation is \$27.0M. The net of all costs and savings to the Department during implementation period is a cost of \$16.2M. Annual recurring savings to the Department after implementation are \$3.1M with payback expected in 9 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$13.8M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 339 jobs (181 direct jobs and 158 indirect jobs) over the 2006-2011 period in the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area, which is 0.2 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: This recommendation has an expected impact to air quality at Letterkenny AD. Additional operations may impact TES, candidate species, and/or critical habitats at Anniston, possibly leading to restrictions on operations. Increased depot maintenance activities at Anniston may require mitigation and pollution prevention measures to protect the aquifer and upgrades to the industrial wastewater treatment plant. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; or wetlands. This recommendation will require spending approximately \$0.2M cost for environmental compliance activities. This cost was included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or 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.

Newport Chemical Depot, IN

Recommendation: Close Newport Chemical Depot, IN.

Justification: There is no additional chemical demilitarization workload slated to go to Newport Chemical Depot. The projected date for completion of existing workload is 2nd quarter of 2008. There is no further use for Newport Chemical Depot.

Payback: The total one time cost to the Department of Defense to implement this recommendation is \$7.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$95.6M. Annual recurring savings to the Department after implementation are \$35.7M with a payback expected immediately. The Net present value of the costs and savings to the Department over 20 years is a savings of \$436.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 838 jobs (571 direct jobs and 267 indirect jobs) over the 2006 – 2011 period in the Terre Haute, IN 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 community to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Defense Supply Center Philadelphia, PA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Philadelphia, PA, Inventory Control Point functions.

Realign Detroit Arsenal, MI, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Columbus, OH, Inventory Control Point functions.

Realign Rock Island Arsenal, IL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.

Realign Ft. Huachuca, AZ, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and designate them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD.

Realign Naval Support Activity Mechanicsburg, PA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Nuclear Propulsion Support, Level 1/Subsafe and Deep Submergence System Program (DSSP) Management, Strategic Weapon Systems Management, Design Unstable/Preproduction Test, Special Waivers, Major End Items and Fabricated or Reclaimed items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer

Environmental Impact: This recommendation has the potential to impact air quality at MCLB Albany, and Tobyhanna AD; and an expected impact at Letterkenny AD. This recommendation has a possible impact on historic properties at MCLB Albany. This recommendation has the potential to impact threatened and endangered species or critical habitat at MCLB Albany and Anniston AD. Anniston AD may require additional mitigation and pollution prevention measures with increased depot maintenance activities. Anniston may also require upgrades to its industrial wastewater treatment plant due to increased depot maintenance activities. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; or marine mammals, marine resources, or marine sanctuaries; noise; waste management; or wetlands. This recommendation will require spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or 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.

Riverbank Army Ammunition Plant, CA

Recommendation: Close Riverbank Army Ammunition Plant, CA. Relocate the artillery cartridge case metal parts functions to Rock Island Arsenal, IL.

Justification: There are 4 sites within the Industrial Base producing Metal Parts. To remove excess from the Industrial Base, the closure allows DoD to generate efficiencies and nurture partnership with multiple sources in the private sector.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$25.2M. The net of all costs and savings to the Department during the implementation period is a cost of \$10.4M. Annual recurring savings to the Department after implementation are \$6.5M with a payback expected within 3 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$53.3M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 106 jobs (89 direct jobs and 17 indirect jobs) over the 2006 – 2011 period in the Modesto, CA Metropolitan Statistical Area, which is less than 0.1 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 community 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 the potential to impact air quality at Rock Island Arsenal. A new Source Review will be needed for new construction and the added operations will require an Air Conformity analysis to determine the impact. Continued

management and/or deed restrictions at Riverbank Army Ammunition Plant will be necessary to ensure future protection of federally listed species. Restoration, monitoring/sweeps, access controls, and/or deed restrictions may be required at Riverbank Army Ammunition Plant to prevent disturbance, health and safety risks, and/or long-term release of toxins to environmental media. Riverbank Army Ammunition Plant also has a domestic wastewater treatment facility that may require cleanup. This recommendation has the potential for a minor impact on water resources at Rock Island Arsenal. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$2.5M for environmental compliance activities. This cost was included in the payback calculation. Riverbank Army Ammunition Plant reports approximately \$10.5M in environmental restoration costs. Because the Department of Defense has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not 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.

Sierra Army Depot, CA

Recommendation: Realign Sierra Army Depot, CA. Relocate Storage to Tooele Army Depot, NV and Demilitarization to Crane Army Ammunition Activity, IN, and McAlester Army Ammunition Plant, OK.

Justification: Capacity and capability for storage exists at numerous munitions sites. To reduce redundancy and remove excess from the Industrial Base, the realignment allows DoD to create centers of excellence and remove inefficiencies.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$33.4M. The net of all costs and savings to the Department during the implementation period is a cost of \$7.2M. Annual recurring savings to the Department after implementation are \$7.5M with a payback expected within 7 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$66.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 17 jobs (12 direct jobs and 5 indirect jobs) over the period 2006-2011 in the Susanville, CA Micropolitan Statistical Area, which is 0.1 percent of the 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.

Economic Impact on Communities: This recommendation will not result in any job reductions (direct or indirect) over the period 2006-2011 in the Lima, OH Metropolitan Statistical Area. 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 community 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; 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.

Mississippi Army Ammunition Plant, MS

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

Justification: There are 4 sites within the Industrial Base producing Metal Parts. To remove excess from the Industrial Base, the closure allows DoD to generate efficiencies and nurture partnership with multiple sources in the private sector.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$32.4M. The net of all costs and savings to the Department during the implementation period is a cost of \$10.8M. Annual recurring savings to the Department after implementation are \$5.1M with a payback expected in 7 years. The Net Present Value of the costs and savings to the Department over 20 years is a savings of \$38.6M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 88 jobs (54 direct jobs and 34 indirect jobs) over the 2006 – 2011 period in the Picayune, MS Micropolitan Statistical Area, which is 0.5 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 community to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

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.

Fort Gillem, GA

Recommendation: Close Fort Gillem, GA. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL. Relocate the 2nd Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52nd Explosive Ordnance Disposal (EOD) Group to Fort Campbell, KY. Relocate the 81st RRC Equipment Concentration Site to Fort Benning, GA. Relocate the 3rd US Army Headquarters support office to Shaw Air Force Base, SC. Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC. Close the Army-Air Force Exchange System (AAFES) Atlanta Distribution Center and establish an enclave for the Georgia Army National Guard, the remainder of the 81st RRC units and the Criminal Investigation Division (CID) Forensics Laboratory.

Justification: This recommendation closes Fort Gillem, an Army administrative installation and an AAFES distribution center. The recommendation moves the major tenant organizations to Rock Island Arsenal, Redstone Arsenal, Fort Benning, and Fort Campbell. It also moves small components of the Headquarters 3rd US Army and US Army Forces Command to Pope AFB and Shaw AFB. It enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities to address future unforeseen requirements. This closure allows the Army to employ excess capacities at installations that can accomplish more than administrative missions.

The closure of Fort Gillem also enables the stationing of its tenant units at locations that will increase their ability to associate with like units and promote coordination of efforts. Both the 52nd EOD Group and the 2nd Recruiting Brigade have regional missions in the Southeastern United States. The 52nd EOD Group was co-located with operational forces at Fort Campbell to provide training opportunities. The 2nd Recruiting Brigade is recommended to relocate to Redstone Arsenal because of its central location in the Southeast and its access to a transportation center in Huntsville, AL. The Army is converting the 1st US Army Headquarters into the single Headquarters for oversight of Reserve and National Guard mobilization and demobilization. To support this conversion the Army decided to relocate 1st Army to Rock Island Arsenal, a central location in the United States. The 81st RRC Equipment concentration Site is relocated to Fort Benning where there are improved training opportunities with operational forces.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$56.8M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$85.5M. Annual recurring savings to the Department after implementation are \$35.3M with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$421.5M.



Reasoning

- Reduces excess capacity and retains core Armament capabilities
 - Rock Island Arsenal contains a manufacturing center, with a very low utilization rate
 - Rock Island Arsenal has a large white collar tenant work force (54)
 - The Watervliet facility is too large for its current mission. The local community has a proposal to transfer the facility to a Local Re-use Authority and leaseback required facilities
 - The Industrial JCSG has a scenario to work this proposal
 - Lima Army Tank Plant is severely underutilized but is DOD's only organic combat/tactical vehicle manufacturing facility – FCS role is unclear
 - Rock Island and Watervliet Arsenals are in the Army's Military Value Portfolio – Lima Army Tank Plant is not
 - MVI/MVP: Rock Island Arsenal (53), Watervliet Arsenal (49), Lima Army Tank Plant (78)
- Industrial JCSG is working scenarios that will enable the Army to close these installations



Close Rock Island Arsenal



Scenario

- Close Rock Island Arsenal. Army disestablishes garrison and realigns or disestablishes non JCSG functions. JCSGs disestablish or realign their assigned functions
- ALT: Transfer ownership of RIA and leaseback only facilities required to support continuing missions. Disestablish the garrison staff
- JCSGs are developing scenarios that will enable the closure or retention of RIA
- Industrial JCSG scenario IN0050 enables the closure of this installation
- MVI: Rock Island Arsenal (53)

Drivers/Assumptions

- Transformational Options:
 - Reshape and integrate critical munitions and armament capability to sustain Joint operational requirements effectively and efficiently
 - Retain DOD Installations with the most flexible capability to accept new missions

Justification/Impact

- Preserve and optimize Armaments capability while minimizing excess capacity
- Large diverse white collar workforce

Potential Conflicts

- None identified to date



Rock Island Arsenal

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One Time Cost: \$835.3M 2. MILCON: \$656.4M 3. NPV: \$473.1M 4. Payback Yrs/Break Even Yr: 100 + yrs 5. Steady State Savings: -\$65.8M 6. Mil/Civ Reductions: 3/36 7. Mil/Civ Relocated: 251/5262 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Positive impact to Air, Noise, Waste ▪ Restoration/cleanup: <ul style="list-style-type: none"> • DERA restoration sites - \$11.7M • Munitions Response Prog - \$4.8M ▪ Ground & surfacewater contaminated with VOCs, metals, PCBs
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Provides a large manufacturing complex and administrative office space to the local community for potential re-use as an industrial park ▪ Historical site

HRC INDIANAPOLIS	0.098	7
HRC ST LOUIS	0.097	8
MC MOBCOM	0.094	9
HRC ALEXANDRIA	0.068	10

Table 4. Military Personnel Centers Military Value Results.

- (5) Correctional Facilities. The corrections model scoring plan is at Appendix E of the final military value report in Section V of this document. The data used to run the model are in Appendix L of the same report. The results of the military value model are shown below in Table 5.

Alternative	Military Value Score	Rank
FORT LEAVENWORTH	0.587	1
CG_MCAS_MIRAMAR_CA	0.563	2
WPNSTA_CHARLESTON_SC	0.433	3
Lackland AFB	0.432	4
FORT KNOX	0.402	5
SUBASE_BANGOR_WA	0.400	6
NAVBRIG_NORFOLK_VA	0.386	7
Edwards AFB	0.372	8
NAS_PENSACOLA_FL	0.356	9
CG_MCB_CAMP_LEJEUNE_NC	0.342	10
CG_MCB_CAMPEN	0.338	11
FORT SILL	0.337	12
FORT LEWIS	0.337	13
CG_MCB_QUANTICO_VA	0.293	14
Kirtland AFB	0.289	15
NAVSTA_PEARL_HARBOR_HI	0.230	16
NAS_JACKSONVILLE_FL	0.185	17

Table 5. Correctional Facilities Military Value Results.

- (6) DFAS. The DFAS scoring plan is in Appendix F to the final military value report presented in Section V of this document. Appendix M of the same report provides details on values of the data elements. The results of the military value model are shown in Table 6 below.

Alternative	Military Value Score	Rank
Rock Island	0.846	1
Pensacola Saufley Field	0.805	2
Denver	0.803	3
Norfolk Naval Station	0.787	4
Lawton	0.787	5

Pensacola Naval Air Station	0.720	6
Columbus	0.688	7
Omaha	0.673	8
Indianapolis	0.651	9
Dayton	0.625	10
St Louis	0.612	11
Cleveland	0.587	12
San Antonio	0.586	13
San Diego	0.569	14
Pacific Ford Island	0.569	15
Patuxent River	0.565	16
Limestone	0.548	17
Charleston	0.546	18
Rome	0.542	19
Orlando	0.540	20
Lexington	0.532	21
Kansas City	0.451	22
Seaside	0.433	23
San Bernardino	0.429	24
Arlington	0.313	25
Oakland	0.243	26

Table 6. DFAS Military Value Results.

- (7) Installation Management. The installation management scoring plan is presented in Appendix G of the final military value report, which is shown in Section V of this report. Appendix N of the same report provides a copy of the data used to execute the military value model. The military value results are shown below in Table 7.

Alternative	Military Value Score	Rank
Walter Reed Medical Center	0.556	1
Ft. Bragg	0.530	2
NAVSTA Pearl Harbor	0.410	3
NAVSTA Norfolk	0.402	4
COMNAVDIST Washington D.C.	0.378	5
Bolling AFB	0.357	6
Lackland AFB	0.355	7
Ft. Lewis	0.350	8
Schofield Barracks	0.340	9
Ft. Eustis	0.304	10
MCB Quantico	0.291	11
Peterson AFB	0.290	12
Keesler AFB	0.285	13
MCB Hawaii Kaneohe	0.262	14

Civilian Personnel

Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Current Personnel	Current Usage @200 GSF	Surge Capacity Requirement	Excess (Shortfall)	
Army (Total)	319,475	319,475	1,444	288,800	0	10%	30,675
Redstone Arsenal	40,751	40,751	289	57,800	0	-42%	(17,050)
Fort Richardson	44,804	44,804	55	11,000	0	75%	33,804
Fort Huachuca	49,664	49,664	248	49,600	0	0%	64
Rock Island Arsenal	47,278	47,278	250	50,000	0	-6%	(2,722)
Fort Riley	83,754	83,754	309	61,800	0	26%	21,954
Aberdeen Proving Ground	53,224	53,224	293	58,600	0	-10%	(5,376)
Navy (Total)	385,240	385,240	1,067	213,400	0	45%	171,840
Pacific	28,616	28,616	80	16,000	0	44%	12,616
Philadelphia	78,629	78,629	221	44,200	0	44%	34,429
Portsmouth	66,750	66,750	181	36,200	0	46%	30,550
San Diego	92,031	92,031	190	38,000	0	59%	54,031
Silverdale	48,251	48,251	212	42,400	0	12%	5,851
Stennis	70,963	70,963	183	36,600	0	48%	34,363
Air Force (Total)	294,586	294,586	1,309	261,800	0	11%	32,786
Bolling AFB	6,880	6,880	38	7,600	0	-10%	(720)
Hill AFB	39,101	39,101	86	17,200	0	56%	21,901
Randolph AFB	148,424	148,424	778	155,600	0	-5%	(7,176)
Tinker AFB	29,708	29,708	112	22,400	0	25%	7,308
Wright-Patterson AFB	36,134	36,134	202	40,400	0	-12%	(4,266)
Robins AFB	34,339	34,339	93	18,600	0	46%	15,739
Defense Agency (Total)	278,740	278,740	1,025	205,000	0	26%	73,740
DeCA	29,688	29,688	191	38,200	0	-29%	(8,513)
WHS	44,199	44,199	234	46,800	0	-6%	(2,601)
DFAS	102,300	102,300	124	24,800	0	76%	77,500
DLA -Columbus	44,713	44,713	205	41,000	0	8%	3,713
DLA - New Cumberland	18,500	18,500	82	16,400	0	11%	2,100
DISA	7,350	7,350	30	6,000	0	18%	1,350

Defense Supply Center Philadelphia, PA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Philadelphia, PA, Inventory Control Point functions.

Realign Detroit Arsenal, MI, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Columbus, OH, Inventory Control Point functions.

Realign Rock Island Arsenal, IL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.

Realign Ft. Huachuca, AZ, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and designate them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD.

Realign Naval Support Activity Mechanicsburg, PA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Nuclear Propulsion Support, Level 1/Subsafe and Deep Submergence System Program (DSSP) Management, Strategic Weapon Systems Management, Design Unstable/Preproduction Test, Special Waivers, Major End Items and Fabricated or Reclaimed items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer

management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

Realign Redstone Arsenal, AL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Aviation Consumable Items to Defense Supply Center Richmond, VA, and reestablish them as Defense Logistics Agency Aviation Inventory Control Point functions; disestablish the procurement management and related support functions for Aviation Depot Level Repairables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory Control Point functions; relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Missile Consumable Items to Defense Supply Center Columbus, OH; reestablish them as Defense Logistics Agency Missile Inventory Control Point functions; disestablish the procurement management and related support functions for Missile Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Missile Inventory Control Point functions; and realign a portion of the remaining integrated materiel management, user, and related support functions necessary to oversee the Inventory Control Point activities at Aberdeen Proving Ground, MD, Detroit Arsenal, MI, Soldier System Center, Natick, MA, and Redstone Arsenal, AL, to Headquarters Army Materiel Command (AMC).

Realign Wright-Patterson Air Force Base, OH, by relocating the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Ft Belvoir, VA, by assigning the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Justification: The Supply & Storage Joint Cross Service Group looked at the responsibility for consumable and depot level repairable item management across the Department of Defense. This recommendation together with elements of a base closure recommendation supports the migration of the remaining Service Consumable Items to the oversight and management of a single DoD agency/activity. This proposal moves select Inventory Control Point functions (Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, and Integrated Materiel Management Technical Support) to DLA. A number of Inventory Control Point functions (Allowance/Initial Supply Support List Development,

Configuration Management, User Engineering Support, Provisioning, and User Technical Support) will be retained by the Services to maintain the appropriate critical mass to perform requirements and engineering. In addition, this recommendation realigns or relocates the procurement management and related support functions for the procurement of DLRs to DLA. For both consumable items and the procurement management of DLRs, this recommendation provides the opportunity to further consolidate Service and DLA Inventory Control Points by supply chain type. Defense Supply Center Columbus, OH (DSCC), manages the Maritime and Land supply chain, the Defense Supply Center Richmond, VA (DSCR), manages the Aviation supply chain, and Defense Supply Center Philadelphia, PA (DSCP), manages the Troop Support supply chain. The realignment should provide labor savings through transfer-in-place (application of standard labor rates across Inventory Control Points, headquarters staff reductions, and consolidation of support functions), reduce labor and support costs (from site consolidation), and business process improvements, such as, consolidation of procurement under a single inventory materiel manager, reduction of disposal costs, and improved stock positioning. Savings related to overhead/support functions, especially at those locations where physical realignments occur at a lead center can be anticipated. Finally, this recommendation supports transformation by transferring procurement management of all Service DLRs to a single DoD agency/activity.

This recommendation also allows for the relocation of the remaining Army ICP functions at Fort Huachuca (integrated materiel management, user, and related support functions) to be collocated with its respective Life Cycle Management Command.

This recommendation relocates Air Force ICP functions from Lackland AFB to Robins AFB to provide for the continuation of secure facilities required by the Lackland ICP.

In addition while this recommendation incorporates most of the actions required to complete the transfer of management to DLA, one element is captured in the closure recommendation associated Fort Monmouth, NJ, as noted below:

The realignment of Fort Monmouth, NJ, which relocates the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center Columbus, OH, and reestablishes the m as Defense Logistics Agency Inventory Control Point functions; relocates the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designates them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocates the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD, has been incorporated into the closure of Fort Monmouth, NJ.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$127.036 million. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$369.794 million. Annual recurring savings to the Department after implementation are \$159.281 million with a payback expected

Large difference !
Costs understated !

BRAC IMPACT to TACOM-RI

	DOD Recommendation	Current Situation/ "Reality"
# TACOM-RI people impacted	740	1129
Procurement support to JMTC		- 40
Sub Total	740	1089
Efficiencies (COBRA/BRAC)	-42	- 42
# TACOM-RI people to move	698	1047
to Columbus (DLA)	52	52
To Detroit Arsenal	646	995
Plus Eng. Spt to Detroit		approx. 130
Sub of Gov't Pers. To Detroit	646	1125
Add Contractors (req admin/parking)		approx. 50
Total Personnel Added - Detroit Ars	646	1175

5 APR 05
BRAC SRG #37 (CONTD)

On S&S JCSG Candidate Recommendation 0035, Dr. College noted that the Army's ICP desires had been incorporated; however, the savings numbers were unsupported. He noted that both AMC and G4 were uncomfortable with the proposal; however they were unable to challenge it. A/USA noted that if we do adopt this candidate recommendation, then it should be based on conservative projections. He noted that we must fully prepare the SecArmy and the CSA for discussion of this topic at the IEC.

PA&E noted that, if this action is done inside BRAC and therefore became law, then it would be very difficult to undo the DLR piece if it didn't work out. He strongly suggested adopting the position that the DLR portion be worked outside of BRAC.

VCSA noted skepticism over the projected savings, noting that 80% of the repair parts represent only 15% of the total Class IX budget, while these DLRs represent 85% of the budget and directly affect Army readiness.

A/USA asked: Is this cost effective? If not, why do it? If it is not going to reduce cost of ownership; if it is not going to reduce the pipeline of inventory and enhance on-time delivery; if it is not going to reduce personnel, then why do it? He suggested that these questions be posed to the Chairman of the S&S JCSG at the IEC.

PA&E briefed a modeling tool for MILCON funding for BRAC, IGPBS and Modularity, showing the big picture impact during BRAC implementation years.

VCSA noted that ACSIM has been tasked to lay out the MILCON funding and priorities, including the BRAC piece.

ASA(FM) noted that the Army will have to do a budget amendment in FY 06, once BRAC recommendations are approved.

VCSA noted that the influx of IGPBS troops will create a bow wave of funding costs.

Mr. Simmons then briefed the Technical JCSG Candidate Recommendations, which had no immediate impact on the Army.

Dr. College briefed the Medical JCSG Candidate Recommendation to move medical RDA to Ft. Detrick.

and 59 percent of the Reserve personnel Sixth U.S. Army supervises were located in the three West Coast states. California contains 38 percent of the Reserve units and 38 percent of the Reserve personnel. Because of the dispersion of the Reserve Component units within Sixth U.S. Army's region, the Commission found communication and travel capability were the foremost requirements in determining its location.

The 1988 Defense Secretary's Commission on Base Realignment and Closure recommended the Sixth U.S. Army move to Fort Carson, CO, to place the headquarters on a multimission installation out of a high-cost area. The proposed change to the 1988 DoD BRAC Commission recommendation would keep the Sixth U.S. Army in a high cost area; however, the Army felt operational necessity outweighed the increased steady-state cost. The Army felt staying in California would enhance the Sixth Army's ability to exercise command and control of all Reserve units within its area of responsibility.

The Commission found there was very little difference in the operating costs of staying at the Presidio of San Francisco or moving to NASA Ames, and cost and turbulence could be avoided by not moving.

The Commission found the Secretary of the Interior supports the Sixth U.S. Army remaining at the Presidio of San Francisco as a tenant of the National Park Service. The Commission found the Secretary of the Interior has stated the National Park Service is prepared to begin negotiations on the terms of a lease arrangement and common support costs. The Secretary of the Interior also stated the Park Service is prepared to reach an equitable leasing arrangement that would be competitive with other lessors in the area.

COMMISSION RECOMMENDATION

The Commission finds the Secretary of Defense deviated substantially from final criteria 2 and 4. Therefore, the Commission rejects the Secretary's recommendation on the Presidio of San Francisco and instead adopts the following recommendation: the 1988 DoD BRAC Commission recommendation will be changed to allow only the Sixth U.S. Army Headquarters to

remain at the Presidio of San Francisco, CA. The Department of Interior and the Department of the Army should negotiate a lease favorable to both departments for the current facilities occupied by Sixth U.S. Army Headquarters and family housing at the Presidio of San Francisco necessary to accommodate the headquarters members. If agreement cannot be reached, the Commission expects the Army to make a subsequent recommendation to the 1995 Commission for the relocation of Sixth U.S. Army Headquarters. The Commission further recommends the Defense Commissary Agency and the Army and Air Force Exchange System determine the commissary and exchange requirements to support Sixth U.S. Army Headquarters based on sound business decisions. The Commission finds this recommendation is consistent with the force-structure plan and final criteria.

Rock Island Arsenal, Illinois

Category: Commodity Oriented

Mission: Production

One-time Cost: \$ -44.1 million (Savings)

Savings: 1994-99: \$ 75.4 million

Annual: \$ 1.0 million

Payback: Immediate

SECRETARY OF DEFENSE RECOMMENDATION

Change the recommendation of the 1991 Commission regarding Rock Island Arsenal, IL, as follows: instead of sending the materiel management functions of U.S. Army Armament, Munitions, and Chemical Command (AMCCOM) to Redstone Arsenal, AL, as recommended by the 1991 Base Closure Commission, reorganize these functions under Tank Automotive Command (TACOM) with the functions remaining in place at Rock Island Arsenal, IL.

SECRETARY OF DEFENSE JUSTIFICATION

Under the Commission's recommendation in 1991, the materiel management functions for AMCCOM's armament and chemical functions were to be transferred to Redstone Arsenal for merger with U.S. Army Missile Command (MICOM). The merger would have created a new commodity command to be called the Missile, Armament, and Chemical Command (MACCOM). This merger allowed one national inventory control point (NICP) to be eliminated.

In December 1992, the Commander of Army Materiel Command (AMC) directed the command's Core Competency Advocates (Logistics Power Projection, Acquisition Excellence, Technology Generation) review the creation of MACCOM to see if there was a more cost-effective option to realign Redstone Arsenal. These competency advocates recommended the AMCCOM's materiel management functions should remain in place as a subset of the NIPC at TACOM. A closer alignment exists between the armaments and chassis functions than between armaments and missiles, making the reorganization under TACOM more beneficial and cost effective for the Army:

- AMCCOM performs approximately \$50 million and 500 work years for Tank Automotive Command's research and development effort compared to only \$9 million and 90 workyears for Missile Command.
- AMCCOM receives \$29 million from TACOM versus \$0.1 million from MICOM for sustainment.
- AMCCOM and TACOM jointly produce all tanks, howitzers, and infantry vehicles. AMCCOM and MICOM do not jointly produce any weapon systems.
- AMCCOM and TACOM use common contractors and universities.
- AMCCOM and TACOM jointly field, manage, and sustain common weapon systems.
- AMCCOM and TACOM share common business practices.
- Guns have their fire control sensors and computers in the vehicle and require extensive joint integration, as AMCCOM and TACOM do now. Missiles have their sensors and fire control in the missile and are easier to mount on a vehicle, as MICOM and TACOM do now.

The Army believes the armament/chemical materiel management functions can be fully executed from Rock Island Arsenal without relocating. There is precedence for geographic dispersion of NIPC functions. The U.S. Communications-Electronic Command NIPC is currently performed at three separate sites.

Retention of this activity at Rock Island Arsenal, as a subordinate element of the TACOM NIPC, avoids the expense of building new facilities at, and relocating over 1,000 employees to, Redstone Arsenal.

COMMUNITY CONCERNS

The Huntsville, AL, community believed the reasons for moving the armament and chemical materiel management functions from the Armament, Munitions, and Chemical Command (AMCCOM) at Rock Island Arsenal, IL, and consolidating them with the NIPC at Redstone Arsenal, AL, were just as compelling today as they were when recommended by the 1991 Defense Base Closure and Realignment Commission. The Huntsville community claimed the projected savings from the 1991 Commission recommendation were still valid; therefore, leaving the materiel management functions at Rock Island Arsenal would not take advantage of those savings.

COMMISSION FINDINGS

The Commission found all commodity-oriented installations were treated equally. The Commission determined the compelling argument for the redirect of the 1991 Commission recommendation was due to operational considerations and the U.S Army Materiel Command (AMC) analysis that found that the materiel management functions were more closely aligned with the Tank Automotive Command (TACOM). The Commission found the consolidation of inventory control points would yield cost efficiencies for both the 1991 Commission recommendation and the 1993 Secretary of Defense recommendation and were, therefore, not a factor. However, the Commission found implementing this recommendation would avoid approximately \$70 million in military construction and personnel moving costs while incurring no additional costs.

COMMISSION RECOMMENDATION

The Commission finds the Secretary of Defense did not deviate substantially from the force-structure plan and final criteria. Therefore, the Commission recommends the following: instead of sending the materiel management functions

of U.S. Army Armament, Munitions and Chemical Command (AMCCOM) to Redstone Arsenal, AL, as recommended by the 1991 Base Closure Commission, reorganize these functions under Tank Automotive Command (TACOM) with the functions remaining in place at Rock Island Arsenal, IL.

DEPARTMENT OF THE NAVY

Shipyards

Charleston Naval Shipyard, South Carolina

Category: Naval Shipyard

Mission: Repair, Maintenance,
and Overhaul of Navy Ships

One-time Cost: \$ 125.5 million

Savings: 1994-99: \$ 348.4 million

Annual: \$ 90.9 million

Payback: 3 years

SECRETARY OF DEFENSE RECOMMENDATION

Close the Naval Shipyard (NSY) Charleston

SECRETARY OF DEFENSE JUSTIFICATION

NSY Charleston's capacity is excess to that required to support the number of ships in the DoD Force Structure Plan. An analysis of naval shipyard capacity was performed with a goal of reducing excess capacity to the maximum extent possible while maintaining the overall military value of the remaining shipyards. The closure of NSY Charleston, when combined with the recommended closure of NSY Mare Island, California, results in the maximum reduction of excess capacity, and its workload can readily be absorbed by the remaining yards. The elimination of another shipyard performing nuclear work would reduce this capability below the minimum capacity required to support this critical area. The closure of NSY Charleston, in combination with Mare Island NSY, allows the elimination of a greater amount of excess capacity while maintaining the overall value of the remaining shipyards at a higher military value level than that of the current configuration of shipyards. Other options either reduced capacity below that required to support the approved force levels, eliminated specific

capabilities needed to support mission requirements or resulted in a lower military value for this group of activities.

COMMUNITY CONCERNS

The community's concerns centered on Charleston Naval Shipyard's military value ranking by the Navy. It pointed out that Charleston ranked higher in military value than did NSY Portsmouth and NSY Pearl Harbor. Moreover, the community argued that the Navy underestimated NSY Charleston's military value because it failed to consider Charleston's ability to dry-dock four SSN-688 class submarines and its ability to perform off-site, short-duration work on nuclear ships. The community also criticized the Navy's capacity analysis. It believed the Navy's analysis did not accurately reflect Charleston's nuclear capacity.

Furthermore, the Charleston community maintained the Navy did not consistently seek to maximize military value and minimize excess capacity. For example, the community argued that closing Mare Island and Norfolk Naval Shipyards would leave military value unchanged, but would leave less excess capacity than would be left by the closures of Mare Island and Charleston Naval Shipyards. In another scenario, the community stated that closing Mare Island and Portsmouth Naval Shipyards would yield a higher military value than that produced by the closures of Mare Island and Charleston Naval Shipyards.

COMMISSION FINDINGS

The Commission, in view of the considerable excess of shipyard capacity, found that reducing excess capacity was a primary consideration. In light of the subjective nature of the military value determination, the Commission chose to view the military value presented by the Navy as a gross, rather than a precise, discriminator. As such, the Commission sought to eliminate as much excess capacity as possible.

The measurement of shipyard capacity is not an exact science, nor is it an easy task. The Commission reviewed a number of past shipyard capacity studies and determined that the capacity study submitted by the Navy for base closure was an acceptable indicator of shipyard capacity.

Recommendations and Justifications

Commodity Management Privatization

Recommendation: Realign Detroit Arsenal, MI, by relocating the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH, and disestablishing all other supply functions for tires.

Realign Hill Air Force Base, UT, as follows: relocate the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH; disestablish all other supply functions for tires; and disestablish the storage, and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.

Realign Naval Support Activity, Mechanicsburg, PA, by relocating the supply contracting function for packaged petroleum, oils, and lubricants to the Inventory Control Point at Defense Supply Center, Richmond, VA, and disestablishing all other supply functions for packaged petroleum, oils, and lubricants.

Realign Defense Supply Center, Richmond, VA by disestablishing storage and distribution functions for tires, and the supply, storage, and distribution functions for packaged petroleum, oils, and lubricants, and compressed gases. Retain the supply contracting function for packaged petroleum, oils, and lubricants, and compressed gases.

Realign Defense Supply Center Columbus, OH, Tobyhanna Army Depot, PA, Defense Distribution Depot Susquehanna, PA, Naval Station Norfolk, VA, Marine Corps Air Station Cherry Point, NC, Marine Corps Logistics Base, Albany, GA, Robins Air Force Base, GA, Anniston Army Depot, AL, Naval Air Station Jacksonville, FL, Tinker Air Force Base, OK, Corpus Christi Army Depot, TX, Naval Station Bremerton, WA, Naval Station San Diego, CA, Defense Distribution Depot Barstow, CA, Defense Distribution Depot San Joaquin, CA, and Naval Station Pearl Harbor, HI, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

Justification: This recommendation achieves economies and efficiencies that enhance the effectiveness of logistics support to forces as they transition to more joint and expeditionary operations. This recommendation disestablishes the wholesale supply, storage, and distribution functions for all tires; packaged petroleum, oils and lubricants; and compressed gases used by the Department of Defense, retaining only the supply contracting function for each commodity. The Department will privatize these functions and will rely on private industry for the performance of supply, storage, and distribution of these commodities. By doing so, the Department can divest itself of inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support to user organizations and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise, and business practices, which translates to improved support to customers at less cost.

SUBJECT: SUMMARY OF SCENARIO ENVIRONMENTAL IMPACTS (CONTINUED);
SCENARIO # S&S-0035RV3

Env Resource Area	#2 <i>Gaining</i> Installation Assessment Inst Name: Detroit Arsenal	Analyst Comments (& data source(s) that drive assessment)
Air Quality	No impact. Installation is in Attainment area for all Criteria Pollutants.	#213 – In attainment for all criteria pollutants #211 – No permit or major source thresholds projected to be exceeded, based on a 15% increase in emissions at Detroit Arsenal. #220 – Holds 2 Synthetic Minor Operating Permits (SIC code 8733- Permit # 566-96A & 146-02) #222 – Emissions Credit Trading program available for NO ₂ , VOCs, PM ₁₀ , PM _{2.5} Pb, SO ₂ , CO #218 – No restrictions to operations reported due to air quality requirements
Cultural/Archeological/Tribal Resources	18 Historic properties identified to date but no restrictions to mission reported. Potential impacts may occur, since resource must be evaluated on a case-by-case basis, thereby causing increased delays and costs.	#233 - N/A answer = No survey done #235 – 18 historic prop identified #230 –No arch resources reported #231 – N/A #236 – No Programmatic Agreement in place #234 – N/A #232 – N/A
Dredging	No impact	#226, #227, #228 – N/A
Land Use Constraints/Sensitive Resource Areas	May not be sufficient buildable acres.	#30 – 21.2 buildable acres reported, approximately 27 acres required. (based on one 60% of a Large Admin Organization that typically houses 970 people) #201 – No restrictions CERL Encroachment Study – High Encroachment Projection
Marine Mammals/ Marine Resources/ Marine Sanctuarie	No impact	#248, #249, #250, #252, #253 – N/A
Noise	No impact	#239 – N/A
Threatened& Endangered Species/Critical Habitat	No impact	#259 – No TES listed (N/A) #260 – No critical habitat identified (N/A) #261 – No Biological Opinion (answered N/A) #262 – No restrictions reported #263, #264 – No candidate species/habitat reported

Department : Supply and Storage JCSG
 Scenario File : C:\COBRA 6.10\0403_S&S-035R_22.1.5.0.6U\0403_S&S-035R_22.1.5.0.6U.CBR
 Option Pkg Name: 0403_S&S-035R_22.1.5.0.6U
 Std Fctrs File : C:\COBRA 6.10\BRAC2005.SFF

MilCon for Base: DETROIT/SELFRIDGE, MI (26221)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	108,378	21,071	0 Default	0	21,071
8521 Vehicle Parking, Surfaced	SY	54,190	3,465	0 Default	0	3,465
Total Construction Cost:						24,536
- Construction Cost Avoid:						0
Total Net Milcon Cost:						24,536

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.



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Mr. Tim Frye, Marketing Director
Mr. Jim Morgan, Director
Rock Island Arsenal Development Group
1830 2nd Avenue, Suite 200
Rock Island, Illinois
61201

Dear Sirs:

As requested, Shive-Hattery, Inc. has developed a cost opinion for constructing facilities to house the relocated TACOM Group as proposed at the Army Base near Warren, Michigan. Two cases have been considered: The MIN Case with facilities to accommodate 696 people and the MAX Case with facilities to accommodate 995 people. Several assumptions have been made and will be explained within this letter. Based on our research, we believe that the cost presented is reasonable.

Methodology and Assumptions:

1. A new building will be required and constructed to house TACOM. MIN and MAX cases are presented.
2. Inadequate space is available for a slab-on-grade parking lot; consequently, a parking structure will be required. Vehicle loading is assumed to be 90% of the MIN and MAX cases.
3. Adequate access roads and other utilities (electrical power, sanitary sewers, water, etc.) are available near the selected site. However, approximately 5,000 square feet of road modifications will be required.
4. Army Regulation 405-70, "Utilization of Real Property," was reviewed to develop an average square footage for the two facilities. This regulation requires, for new construction, that the Total Gross Square Footage Authorized= Number of Authorized Personnel x 162 GSF + (1.25 x NSF of Storage and Special Space). Storage includes space for filing cabinets, bookshelves, tables etc. Special Space includes filing areas, conference and meeting rooms, classrooms, etc. There are also special requirements for private offices. Since information regarding storage, special space and private offices was not readily available, we assumed a 200-square feet per occupant load factor.
5. The Corps of Engineers, Louisville District, which does a good deal of design work at this particular base, was contacted (Note: Although Warren is in the Corps of Engineers', Detroit District, Detroit primarily deals with Civil projects and not buildings) and asked their opinion of probable facility construction costs. The contact, an engineer regularly engaged in Corps projects, reported that very little new construction work has been performed at Warren, but stated that a reasonable



square foot building cost estimate would be \$230. That value includes design costs, building type and construction to match existing Warren buildings (steel frame, block walls with brick veneer, concrete floors, elevators, carpeting and tile floors, etc.), provisions for high urban/Detroit costs, force protection requirements (redundant structural systems, standoffs, surveillance equipment, physical barriers, etc), special base requirements, and similar factors.

6. For simplicity, our cost opinion is presented in three (4) components: Building, Parking Garage, Pavement, and Site Work/Green Space. As previously noted, building construction cost was assumed to be \$230 per square feet. For the parking garage, we assumed 90% loading, a 1.25 factor (Base and Detroit), and the parametric cost of a recently completed parking garage, which is located in Moline, IL. For paved areas we assumed approximately 5,000 square feet of road modifications. The cost of paving was assumed at \$5.00 per square foot. Site work and green space was assumed to be 50,000 square feet. The cost of site work and green space was assumed at \$3.00 per square foot. Site work and green space costs include earthwork, water run off retention, seeding, bringing utilities to the building, and similar work.

Based on the above methodology and assumptions, a matrix presenting our cost opinions are presented below.

Facility Component	TACOM MIN People Option	TACOM MAX People Option
Building	\$32,016,000	\$45,770,000
Parking Garage	\$10,324,638	\$14,760,079
Pavement	\$25,000	\$25,000
Site Work/Green Space	\$150,000	\$150,000
Total	\$45,299,638	\$64,685,079

Should you have any questions regarding data presented above, please call.

Best regards,

David L. Peters, PE
Shive-Hattery, Inc.

TACOM-RI BRAC ANALYSIS								
	BRAC		BRAC		COMPLETE		STAY AT	
	REPORT		REALISTIC		MOVE		RI	
	(646 spaces)		(646 spaces)		(995 spaces)		Currently 1129	
DLA MOVES (incl 6 effeciencies)		52		52		52		52
ONE TIME COSTS								
Employees Move		499		499		772		
Employees Hired		147		147		228		
Efficiencies		42		42		42		42
Local Procurement						40		
Employees Stay		389		389				1035
Building Cost		\$21.1 M		\$29.7 M		\$50.6M		0
Parking Garage Cost		\$3.5 M		\$9.6M		\$16.3M		0
One-Time Infrastructure Cost		\$4.1 M		\$4.1.M		\$4.1M		0
Move Costs		\$15.4 M		\$15.4 M		\$23.7 M		0
Other Personnel Costs		\$3.0 M		\$3.0 M		\$4.7 M		0
Training Costs (3 yrs @\$20,000 per year)		0		\$8.8 M		\$13.7 M		0
TOTAL ONE TIME COSTS		\$47.1 M		\$70.6 M		\$113.10		0
RECURRING COSTS								
Base Operations								
Increase Detroit		\$2.0 M		\$2.0 M		\$2.0 M		0
Decrease Rock Island		-\$1.6 M		-\$1.6 M		-\$1.6 M		0
Net BOS Costs		\$.4 M		\$.4 M		\$.4 M		0
Personnel Costs (spaces)								
Warren	(646)	\$45.9 M	(646)	\$45.9 M	(995)	\$70.6 M		0
Rock Island	(389)	\$25.9 M	(389)	\$25.9 M	(40)	\$2.7 M	(1035)	\$68.9 M
Travel Reduction		-\$.2 M		-\$.2 M		-\$.6 M		0
TOTAL RECURRING COSTS		\$72.0 M		\$72.0 M		\$73.1M		\$68.9 M

Department : Supply and Storage JCSG
 Scenario File : C:\COBRA 6.10\0403_S&S-035R_22.1.5.0.6U\0403_S&S-035R_22.1.5.0.6U.CBR
 Option Pkg Name: 0403_S&S-035R_22.1.5.0.6U
 Std Fctrs File : C:\COBRA 6.10\BRAC2005.SFF

Base: DETROIT/SELFRIDGE, MI (26221)								
ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	2,026	22,510	0	0	0	0	24,536	
O&M								
Civ Retir/RIF	0	0	235	61	61	61	418	
Civ Moving	0	0	1,381	35	35	35	1,488	
Info Tech	0	1,459	130	0	0	0	1,589	
Other	114	86	78	53	41	31	402	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	100	0	0	0	0	100	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	4,143	0	0	0	0	4,143	
TOTAL ONE-TIME	2,140	28,298	1,824	149	137	128	32,677	
RECURRING NET								
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	244	244	244	244	244	1,222	244
Recap	0	218	218	218	218	218	1,093	218
BOS	0	0	2,023	2,016	2,009	2,003	8,050	2,003
Civ Salary	0	0	3,327	3,717	3,576	3,434	14,054	3,363
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	463	5,813	6,196	6,048	5,899	24,420	5,828
TOTAL NET COST	2,140	28,761	7,637	6,346	6,185	6,028	57,097	5,828

Department : Supply and Storage JCSG
 Scenario File : C:\COBRA 6.10\0403_S&S-035R_22.1.5.0.6U\0403_S&S-035R_22.1.5.0.6U.CBR
 Option Pkg Name: 0403_S&S-035R_22.1.5.0.6U
 Std Fctrs File : C:\COBRA 6.10\BRAC2005.SFF

Base: ROCK ISLAND, IL (17755)

ONE-TIME NET ----- (\$K) -----	2006 ----	2007 ----	2008 ----	2009 ----	2010 ----	2011 ----	Total -----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	3,233	57	57	57	3,405	
Civ Moving	0	0	16,894	35	0	0	16,929	
Info Tech	0	0	108	0	0	0	108	
Other	1,000	750	807	426	321	242	3,546	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	1,245	3	2	2	1,252	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	1,000	750	22,287	523	380	301	25,240	
RECURRING NET ----- (\$K) -----	2006 ----	2007 ----	2008 ----	2009 ----	2010 ----	2011 ----	Total -----	Beyond -----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	-242	-243	-243	-243	-972	-243
Recap	0	0	-186	-186	-186	-187	-745	-187
BOS	0	0	-1,629	-1,633	-1,636	-1,638	-6,536	-1,638
Civ Salary	0	0	-1,263	-2,593	-2,693	-2,759	-9,309	-2,793
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	-3,320	-4,656	-4,758	-4,827	-17,562	-4,861
TOTAL NET COST	1,000	750	18,967	-4,133	-4,378	-4,527	7,678	-4,861

3.4 Army Installation Portfolio

Table 10 shows the final portfolio generated by the MVP model and approved by the BRAC SRG. The highlighted installations in Table 10 were forced into the portfolio because of a unique capability. Pine Buff Arsenal also was one of the installations identified as having a unique capability; however, it was included in the portfolio without being forced in.

Rank	Installation	Rank	Installation	Rank	Installation	Rank	Installation
1	Ft Bliss	17	Ft Irwin	33	Ft Eustis	51	Ft McPherson
2	Ft Lewis	18	Aberdeen PG	34	Ft Gordon	50	Ft Monmouth
3	Ft Hood	19	Ft Sill	35	Ft Leonard Wood	54	MOT Sunny Point
4	Ft Stewart / HAAF	20	Schofield Barracks	36	Ft Lee	56	Ft Detrick
5	Ft Bragg	21	Ft Huachuca	37	Tobyhanna AD	59	Milan AAP
6	Yuma PG	22	Ft AP Hill	38	Ft Belvoir	61	West Point
7	Ft Carson	23	Ft Dix	39	Letterkenny AD	64	Pine Buff Arsenal
8	Dugway PG	24	Ft Mc Coy	40	Red River AD	65	Ft Mc Nair
9	Ft Benning	25	Anniston AD	41	Sierra AD	66	Ft Myer
10	White Sands MR	26	Ft Jackson	42	Tooele AD	69	Lake City AAP
11	Ft Wainwright	27	McAlester AAP	43	Ft Sam Houston	77	Corpus Christi ADA
12	Ft Knox	28	Ft Rucker	45	Bluegrass AD	78	Scranton AAP
13	Ft Riley	29	Ft Richardson	46	Walter Reed AMC	80	Radford AAP
14	Ft Campbell	30	Redstone Arsenal	47	Picatinny Arsenal	83	Holston AAP
15	Ft Drum	31	Hawthorne AD	48	Watervliet Arsenal	87	Tripler AMC
16	Ft Polk	32	Crane AAP	49	Ft Meade		

BRAC SRG decision to keep in the Portfolio due to unique capability

Table 10. Portfolio

Table 11 shows the installations that were not included in the initial portfolio. However, the thirteen installations highlighted in Table 11 were retained based on military judgment within a BRAC SRG or JCSG deliberative session.

Rank	Installation	Rank	Installation	Rank	Installation
44	Deseret Chem Depot	70	Iowa AAP	86	Lease - HQ, ATEC
52	Ft Gillem	71	Lone Star AAP	88	Lease - Rosslyn Complex
53	Rock Island Arsenal	72	Adelphi Labs	89	Riverbank AAP
55	Pueblo Chem Depot	73	Ft Hamilton	90	Lease - Bailey's Crossroads
57	Soldier Support Center	74	Detroit Arsenal	91	Lease - Army Research Office
58	Charles Kelly Support Activity	75	Carlisle	92	Lease - Crystal City Complex
60	Mississippi AAP	76	Lima Army Tank Plant	93	Lease - Hoffman Complex
62	Ft Leavenworth	79	USAG Michigan	94	Lease - ARPERCEN
63	Newport Chem Depot	81	Ft Shafter	95	Lease - PEO STRICOM
67	Ft Monroe	82	Ft Buchanan	96	Lease - Army JAG Agency
68	Kansas AAP	84	Presidio Of Monterey	97	Lease - Army JAG School
		85	Umatilla Chem Depot		

BRAC SRG decision to keep in the Portfolio after analysis

Table 11. Starting Point for Analysis

The Military Value criteria of BRAC 2005 provided the Army a proven technique to compare and select the best installations to accomplish the Army's many transformational initiatives. With BRAC, the Army Modular Force Initiative, return of forces from overseas, and transformation of the Reserve Components will occur within the timeframe necessary to satisfy operational needs.

The result of the Army's BRAC 2005 selection process will be a streamlined installation portfolio of predominantly multi-use installations that optimizes Military Value and reduces cost of ownership; facilitates transformation, Joint operations, and Joint business functions; accommodates rebasing of overseas units as part of the Integrated Global Presence and Basing Strategy; and divests of an accumulation of installations that are no longer relevant and are less effective in supporting a Joint and Expeditionary Army.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$7.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$44.0M. Annual recurring savings to the Department after implementation are \$8.7M, with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$125.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 796 jobs (470 direct jobs and 326 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent 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 community to support missions, forces, and personnel. While the nearest city and airport to APG is Baltimore, approximately 32 miles away, this distance should not inconvenience personnel relocating to this area. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential impact on air quality at APG. At a minimum, New Source Review and permit modifications may be required. This recommendation has no impact on 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 will require spending approximately \$0.4M for 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.

Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies

Recommendation: Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast,

b. Military Value Analysis.

Military value forms the foundation of analysis as a primary consideration for development of recommendations, and it is the vehicle by which Selection Criteria 1 – 4 are applied. The four criteria are as follows:

- (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 manpower implications.

The military value analysis phase of the BRAC process began with development of a quantitative method for assessing the military value of headquarters, organizations and activities performing HSA JCSG functions at current locations. This section includes an overview of the process used to develop military value models and delivers the final results of each of the military value models. Further details can be found at Section V b. of the report.

Final Selection Criteria 1 – 4 guided the development process of military value models. For all HSA JCSG models, metrics supporting Criterion 1 measure the military value of a current location's readiness to support the particular function under review. For example, metrics supporting Criterion 1 of the Civilian Personnel model measure the military value of a location's ability to support performance of the personnel mission, rather than the military value of the function's contribution to operational readiness of the DoD. Criteria 2 – 4 are viewed similarly in that they are functionally aligned. The overarching strategy described in Section II. c., above, served as the basis for military value model development.

In addition to the selection criteria, guiding principles and strategy, several assumptions applied to the joint review and analysis of all HSA JCSG activities/functions. These assumptions are provided in detail in the final military value report located in Section V of this document.

The understanding that this JCSG had no counterpart during previous BRAC actions and the realization that no Headquarters and Support Activities models existed, led the JCSG to establish a joint analysis team. The team was assembled in mid-September 2003 and is comprised of representatives from the Center for Army Analysis, the Center for Naval Analyses and the Air Force Studies and Analyses Agency. The analysis team employed



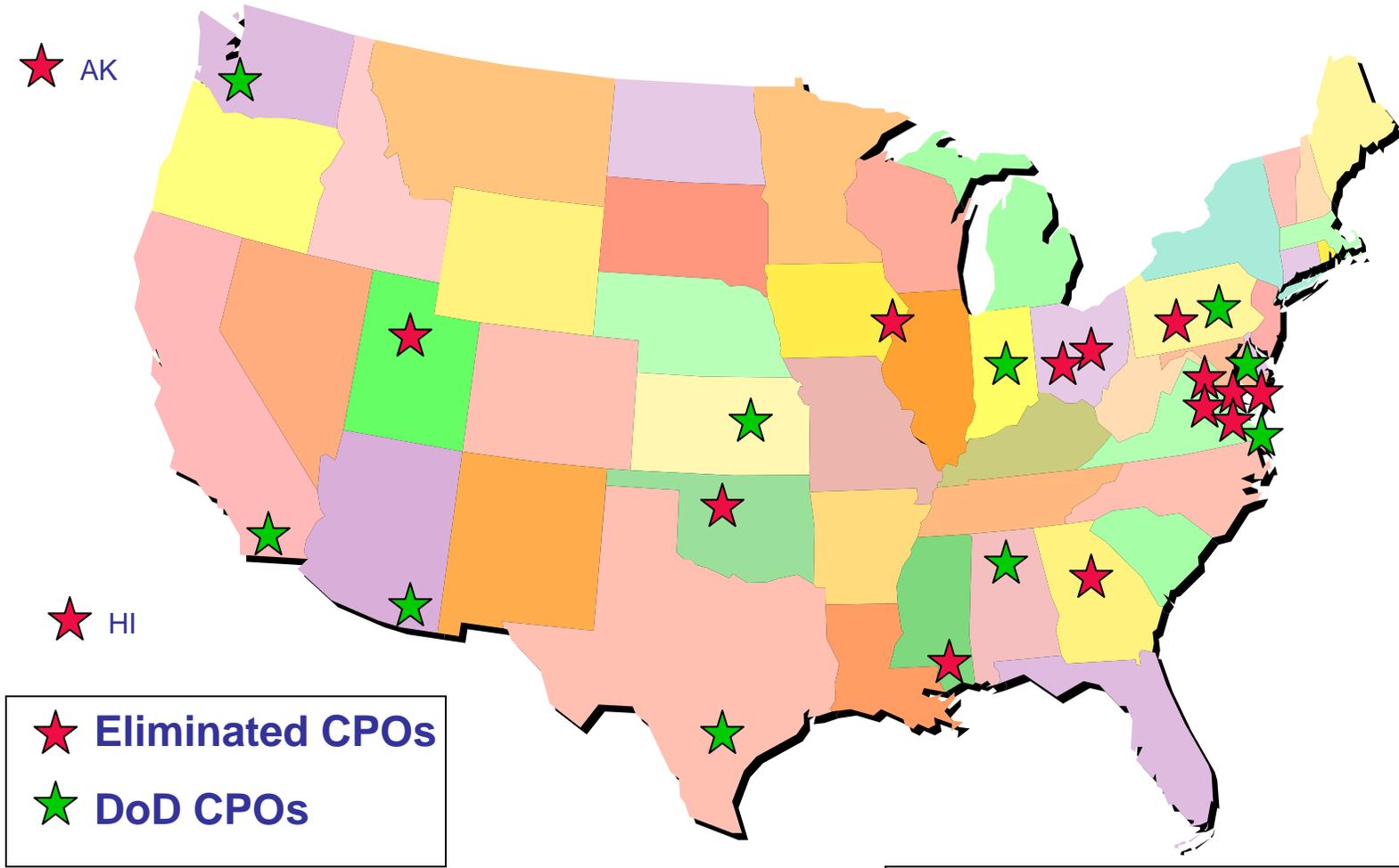
Civilian Personnel Candidate Recommendation

Ms. Holly Russell

January 19, 2005



Regional CPOs Transactional Services



From 25 CPOs locations to 10



Civilian Personnel Scenario Candidate Strategy

Losing Locations

Gaining Locations

Army

Rock Island Arsenal



Fort Riley & HRSC-East,
Portsmouth, VA

Fort Richardson



Fort Riley

Navy

HRSC-NE-Philadelphia



Naval Support Activity,
Mechanicsburg

HRSC-Pacific & Stennis



Redstone Arsenal

HRSC-SW-San Diego



Naval Station, San Diego

Air Force

Hill, Tinker, Robins, Wright-
Patterson, & Bolling



Randolph AFB

4th Estate

DoDEA & DECA



Redstone Arsenal

DLA-NC, DLA-Col, & WHS



Naval Support Activity, Mech

DISA



DFAS, Indianapolis

Locations with no change: Aberdeen, HRSC-NW-Silverdale, & Fort Huachuca



Candidate # HSA0029 – Consolidate CPOs Transactional Services

Candidate Recommendation: Realign DLA, New Cumberland; DISA, Arlington; DLA, Columbus; DoDEA, Alexandria; WHS, Arlington; DeCA, Arlington; Rock Island Arsenal; Fort Richardson; Wright-Patterson AFB; Robins AFB; Hill AFB; Tinker AFB; Bolling AFB; Pacific-Honolulu; Stennis; leased-facilities/installations by consolidating **25 CPOs into 10** DoD regional civilian personnel offices, locations (DFAS, Indianapolis; Redstone Arsenal; Aberdeen Proving Ground; Ft. Riley; Ft. Huachuca; Randolph AFB; Silverdale; Portsmouth; Naval Station, San Diego; Naval Support Activity, Mechanicsburg - Philadelphia) and transferring responsibility CPO to OSD.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Creates single DoD entity for managing CPO transactional operations ✓ Meets DoD goal of improving jointness by eliminating 15 CPOs and creating 10 joint DoD CPOs. ✓ Eliminates excess capacity and leased space. ✓ Enabling potential to close Rock Island Arsenal. 	<ul style="list-style-type: none"> ✓ Military Value among 25: Redstone 4; Randolph 5; Aberdeen 6; Riley 8; Huachuca 9; Portsmouth 15; DFAS 18; Silverdale 23; ✓ Prior Avg. MV: = .520; Resultant Avg. MV: = .567 ✓ NSA Mechanicsburg 53/147 (MAH Model) ✓ NS San Diego 101/147 (MAH Model) ✓ Military Judgment – Potential for synergy through jointness. Civilian Personnel Offices would belong to DoD and should maximize efficiency.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$110.6M ✓ Net Implementation Cost: 76.3M ✓ Annual Recurring Savings: 26.7M ✓ Payback Period: 3 years ✓ NPV (savings): \$182.5M 	<ul style="list-style-type: none"> ✓ Economic: -30 to -426 jobs; less than 0.1% to 0.2%. ✓ Community: No significant impediment. ✓ Environmental: No issues.

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



HSA0029 Alternatives

MILCON Location	Randolph w/o Mechanicsburg	Randolph & Mechanicsburg	Randolph & Redstone	Randolph & Redstone with Old Reductions
Date	12/21/2004	1/13/2005	1/12/2005	1/13/2005
NPV - Savings	\$243M	\$228.8M	\$182.5M	\$245.6M
One Time Cost	\$122M	\$136.1M	\$110.6M	\$113M
Payback/Years	4	4	3	2
Break Even	2014	2014	2014	2013
MILCON	\$34M	\$48.3M	\$40.1M	\$40.1M
Annual Savings	\$32M	\$32M	\$26.7M	\$32.8M



Analysis of Non-Transactional Work

Location	Total Number of People	People Performing Non-Transactional Services/% of Total
Navy-HRSC - Portsmouth	174	20 people (11.5%)
Navy-HRSC - Silverdale	211	28 people (13.2%)
Navy-HRSC - San Diego	164	19 people (11.6%)
Navy-HRSC - Philadelphia	174	20 people (11.5%)
Navy-HRSC - Pacific	59	12 people (20%)
Navy-HRSC - Stennis	138	33 people (24%)
DECA	90	0 people
DLA-New Cumberland	66	0 people
DLA-Columbus	164	0 people
DISA	22	0 people
DFAS	112	0 people
DODEA	127	
WHS	187	

Locations That Are Moving



WHS

HRD Organization	Authorized Civilian	Authorized Military	Advisory	Transactional
Front Office	3		3	0
Executive and Political Personnel	12		12	0
Personnel Services	83		32	51
Labor and Management Employee Relations	12		12	0
Learning and Development	7		5	2
Management and Program Support	12		12	0
Totals			76	53
All other Directorate civ/mil resources:				
Military Personnel	3	18		
Security	13			
Consolidated Adjudication Facility	20			
Equal Employment Opportunity	7	1		
Voluntary Campaign Management Office	2			
Total FY04 Authorized	174	19		



Military Value

Wright-Patterson	0.832
Rock Island Arsenal	0.740
Robins AFB	0.715
Redstone Arsenal	0.713
Randolph AFB	0.691
Aberdeen Proving Ground	0.669
Hill AFB	0.655
Fort Riley	0.648
Fort Huachuca	0.640
Tinker AFB	0.619
Stennis	0.575
DLA - New Cumberland	0.562
DISA	0.554
Bolling AFB	0.546
Portsmouth	0.503
DLA - Columbus	0.488
Fort Richardson	0.420
DFAS	0.399
San Diego	0.362
Philadelphia	0.358
DoDEA	0.323
Pacific	0.307
Silverdale	0.276
WHS	0.226
DeCA	0.191

1. Civilian Personnel Offices. The Civilian Personnel Offices' military value model is based the scoring plan presented at Appendix A. The specific data values used to run the model are shown in Appendix H. The results of the military value model are presented below in Table 1.

Alternative	Military Value Score	Rank
North Central CPOC (Rock Island)	0.843	1
88 MSG/DPC (Wright-Patterson AFB)	0.806	2
DLA Civilian Personnel Office- Columbus	0.794	3
West CPOC (Ft. Huachuca)	0.764	4
78 MSG/DPC (Robins AFB)	0.740	5
DLA Civilian Personnel Office-New Cumberland	0.737	6
AFPC (Randolph AFB)	0.726	7
South Central CPOC (Redstone Arsenal)	0.725	8
Northeast CPOC (Aberdeen)	0.679	9
HRSC Southeast (Stennis)	0.672	10
Southwest CPOC (Ft. Riley)	0.664	11
72 MSG/DPC (Tinker AFB)	0.654	12
OO-ALC/DPC (Hill AFB)	0.607	13
HRSC East (Norfolk)	0.578	14
11WG/DPC (Bolling AFB)	0.560	15
DISA Civilian Personnel Division (MPS1)	0.555	16
Pacific CPOC (Ft. Richardson)	0.435	17
HRSC Southwest (San Diego)	0.363	18
DFAS Human Resources	0.362	19
HRSC Northeast (Philadelphia)	0.358	20
DODEA Human Resources Center	0.323	21
HRSC Pacific (Pearl Harbor)	0.307	22
HRSC Northwest (Silverdale)	0.276	23
WHS Personnel Services Division	0.226	24
DeCA Human Resource Operations Division	0.191	25

Table 1. Civilian Personnel Offices Military Value Results.

2. Major Administrative and Headquarters Activities (MAH). The scoring plan used to build and execute the model is presented in Appendix B. Appendix I provides a copy of the data values used to run the military value model and generate the results shown below in Table 2. In this table, an (I) at the beginning of the entity description designates an installation, an (A) designates an activity, an (AB) designates an activity from the Reserve and Recruiting Command Headquarters, and an (AJ) designates an activity from the Service Component Commands and Supporting Activity functions.

Installation: 17755 ROCK ISLAND

State: IL Service: Army Year: 2006

Current Base Pers- Off: 110, Enl: 144, Civ: 5,298, Stu: 0

Action: Realignment

	2006	2007	2008	2009	2010	2011	2012	2013
Mil Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Dis (OUT)	0	0	0	0	0	0	0	0
Civ Reloc(OUT)	0	0	0	0	206	0	0	0
Civ Dis (OUT)	0	0	0	0	45	0	0	0
Stu Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Reloc (IN)	0	0	0	0	0	0	0	0
Civ Reloc (IN)	0	0	0	0	0	0	0	0
Stu Reloc (IN)	0	0	0	0	0	0	0	0

ADDER ECONOMIC IMPACT REPORT (ADDER v6.10) - Page 4
 Report Created 4/27/2005 9:28:14 AM

Installation: 20736 RILEY

State: KS Service: Army Year: 2006

Current Base Pers- Off: 1,023, Enl: 8,861, Civ: 2,298, Stu: 10

Action: Realignment

	2006	2007	2008	2009	2010	2011	2012	2013
Mil Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Dis (OUT)	0	0	0	0	0	0	0	0
Civ Reloc(OUT)	0	0	0	0	0	0	0	0
Civ Dis (OUT)	0	0	0	0	0	0	0	0
Stu Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Reloc (IN)	0	0	0	0	0	0	0	0
Civ Reloc (IN)	0	0	0	0	103	0	0	0
Stu Reloc (IN)	0	0	0	0	0	0	0	0

ADDER ECONOMIC IMPACT REPORT (ADDER v6.10) - Page 5
 Report Created 4/27/2005 9:28:14 AM

Installation: 24004 ABERDEEN

State: MD Service: Army Year: 2006

Current Base Pers- Off: 416, Enl: 1,588, Civ: 8,047, Stu: 2,818

Action: Realignment

	2006	2007	2008	2009	2010	2011	2012	2013
Mil Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Dis (OUT)	0	0	0	0	0	0	0	0
Civ Reloc(OUT)	0	0	0	0	0	0	0	0
Civ Dis (OUT)	0	0	0	0	0	0	0	0
Stu Reloc(OUT)	0	0	0	0	0	0	0	0
Mil Reloc (IN)	0	0	0	0	0	0	0	0
Civ Reloc (IN)	0	0	0	0	103	0	0	0
Stu Reloc (IN)	0	0	0	0	0	0	0	0

Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

3. Short Candidate Recommendation Description: Realign Army installations at Ft Richardson AK and Rock Island Arsenal IL, and consolidate CPOCs at Ft Riley KS, Aberdeen Proving Ground MD and Ft Huachuca AZ; Realign Navy leased facilities/installations at Philadelphia PA, Honolulu HI, Stennis AL and San Diego CA, and consolidate HRSCs at Naval Support Activity Philadelphia PA, Silverdale WA and Naval Air Station North Island or Marine Corps Air Station Miramar CA; Realign Air Force installations at Bolling AFB DC, Robins AFB GA, Hill AFB UT, Wright- Patterson AFB OH and Tinker AFB OK, and consolidate all CPOs at Randolph AFB TX; and Realign Defense Agency leased facilities/installations at DeCA, WHS, DISA, and DoDEA all in Arlington, VA, and consolidate transactional functions at Indianapolis IN and Columbus OH.

4. Year of Realignment: 2010.

5. Other comments: in this recommendation, three existing Civilian Personnel Office locations remain unchanged with no incoming or outgoing personnel actions. This includes: the Army CPOC at Redstone Arsenal, AL; the Navy HRSC-East Portsmouth/Naval Shipyard Norfolk, VA; and the DLA Customer Support Office at DSC New Cumberland, PA.

6. Defense Logistics Agency Columbus (DLA Columbus) is also referred to Defense Supply Center Columbus (DSC Columbus).

7. COBRA uses the designation of Rosslyn-Ballston to represent multiple Northern Virginia metropolitan areas (Arlington, etc) which include the following Defense Agencies currently in leased space throughout the area: DISA, DoDEA, DeCA and WHS.

FOOTNOTES FOR SCREEN TWO

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1. Distances to and from HSA-0031 locations were provided by the MilDepS as static data which are pre-populated in COBRA and were taken from the Defense Table of Distances: <https://dtod.sddc.army.mil/default.aspx>.

FOOTNOTES FOR SCREEN THREE

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1. In this recommendation, the Military Departments each submitted their personnel relocation and elimination numbers as they determined best supported the recommendation goals and to continue to meet a high level of customer service. Data submitted by the Air Force and Defense Agencies was used for the analysis since they retained the HSAJCSG proposed 20% reduction of personnel from relocating offices.

2. Defense Agencies are treated differently by HSAJCSG for this recommendation as deliberated and approved by HSAJCSG members. With the goal to consolidate and streamline Defense Agency transactional functions only (not the entire civilian personnel function at the losing offices) a standard was applied across the board to all effected organizations where a 20 percent reduction in personnel was to be taken for those offices that were relocating and being consolidated. The reduction was only applied to the relocating office -- the gaining office location continued to maintain 100 percent of its authorized personnel. This was done to concentrate the eliminations against those positions that would require relocation to reduce relocation costs rather than eliminating positions at the receiving site and then having to incur a cost to relocate personnel to re-fill positions at the gaining site.

3. Since the distinction of "transactional functions" was identified and defined after the initial data call was issued, the count of the number of transactional personnel was identified in a different Scenario Data Call Candidate Recommendation (HSA-0029) that was later eliminated by the IEC in favor of this current recommendation (HSA-0031). Therefore, the personnel authorizations from HSA-0029 were used as the basis for identifying transactional personnel for this recommendation and COBRA analysis.

4. The specific application of the transactional function methodology for Defense Agencies in this recommendation is as follows:

4.a. For this recommendation, the following Defense Agency location is an anchor location that does not receive incoming personnel: DLA Customer Support Center at DSC New Cumberland.

4.b. For this recommendation, the following are Defense Agency receiving locations that do not experience

a reduction in personnel authorizations: DLA Customer Support Center at DSC Columbus; the DFAS Civilian Personnel Office at DFAS Indianapolis.

4.c. For this recommendation, the following Defense Agency organizations receive a standard 20% reduction of total transactional personnel: DeCA; DoDEA; DISA; and WHS.

4.d. To validate the use of certified data and apply the HSAJCSG standard, however, we used a nominal approach as follows: The total effected personnel count was determined by adding the certified (HSA-0029) SDC relocating and eliminated personnel figures together. Then this total was multiplied by 20%

to determine the eliminations, and the remaining personnel count was used for the relocating personnel.

4.e. Original (HSA-0029) data identifying total number of transactional personnel are as follows:

Losing Locations	Original Relocation	Original Eliminations	Total Personnel
DeCA	90	22	112
DoDEA	101	30	131
WHS			53
DISA	22	5	27

4.f. Nominal recalculations of relocation and elimination personnel from "certified" total in 4.e. above:

Losing Locations	Total Personnel	Eliminations (20%)	Relocations
DeCA	112	22	90
DoDEA	131	26	105
WHS	53	<u>11</u>	<u>42</u>
Subtotal		59	237
DISA	27	<u>5</u>	22
Total		64	

4.g. For the receiving locations of the above agencies, DeCA, DoDEA and WHS personnel are being relocated to DSC Columbus and DISA personnel are being relocated to DFAS Indianapolis.

5. Air Force Personnel Relocations and Non Vehicle Mission Equipment in 2010 for each of the 5 locations were provided by the AF BRAC office.

6. Additional footnotes supplied by DISA are as follows:

6.a. CPO End Strength as of 30 Sep 04: 27 civilian, 0 military, and 0 contractors.

6.b. Concur with the 20% estimated reduction due to consolidation. Resulting staffing at target location is 22 civilians, 0 military, and 0 contractors.

6.c. DISA strongly recommends that only scenarios realigning Civilian Personnel at DISA-Arlington to DFAS Indianapolis be considered. DFAS-Indianapolis, IN has been the DISA service provider for GS-12 and below positions since 1999. We believe that our civilian personnel regionalization experience has been one of the most successful within DoD. This success is based on the strong partnership we have established with DFAS-Indianapolis that involves clearly defining requirements, regularly monitoring and measuring performance, and constantly communicating. Over time, our regionalization partnership has developed through extensive mapping and fine-tuning of processes, and the establishment of key performance measures. Indicative of the successful partnership we have developed with DFAS-Indianapolis are the 100% staffing rate we have experienced over the past several years, while at the same time achieving a 95% voluntary placement rate during several rounds of extensive downsizing at our Computing Services field sites.

FOOTNOTES FOR SCREEN FOUR

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1. Static Data for HSA-0029 was provided by the MilDeps and pre-populated in COBRA and taken from the following source locations:

1.a. Officer and Enlisted BAH: <https://secureapp2.hqda.pentagon.mil/perdiem/bah.html>.

1.b. Locality Pay Factor: <http://www.opm.gov/oca/04tables/indexGS.asp>.

1.c. Area Cost Factor: DOD Facilities Pricing Guide available at http://www.acq.osd.mil/ie/irm/ProgramAnalysis_Budget/ToolAndMetrics/FPG/FPG.htm.

1.d. Per Diem Rates: <https://secureapp2.hqda.pentagon.mil/perdiem/perdiemrates.html>.

1.e. Freight and Vehicle Costs: Assumed to be Army Standard of \$0.329 and \$4.84 respectively.

1.f. Latitude and Longitude: <http://www.census.gov/cgi-bin/gazetteer>.

Rock Island Arsenal, Illinois

Recommendation: Realign Rock Island Arsenal, IL, by relocating the depot maintenance of Combat Vehicles and Other to Anniston Army Depot, AL, and the depot maintenance of Other Equipment and Tactical Vehicles to Letterkenny Army Depot, PA.

Justification: This recommendation supports minimizing the number of depot maintenance sites through the consolidation of Rock Island's remaining Combat Vehicle workload and capacity at Anniston Army Depot, the Army's Center for Industrial and Technical Excellence for Combat Vehicles. The recommendation also increases overall depot capability utilization by consolidating Rock Island's remaining Tactical Vehicle workload and capability at Letterkenny, the depot with the highest Military Value for Tactical Vehicle maintenance. This recommendation eliminates over 160 thousand square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$627K. This recommendation also decreases the cost of depot maintenance operations across DoD by consolidation and elimination of 30% of duplicate overhead structures required to operate multiple depot maintenance activities. Finally, this recommendation facilitates future interservice utilization of DOD depot maintenance capacity.

Payback: The total estimated one time cost to the Department of Defense to implement this recommendation is \$26,963K. The net of all costs and savings to the Department during implementation period is a cost of \$16,202K. Annual recurring savings to the Department after implementation are \$3,057K with payback expected in 9 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$13,781K.

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 339 jobs (181 direct jobs and 158 indirect jobs) over the 2006-2011 period in the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area, which is 0.15 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: This recommendation has an expected impact to air quality at Letterkenny AD. Additional operations may impact TES, candidate species, and/or critical habitats at Anniston, possibly leading to restrictions on operations. Increased depot maintenance activities at Anniston may require mitigation and pollution prevention measures to protect the aquifer and upgrades to the industrial wastewater treatment plant.

This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; or wetlands. This recommendation will require spending approximately \$183K cost for environmental compliance activities. This cost was included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or 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.

qryDisplay2121

orgcode	orgName	rownum	Occupational Series (FY03 (. of persons)	FY04 (. of persons)	Source (Text)	changedate
17755	ROCK ISLAND ARSENAL	1	6605	0.03	0	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	2	4102	0.13	2.84	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	3	5423	0.12	0.43	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	4	3703	0.01	0.06	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	5	5301	0	17.6	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	6	4607	0	0.09	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	7	3711	0	0.01	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	8	3416	0	0.22	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	9	4301	0	0.03	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	10	3414	0	0.19	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	11	8201	0	0.03	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	12	3801	0	0.36	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	13	7002	0	0.02	MRP	8/12/2004

qryDisplay2122

orgcode	orgName	rownum	Occupational Series (4	FY03 (. of persons)	FY04 (. of persons)	Source (changedate
17755	ROCK ISLAND ARSENAL	1	3414	7	20.84	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	2	5350	0.02	0	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	3	3711	1.73	10.87	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	4	3712	0.19	0.64	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	5	4373	0.24	0.06	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	6	3416	1.09	0.63	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	7	3428	0.29	0.32	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	8	3401	2.46	0.29	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	9	4301	0.55	0.27	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	10	6605	2.52	14.81	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	11	4102	1.89	17.26	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	12	8201	10.59	18.58	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	13	5423	0.96	1.69	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	14	3703	0.84	7.72	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	15	3801	0.47	7.18	MRP	8/12/2004
17755	ROCK ISLAND ARSENAL	16	3701	0	0.08	MRP	8/12/2004

qryDisplay2146

orgcode	orgName	rownum	Occupational Series (4	FY03 (. of persons)	FY04 (. of persons)	Source (Text)	changedate
17755	ROCK ISLAND ARSENAL	1	6605	2.75	9.77	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	2	3711	0.17	0.05	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	3	3712	0.02	0.01	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	4	8201	0.4	0.52	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	5	3414	0.83	0.72	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	6	5350	0.02	0.01	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	7	4373	0.19	0.08	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	8	3727	0.04	0.03	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	9	4616	0.02	0	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	10	3416	0.04	0.01	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	11	3428	0.01	0	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	12	4301	0.13	0.31	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	13	4102	0.56	0.6	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	14	5423	0.01	0.08	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	15	3703	0.71	0.2	MRP/SIFS	8/12/2004
17755	ROCK ISLAND ARSENAL	16	3801	0.24	0.02	MRP/SIFS	8/12/2004

Community Briefing to 2005 BRAC Commission



**Rock Island Arsenal
Quad Cities, USA
Illinois/Iowa**

June 20, 2005

COMMUNITY ISSUES

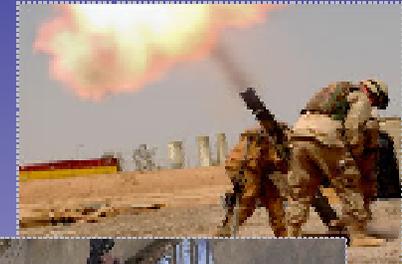
Basis of Decisions

(Closure of Rock Island Arsenal)



Deviation from BRAC Selection Criteria

TACOM – RI Realignment



Depot Level Reparable Procurement Management Consolidation Recommendation (Summary):

- Transfer the contracting and various inventory control functions for Consumable Items and the procurement management for Depot Level Reparable items to DLA.
- All other ICP functions remain with the Services.
- Relocates some Army and AF ICP functions to preserve the Army Life Cycle Management Commands and provide for continuation of secure facilities.

Recommendation:

“Realign Rock Island Arsenal, IL, as follows:

- Relocate the Contracting and . . . Inventory Control Point functions for Consumable Items to Defense Supply Center, Columbus, OH and reestablish them as Defense Logistics Agency Inventory Control Point functions;
- Relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control point functions; and
- Relocate the remaining integrated materiel management user, and related support functions to Detroit Arsenal, MI.”

BRAC 1993 Report to the President on Rock Island Arsenal:

- “The Army believes the armament/chemical materiel management functions can be fully executed from Rock Island Arsenal without relocating. There is a precedence for geographic dispersion of NICP functions.”

Army 2005 BRAC Strategy:

“Leverage BRAC to establish a streamlined portfolio of installations with a significantly reduced cost of ownership.”

BRAC 2005 Selection Criteria:

- #2 Military Value – The ability and condition of land, facilities at the receiving location.
- #3 Military Value – The ability to accommodate contingency, mobilization and future total force requirements
- #4 Military Value – The cost of operations and manpower implication.
- #5 Other Considerations – The extent and timing of potential cost savings

TACOM – RI Issues

PEOPLE

ACQ CTR

SAFETY
OFFICE

CHEMICAL
SUPPORT

LEGAL

SMALL BUSINESS

CONTRACTORS

WEAPONS
SUPPORT



FACILITIES

“NO BUILDABLE SPACE”

BUILDING COST - \$45.8M vs. \$21.2M

PARKING GARAGE - \$15.5M vs. \$3.5M

UNIQUE FACILITIES NOT AVAILABLE

MILITARY VALUE - #74 vs. #53

ENCROACHMENT

PROCESS

VIRTUAL ORGANIZATION

OPERATE SAME AT DETROIT ARSENAL
AS ROCK ISLAND

LOOKED AT IN BRAC 1993

NOTHING IN S & S JCSG THAT
REQUIRES A MOVE

TACOM – RI Analysis of Costs

	<u>BRAC RPT</u>	<u>COMPLETE MOVE</u>	<u>STAY AT R.I.</u>
PEOPLE TO MOVE	636	995	1,035
ONE TIME COSTS	\$47.1M	\$113.1M	- 0 -
ANNUAL RECURRING COSTS	\$72.0M	\$73.1M	\$68.9M
RETURN ON INVESTEMENT	NEVER	<u>NEVER</u>	

COBRA DATA

<u>FACILITIES</u>	<u>FY'06 – FY'11 NET COST</u>	<u>BEYOND (PER YEAR)</u>
DETROIT ARSENAL	\$57.1M	\$5.8M
ROCK ISLAND ARSENAL	\$7.7M	\$-4.9M

TACOM – RI Summary

Decision Looked At Before

- Can operate remotely

Virtual Organization

- Efficiencies already taken
- More than two sites involved
- No operational benefit to realign



Costs Grossly Underestimated

- One time cost over \$100M
- No Return on Investment – **CRITERIA #4 & #5**

Move Counter to Military Value – Overall Guidance

- No Buildable Area – **CRITERIA #2**
- Force Protection Issues
- Encroachment Issues – **CRITERIA #3**

Regional Personnel Office

Rated #1 Human Resource Organization in DOD

Handles High Priority Missions for Army

- Southwest Asia Support
- Military Technician Program
- Logistics Assistance Representatives

Unique Customers / Mission

- Military District of Washington (Arlington Cemetery)
- Medical Centers / Medical Recruitment
- DA Interns



Regional Personnel Office

Early Scenario Justification Statement –

“Enabling Potential to Close Rock Island Arsenal”



Efficiencies Arbitrarily Applied

- 17.7% for Army
- Translates to Transfer Servicing Ratio of 1:175
- Army Standard is 1:144

Regional Personnel Office

Predisposed Decisions do not allow
for Rock Island to be Receiver Site

Military Value Disregarded –
Civilian Personnel Offices

Savings Unlikely / Degradation of
Service Likely



Manufacturing Center

Recommendation:

Move Depot Workload to Depots

Anniston	119 Spaces
Letterkenny	27 Spaces
Efficiencies	<u>35 Spaces</u>
	181 Spaces



Work Performed (Reported in COBRA Data):

Combat Vehicles	101 People
Tactical Vehicles	22 People
Other Equipment	<u>12 People</u>
	135 People

Manufacturing Center

GSIE Established . . .

- Oversight of TACOM Depots/Arsenals
- Operate as a Business Unit
- Breakdown Legal & Financial Barriers
10 USC 4544

Actual Workload

- Combat Vehicles
 - HMMWV Armor Kits 80%
 - Gun Mounts & Recoil Mechanisms 18%
(*New production order*)
 - Tactical Vehicles
 - Flat Racks
 - Other Equipment
 - Demil of Ton Containers
- Surge handled with Term/Temp Employees



Manufacturing Center

Summary

- Recommendation Counter to Legislative Intent
- Workload Not Typical Depot Workload
- Equipment Needed for Current Production



CONCLUSIONS

Recommendations Deviated from BRAC Criteria

- Military Value not utilized as basis of decisions
- Lower cost of operations



Extremely Sub-Optimal Decisions made by Cross Service Groups. Eliminated Rock Island Arsenal Organizations from Considerations.