

RECOMMENDATION FOR CLOSURE

NAVAL SUPPORT ACTIVITY, NEW ORLEANS, LOUISIANA

Recommendation: Close Naval Support Activity New Orleans, LA. Relocate the Navy Reserve Personnel Command and the Enlisted Placement and Management Center to Naval Support Activity Mid-South, Millington, TN and consolidate with the Navy Personnel Command at Naval Support Activity Mid-South, Millington, TN. Relocate the Naval Reserve Recruiting Command to Naval Support Activity Mid-South, Millington, TN and consolidate with the Navy Recruiting Command at Naval Support Activity Mid-South, Millington, TN. Relocate the Navy Reserve Command to Naval Support Activity Norfolk, VA, except for the installation management function, which consolidates with Navy Region Southwest, Naval Station San Diego, CA, Navy Region Northwest, Submarine Base Bangor, WA, and Navy Region Midwest, Naval Station Great Lakes, IL. Relocate Headquarters, Marine Forces Reserve to Naval Air Station Joint Reserve Base New Orleans, LA, and consolidate with Marine Corps Reserve Support Command element of Mobilization Command, which is relocating from Marine Corps Support Activity, Kansas City, MO. Relocate Naval Air Systems Command Support Equipment Facility New Orleans, LA, Navy Recruiting District New Orleans, LA and the Navy Reserve Center New Orleans, LA to Naval Air Station Joint Reserve Base New Orleans, LA. Relocate 8th Marine Corps District to Naval Air Station Joint Reserve Base Fort Worth, TX. Consolidate Naval Support Activity New Orleans, LA installation management function with Naval Air Station Joint Reserve Base New Orleans, LA.

Justification: The collocation of the Navy Reserve Personnel Command, the Enlisted Placement Management Center, and Naval Reserve Recruiting Command at Naval Support Activity Mid-South, Millington creates a Navy Human Resources Center of Excellence, improves personnel life-cycle management, and furthers active and reserve component total force integration and effectiveness. This recommendation consolidates Reserve personnel and recruiting headquarters with like active component functions in a single location and eliminates stand-alone headquarters. In addition, activities of the Bureau of Naval Personnel, Navy Manpower Analysis Center and Navy Personnel Research and Development Center are currently located at Naval Support Activity Mid-South.

The relocation of the Navy Reserve Command, comprised of Navy Reserve Forces Command, Navy Reserve Forces, and Naval Reserve Air Forces, to Naval Support Activity Norfolk, VA will enhance internal active and reserve component interoperability. By locating the reserve headquarters elements on the same base with Fleet Forces Command, its active component headquarters, this recommendation will significantly increase interaction between the two components, produce a reduction in force size by eliminating duplicative staff, and allow for further decrease in staffing size for common support functions. The consolidation of the Navy Reserve Command

installation management functions with other Navy Regional organizations is part of the Department of the Navy efforts to streamline regional management structure and to institute consistent business practices.

The relocation of Headquarters, Marine Forces Reserve and the Marine Corps Reserve Support Command element of Mobilization Command to Naval Air Station Joint Reserve Base New Orleans maintains a central location for management of widely-dispersed Marine Corps Reserve elements and allows consolidation of Marine Reserve management functions. Marine Corps Reserve Support Command is currently the only geographically separated element of the Marine Forces Reserve. Consolidation with its Headquarters will significantly increase interaction and operational efficiency as well as eliminate duplicative staff. Location of this consolidated headquarters at a joint reserve base will enhance joint service interoperability concepts.

Relocation of 8th Marine Corps District to Naval Air Station Joint Reserve Base Fort Worth moves this management organization within their geographic area of responsibility. It also places them at a major transportation node with reduced average distance to managed recruiting stations.

Relocating these functions removes the primary missions from Naval Support Activity New Orleans, and eliminates or moves the entirety of the workforce except for those personnel associated with the base operations support function and a number of smaller tenant activities. As a result, retention of Naval Support Activity New Orleans is no longer required. Accordingly, this recommendation closes the installation and eliminates or relocates the remaining base operations support personnel and tenant activities. Base operations support organizations and tenant activity services currently shared between Naval Support Activity New Orleans and Naval Air Station Joint Reserve Base New Orleans consolidate at Naval Air Station Joint Reserve Base New Orleans to support the remaining area population.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$164.59 million. The net of all costs and savings to the Department during the implementation period is a cost of \$86.12 million. Annual recurring savings to the Department after implementation are \$36.50 million with a payback expected in three years. The net present value of the costs and savings to the Department over 20 years is a savings of \$276.42 million.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,096 jobs (1,192 direct jobs and 904 indirect jobs) over the 2006-2011 period in the New Orleans-Metairie-Kenner, LA Metropolitan Statistical Area, which is 0.27 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: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Air Station Joint Reserve Base New Orleans, LA is in Attainment. There are potential impacts to waste management and wetlands. Naval Air Station Joint Reserve Base Fort Worth, TX is in Serious Non-attainment for Ozone (1-Hour) and in Moderate Non-attainment for Ozone (8-Hour), however, no Air Conformity Determination will be required. No impacts are anticipated for air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species; or water resources. Naval Support Activity Mid-South Millington, TN, Naval Station San Diego, CA, Submarine Base Bangor, WA, Naval Station Great Lakes, IL and Naval Support Activity Norfolk, VA report that there are no impacts anticipated for air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species; waste management; water resources; or wetlands. This recommendation indicates impacts of costs at the installations involved, which reported \$262 thousand in costs for waste management and environmental compliance. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management or environmental restoration. 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.

Attachments:

Supporting Information
COBRA Report
Economic Impact Report(s)
Installation Criterion 7 Profile(s)
Summary of Scenario Environmental Impacts Report

Supporting Information:

Military Value Analysis Results:

Major Administrative and Headquarters Activities (MAH). 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.

Alternative	Military Value Score	Rank
(I)Fort Bliss	0.916106	1
(I)Hurlburt Field	0.904459	2
(I)Peterson AFB	0.898482	3
(I)Offutt AFB	0.897804	4
(I)Fort Sill	0.897530	5
(I)Cannon AFB	0.894840	6
(I)Robins AFB	0.894621	7
(I)Langley AFB	0.894364	8
(I)Fairchild AFB	0.891209	9
(I)Wright-Patterson AFB	0.890106	10
(I)Kirtland AFB	0.889335	11
(I)Charleston AFB	0.889139	12
(I)Eglin AFB	0.889118	13
(I)Davis-Monthan AFB	0.888693	14
(I)Ellsworth AFB	0.888462	15
(I)Francis E. Warren AFB	0.888071	16
(I)Tyndall AFB	0.888046	17
(I)Sheppard AFB	0.887698	18
(I)Fort Sam Houston	0.887542	19
(I)Barksdale AFB	0.885399	20
(I)Naval Station Norfolk	0.884987	21
(I)MacDill AFB	0.884476	22
(I)Nellis AFB	0.884352	23
(I)Joint Reserve Base New Orleans	0.883714	24
(I)Lackland AFB	0.883065	25
(I)Hill AFB	0.882924	26
(I)Pope AFB	0.882312	27
(I)Naval Weapons Station Charleston	0.880734	28
(I)Little Rock AFB	0.880006	29
(I)Fort Jackson	0.879598	30
(I)Minot AFB	0.879044	31
(I)Fort Knox	0.878055	32

(I)McConnell AFB	0.877979	33
(I)Columbus AFB	0.877866	34
(I)Buckley AFB	0.877640	35
(I)Naval Station and Undersea Warfare Center Newport	0.877276	36
(I)McChord AFB	0.877039	37
(I)Malmstrom AFB	0.876998	38
(I)Grand Forks AFB	0.876953	39
(I)Naval Air Station Pensacola	0.875960	40
(I)Naval Support Activity New Orleans, LA	0.875943	41
(I)Keesler AFB	0.875409	42
(I)Maxwell AFB	0.874951	43
(I)Tinker AFB	0.874479	44
(I)Randolph AFB	0.873869	45
(I)Fort Eustis	0.873396	46
(I)Patrick AFB	0.872872	47
(I)Redstone Arsenal	0.872540	48
(I)Naval Air Station Jacksonville	0.869268	49
(I)Marine Corps Base Camp Lejeune	0.868848	50
(I)Naval Air Station Brunswick	0.866599	51
(I)Andrews AFB	0.865739	52
(I)Bolling AFB	0.865074	53
(I)Fort Riley	0.864942	54
(I)Dyess AFB	0.864754	55
(I)Naval Support Activity Mechanicsburg	0.864430	56
(I)Fort Belvoir	0.864411	57
(I)Fort Stewart	0.863518	58
(I)Fort Leonard Wood	0.862508	59
(I)Fort Bragg	0.861692	60
(I)Fort Gordon	0.861244	61
(I)Washington Navy Yard	0.861010	62
(I)Henderson Hall	0.860942	63
(I)Fort Hood	0.860037	64
(I)Naval Air Station Meridian	0.859054	65
(I)Fort Drum	0.857921	66
(I)Homestead ARS	0.857745	67
(I)Naval Support Activity Millington	0.857427	68
(I)Fort Huachuca	0.857220	69
(I)Naval Air Station Corpus Christi	0.856942	70
(I)Fort Leavenworth	0.856342	71
(I)Seymour Johnson AFB	0.856158	72
(I)Scott AFB	0.855840	73
(I)Anacostia Annex	0.854954	74
(I)Naval Research Laboratory	0.854777	75
(I)Marine Corps Air Station Cherry Point	0.854704	76
(I)Naval Support Activity Norfolk	0.854401	77

(I)Marine Corps Base Quantico	0.854218	78
(I)Arlington Service Center	0.853531	79
(I)Hickam AFB	0.852121	80
(I)Elmendorf AFB	0.852067	81
(I)Fort Myer	0.850883	82
(I)Naval Support Activity Indian Head	0.849596	83
(I)March ARB	0.849568	84
(I)Fort Carson	0.849489	85
(I)Shaw AFB	0.849476	86
(I)Saufley Field	0.849031	87
(I)Naval Station Annapolis	0.849000	88
(I)Brooks City-Base	0.848949	89
(I)Fort Rucker	0.848640	90
(I)Marine Corps Air Station Miramar	0.846676	91
(I)Fort Detrick	0.845373	92
(I)Fort Wainwright	0.845009	93
(I)Fort Meade	0.844590	94
(I)Eielson AFB	0.843969	95
(I)Fort Lee	0.843201	96
(I)Naval Air Station North Island	0.842766	97
(I)Fort Benning	0.842497	98
(I)Joint Reserve Base Fort Worth	0.842196	99
(I)Naval Air Station Whiting Field	0.841333	100
(I)Vandenberg AFB	0.840607	101
(I)Marine Corps Base Hawaii Kaneohe	0.839421	102
(I)Vance AFB	0.838288	103
(I)Fort Monroe	0.838263	104
(I)Fort McNair	0.837711	105
(I)McGuire AFB	0.837355	106
(I)Naval Station San Diego	0.834858	107
(I)Fort McPherson	0.834280	108
(I)National Naval Medical Center Bethesda	0.834077	109
(I)Naval Air Station Key West	0.834073	110
(I)Marine Corps Support Activity Kansas City	0.834021	111
(I)Walter Reed Army Medical Center	0.833714	112
(I)Naval Submarine Support Base Kings Bay	0.833382	113
(I)Fort Lewis	0.833013	114
(I)Fort Richardson	0.832621	115
(I)Marine Corps Base Hawaii Camp Smith	0.831913	116
(I)Army National Guard Readiness Center	0.831220	117
(I)Naval Station Pearl Harbor	0.830818	118
(I)Luke AFB	0.828890	119
(I)Carlisle Barracks	0.827509	120
(I)Beale AFB	0.827114	121
(I)Fort Polk	0.819481	122

(I)Marine Corps Air Station Beaufort	0.819057	123
(I)Schofield Barracks	0.816340	124
(I)Mountain Home AFB	0.816236	125
(I)Potomac Annex, Washington DC	0.816066	126
(I)Fort Shafter	0.814127	127
(I)Aberdeen Proving Ground	0.811987	128
(I)Fort McCoy	0.807143	129
(I)Travis AFB	0.799278	130
(I)Naval Amphibious Base Coronado	0.790840	131
(I)Fort Gillem	0.786709	132
(I)Fort Hamilton	0.783659	133
(I)Naval Support Activity Dahlgren	0.783487	134
(I)Fort Monmouth	0.781758	135
(I)Fort Campbell	0.775120	136
(I)Fort Dix	0.769979	137
(I)Altus AFB	0.765887	138
(I)Naval Air Station Patuxent River Webster Field	0.765141	139
(I)Whiteman AFB	0.764781	140
(I)Naval Air Engineering Station Lakehurst	0.762298	141
(I)Joint Reserve Base Willow Grove	0.761900	142
(I)Naval Air Station Whidbey Island	0.761821	143
(I)Dover AFB	0.760977	144
(I)Fort A P Hill	0.759834	145
(I)Naval Air Station Patuxent River	0.758719	146
(I)Naval Station Everett	0.737483	147
(I)Marine Corps Base Camp Pendleton	0.727259	148
(I)Naval Submarine Base Bangor	0.717246	149
(I)Naval Air Station Point Mugu	0.690660	150
(A)CAA	0.573033	151
(A)DIA CAF	0.541384	152
(A)JCS CAF	0.541384	153
(A)Navy CAF	0.541384	154
(A)NETC	0.541384	155
(A)NETPDTC	0.541384	156
(A)AF Review Boards Agency	0.539325	157
(A)CO HQBN HQMC (Henderson Hall)	0.539325	158
(A)MEDIA CTR WASHINGTON DC	0.539325	159
(A)NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	0.539325	160
(A)NAVAL LEGAL SERVICES COMMAND	0.539325	161
(A)OCHR	0.539325	162
(A)PEO Soldier	0.539325	163
(A)TRIAL SERVICE OFFICE NORTHEAST	0.539325	164
(AB)COMMARFORRES NSA NOLA, New Orleans LA	0.539325	165
(AB)COMNAVAIRRESFOR NSA NOLA (sub of above)	0.539325	166
(AB)COMNAVCRUITCMD	0.539325	167

(AB)COMNAVCRUITCMD NSA NOLA (sub of above)	0.539325	168
(AB)COMNAVRESFOR NSA NOLA	0.539325	169
(AB)US Army Accessions Command HQ (USAAC)	0.539325	170
(AB)USAF Recruiting Service (HQ AF Recruiting SVC)	0.539325	171
(AJ)PACOM PACAF	0.539325	172
(AJ)FORSCOM	0.535848	173
(A)AF Office of Special Investigations	0.533079	174
(A)6MLMC	0.526302	175
(A)COMNAVFACENCOM	0.520917	176
(AB)USAF Reserve Command (USAFRES)	0.519156	177
(AB)US Army Recruiting Cmd	0.515376	178
(A)Acquisition Support Center (ASC)	0.497869	179
(A)NCIS	0.497809	180
(A)Program Mgr for Chemical Demilitarization	0.494558	181
(A)NAVAL HISTORICAL CENTER	0.492634	182
(AJ)PACOM USPACFLT	0.491693	183
(AJ)PACOM USARPAC	0.484799	184
(A)11th Wing	0.483401	185
(A)PWC WASH DC	0.483215	186
(A)NAVAL DISTRICT WASH DC	0.482047	187
(A)US Army Materiel Systems Analysis Activity	0.481124	188
(AJ)TRADOC	0.474208	189
(AB)US Army Reserve Command (USARC)	0.465001	190
(A)Wash HQ Services CAF	0.440260	191
(A)HQMC	0.438202	192
(A)MDW	0.438202	193
(A)DCAA	0.425281	194
(AB)US Army Cadet Cmd	0.410296	195
(A)Air Force CAF	0.406553	196
(A)Army CCF	0.406553	197
(A)DTRA	0.405251	198
(A)Soldiers Magazine-Belvoir	0.405180	199
(A)AF Flight Standards Agency	0.404494	200
(A)AF Legal Services Agency	0.404494	201
(A)AF Medical Support Agency	0.404494	202
(A)AF/HC – Chaplain Service	0.404494	203
(A)AF/SG – Surgeon General	0.404494	204
(A)AFIP	0.404494	205
(A)AUDSVC	0.404494	206
(A)BD CPAC -MA, NE Region	0.404494	207
(A)BUMED, WASH DC	0.404494	208
(A)COMSC WASHINGTON DC	0.404494	209
(A)NAVSISA MECHANICSBURG PA	0.404494	210
(A)NAVSUPSYSCOM MECHANICSBURG PA	0.404494	211
(A)PEO EIS(STAMIS)	0.404494	212

(A)US ARMY INFORMATION SYSTEMS ENGINEERING COMMAND	0.404494	213
(A)USAMMDA	0.404494	214
(AB)COMMARFORCRUITCMD, Quantico, VA	0.404494	215
(A)DeCA	0.403999	216
(A)Developmental Test Command	0.400653	217
(A)USAMRIID	0.397131	218
(A)ACSIM	0.393249	219
(A)CID-Belvoir	0.386276	220
(A)Army Evaluation Center	0.384469	221
(A)USA SAC	0.381946	222
(A)USA MMA	0.380582	223
(A)USA Force Mgmt Support Agency, HQ DA-GS	0.377575	224
(A)DLA	0.377205	225
(A)DISCO	0.373905	226
(A)SAF/US – Under Secretary of the AF	0.372448	227
(A)MARINE CORPS INSTITUTE (NEW)	0.372432	228
(A)Army Audit Agency	0.371990	229
(A)AF/JA – Judge Advocate General	0.371751	230
(A)USALSA	0.369586	231
(A)SPAWARSYSCEN, Charleston (NEW)	0.368049	232
(A)ASA(M&RA)	0.367484	233
(A)US Army Medical Research Institute for Chemical Defense	0.365510	234
(A)HQS USA MRMC (and subordinate commands)	0.365100	235
(A)NSWC HQ (AT WNY)	0.365040	236
(A)JMLFDC	0.364700	237
(AB)HQ ARNG (Army National Guard)	0.363228	238
(A)US Army Aberdeen Test Center	0.360723	239
(A)Communications & Electronics Command (CECOM)	0.359930	240
(A)US Army Research, Development and Engineering Command	0.359555	241
(A)USAMRAA	0.358069	242
(A)Edgewood Chemical & Biological Center	0.353246	243
(A)Army Contracting Agency	0.352701	244
(A)NAVSEASYS COM WASHINGTON NAVY YARD, DC	0.351416	245
(A)US Army Environmental Center	0.350284	246
(A)US Army Center for Health Promotion and Preventative Medicine	0.343374	247
(A)U. S. Army Research Laboratory - HQ	0.340102	248
(A)The Surgeon General Office (OTSG)	0.329669	249
(A)SECNAV WASH DC	0.329566	250
(A)ASA (I&E)	0.327649	251
(A)OEA	0.325443	252
(AJ)JFCOM/C4ISR Battle Center/JFL/JWC	0.311502	253
(A)OCPA	0.305962	254

(A)NSA CAF	0.305429	255
(A)NAVAIR SYSCOM HQ	0.296075	256
(A)Navy Hometown News	0.293966	257
(A)SAF/GC – General Counsel	0.293345	258
(AJ)SDDC-TEA	0.293067	259
(A)G-6	0.292114	260
(A)DUSA	0.292038	261
(A)AF/XO – Air and Space Operations	0.292033	262
(A)AF-CIO – HAF Chief Information Officer	0.291984	263
(A)CECOM (Acquisition Ctr)	0.291821	264
(A)ASA (FM&C)	0.291476	265
(A)AF News Agency/Army & AF Hometown News	0.291462	266
(A)AFIS	0.291362	267
(A)Office of the JAG (OTJAG)	0.291328	268
(A)G-8	0.291178	269
(A)AFSAA - AF Studies and Analysis Agency	0.290729	270
(A)PFPA	0.290512	271
(A)DTSA	0.290357	272
(A)OCAR	0.289929	273
(A)JAG School	0.289786	274
(A)DARPA	0.289164	275
(A)DHRA	0.287253	276
(A)OASA (Alt)	0.276646	277
(A)AFCEE	0.274720	278
(A)CIFA	0.273153	279
(A)DOHA	0.271923	280
(A)NAWC PATUXENT RIVER MD	0.271219	281
(A)SAF/AA – Admin Asst to the Secretary	0.265571	282
(A)G-3	0.265290	283
(A)PEO STRICOM	0.260909	284
(AB)USAF Reserve Command Reserve Recruiting Service,	0.260669	285
(A)DCMS	0.257829	286
(A)G-1	0.256200	287
(A)AMC	0.254981	288
(A)Office of the Admin Assistant to the Army (SAAA)	0.253912	289
(A)HQ IMA	0.252089	290
(A)WHS	0.249914	291
(A)SAF/PA – Public Affairs	0.238116	292
(A)SAF/SB – Small & Disadvantaged Business	0.238100	293
(A)AF/XI – Warfighting Integration	0.237450	294
(A)SAF/IA – International Affairs	0.237118	295
(A)OSD	0.234229	296
(AB)HQ Air National Guard (ANG)	0.227358	297
(A)DCMA	0.219688	298
(A)HQ SMDC	0.218208	299

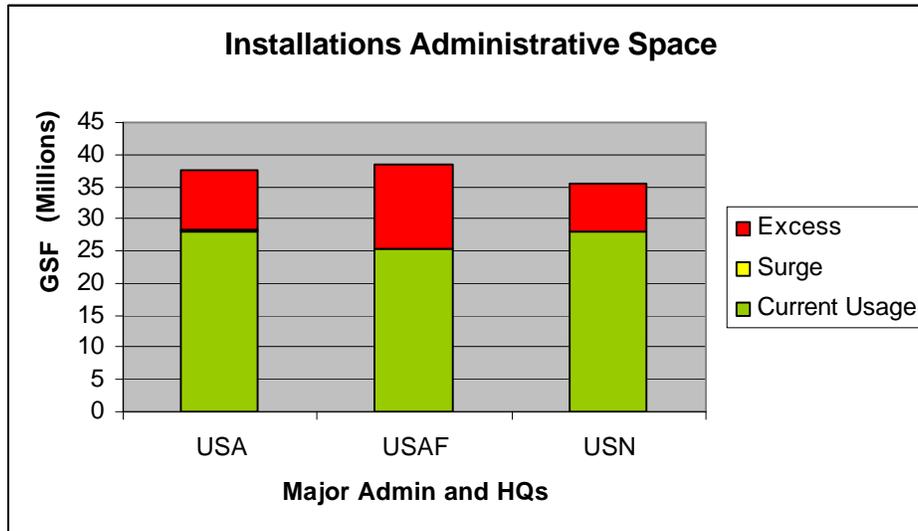
(A)HRC	0.216936	300
(A)OPNAV	0.209306	301
(A)SAF/IE – Installations Environment and Logistics	0.207539	302
(A)NETCOM	0.201310	303
(A)SAF/AQ - Acquisition	0.197521	304
(A)SAF/AG – Auditor General	0.197312	305
(A)DISA	0.196988	306
(A)DISC4 JTRS JPO	0.188239	307
(A)TMA	0.164090	308
(A)AF Personnel Operations Agency	0.158570	309
(A)PEO Biological Defense	0.157701	310
(A)NMCRS	0.157603	311
(A)AF/HO - Historian	0.157277	312
(A)SAF/FM – Financial Management and Comptroller	0.156783	313
(A)DLSA	0.156473	314
(A)DPMO	0.156181	315
(A)NAVIPO WASH DC	0.155633	316
(A)COMMANDER, NAVY INSTALLATIONS	0.155615	317
(A)DSCA	0.155472	318
(A)HQ ATEC	0.153650	319
(AB)HQ NGB (National Guard Bureau – overseeing Air Force and Army)	0.153333	320
(A)DODEA	0.153243	321
(A)Army Research Office	0.152528	322
(A)NAV SSP (NEW)	0.151736	323
(A)SDDC (formerly MTMC)	0.150176	324
(AJ)SOUTHCOM HQ	0.148419	325
(A)Navy Systems Management Activity (NSMA) - New	0.143747	326
(A)Army-CSA	0.143717	327
(A)DOD IG	0.142296	328
(A)MDA	0.142236	329
(A)AF/DP - Personnel	0.136565	330
(A)OFFICE OF NAVAL RESEARCH	0.124907	331
(A)DFAS	0.122673	332
(A)AF/IL – Installation and Logistics	0.113528	333
(A)DSS	0.112188	334

Military Personnel Centers.

Alternative	Military Value Score	Rank
NAVPERSCOM	0.962	1
AFPC	0.754	2
MC PERSCOM	0.586	3
EPMAC	0.563	4
NAVRESPERCEN	0.563	5
ARPC	0.130	6
HRC INDIANAPOLIS	0.098	7
HRC ST LOUIS	0.097	8
MC MOBCOM	0.094	9
HRC ALEXANDRIA	0.068	10

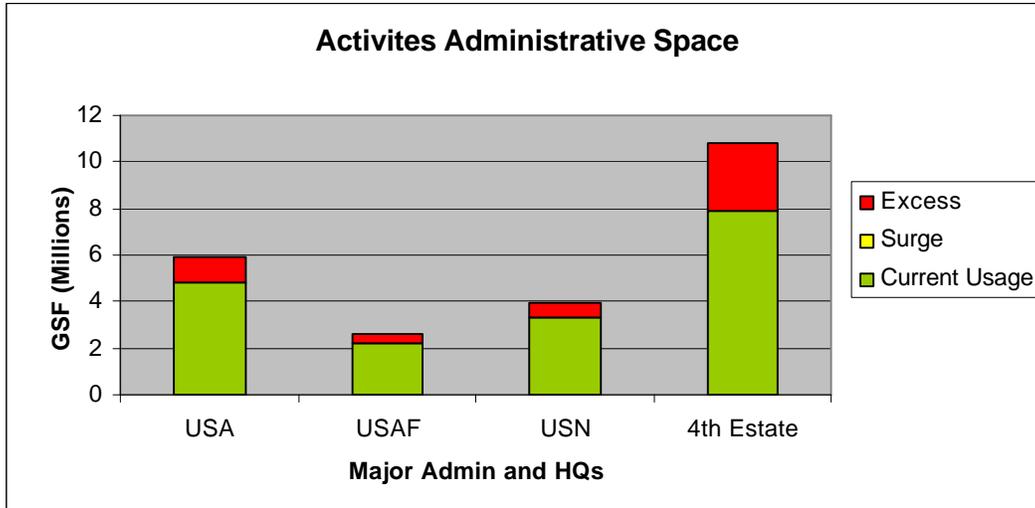
Capacity Analysis Results:

MAH—Installations. The analysis reveals 19% to 34% excess administrative space at the installation-level across the MILDEPS. Results are presented below. In total, there is 22% excess capacity.



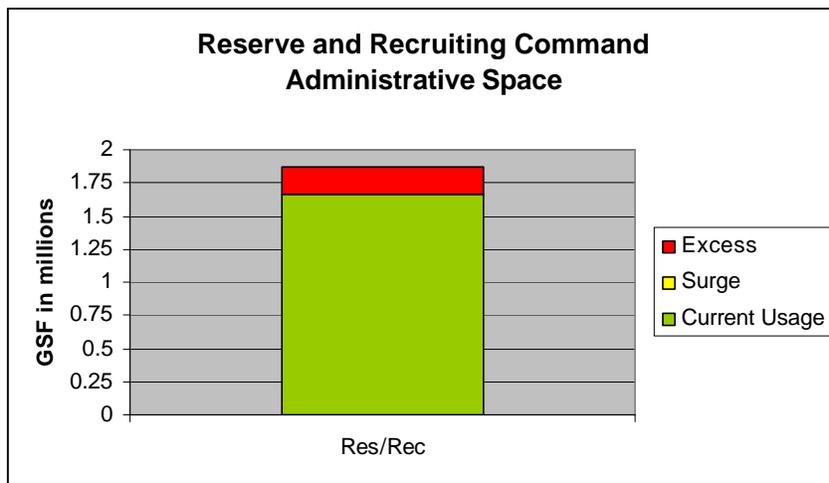
MAH Installation Capacity.

MAH-Activities. The analysis reveals 15% to 27% excess administrative space within the specified activities across the MILDEPs, OSD, Defense Agencies and Field Activities, as shown below. In total, there is 24% excess capacity.



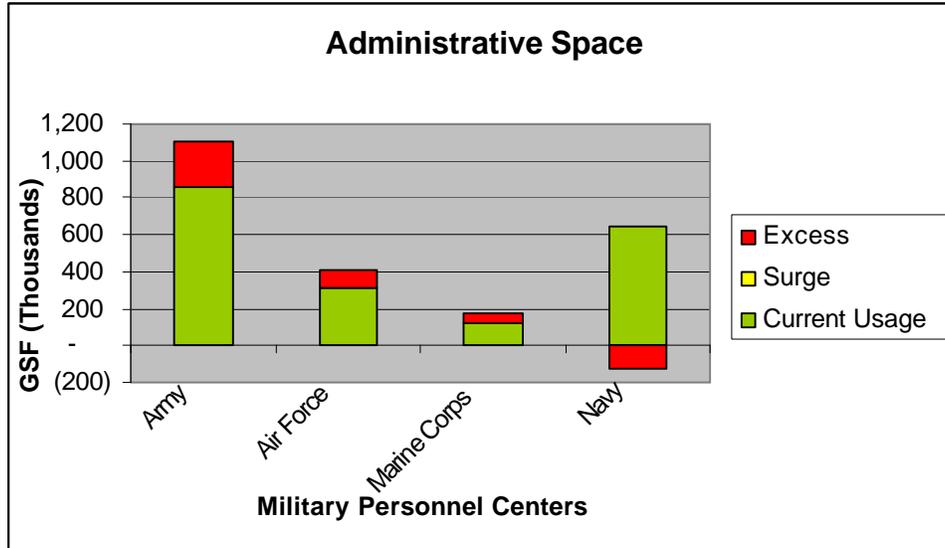
MAH Activities Capacity.

Reserve and Recruiting Commands. 11% excess capacity is identified across the reserve and recruiting commands. This is presented below.



Reserve and Recruiting Command Capacity.

Military Personnel Centers. Excess capacity, shown below, exists in military personnel centers from 10% shortfall to 33% excess among the MILDEPs. In total, there is 24% excess capacity.



Military Personnel Capacity.