



INFRASTRUCTURE ANALYSIS TEAM
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RP-0127
IAT/REV
5 May 2004

MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 29 APRIL 2004

- Encl:
- (1) IAT E&T DON Recruit Training Military Value Attribute - Selection Criteria Weighting
 - (2) IAT E&T DON Recruit Training Military Value Ranking of Attribute Components by Weight
 - (3) IAT E&T DON Officer Accession Training Military Value Attribute - Selection Criteria Weighting
 - (4) IAT E&T DON Officer Accession Training Military Value Ranking of Attribute Components by Weight
 - (5) IAT E&T DON Specific PME Military Value Attribute - Selection Criteria Weighting
 - (6) IAT E&T DON Specific PME Military Value Ranking of Attribute Components by Weight
 - (7) IAT E&T DON Recruit Training Revised Military Value Attribute - Selection Criteria Weighting
 - (8) IAT E&T DON Recruit Training Revised Military Value Ranking of Attribute Components by Weight
 - (9) IAT E&T DON Recruit Training Revised Military Value Scoring Statement - Selection Criteria Mapping
 - (10) IAT E&T DON Officer Accession Training Revised Military Value Attribute - Selection Criteria Weighting
 - (11) IAT E&T DON Officer Accession Training Revised Military Value Ranking of Attribute Components by Weight
 - (12) IAT E&T DON Officer Accession Training Revised Military Value Scoring Statement - Selection Criteria Mapping
 - (13) IAT E&T DON Specific PME Revised Military Value Attribute - Selection Criteria Weighting
 - (14) IAT E&T DON Specific PME Revised Military Value Ranking of Attribute Components by Weight
 - (15) IAT E&T DON Specific PME Revised Military Value Scoring Statement - Selection Criteria Mapping
 - (16) IAT E&T Military Value Evaluation Proposed Scoring Statements and Questions for Environmental and Encroachment Attribute

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- (17) IAT Ground Operations Function Military Value Matrix
- (18) IAT Military Value Analysis of DON Specific
Headquarters and Support Activities Functions of
29 April 2004

1. The ninth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0950 on 29 April 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; Ms. Ariane Whittemore, alternate for VADM Charles W. Moore, Jr., USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Albert H. Konetzni, USN, Member; LtGen Richard L. Kelly, USMC, Member; LtGen Michael A. Hough, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick; CAPT Chris T. Nichols, USN; CAPT Matthew R. Beebe, CEC, USN, Headquarters and Support Activity Team Lead; CAPT David D. Foy, USN; Ms. Laura Knight; Mr. John A. Crossen, CNA; Mr. Michael D. Bowes, CNA; Ms. Amy L. Palko; CDR Philip A. Black, USN; CDR Joseph E. Arleth, USN; CDR Jennifer R. Flather, USN; CDR Lee Jaenichen, USN; CDR Robert E. Vincent II, JAGC, USN; MAJ Gregory J. Moore, USMCR; MAJ Stanley Sober, USMC; LCDR Robert A. Dews, USN; and, LCDR Majella D. Stevenson, CEC, USN; and, Capt James A. Noel, USMC.

2. The IAT provided enclosures (1) through (6) to the IEG. Ms. Davis highlighted that the Student Load component of the Training Output attribute had the highest component weight for all three E&T DON Functions. She explained this was due to the fact that Student Load was the only remaining component within the Training Output attribute since the IEG decided to eliminate the Educational Staff component at the last deliberative session. Ms. Davis informed the IEG that the IAT reevaluated the purpose and intent of the Student Load component to determine if it was the most important discriminator for the three E&T DON functions. Upon review of the underlying scoring statements and questions, the IAT noted that the Student Load component is closely related to infrastructure since it will measure student throughput. Accordingly, the IAT recommended numerous changes, which would ensure more accurate component measurements and weighting, for all three E&T DON Functions. Enclosures (7) through (15) pertain.

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3. The first recommendation was to change the change the component label from "Student Load" to "Student Throughput". The new label would more accurately depict the intended military value purpose of the component. Second, since throughput is directly related to infrastructure, the Training Infrastructure attribute was the most appropriate attribute for the "Student Throughput" component. Accordingly, the IAT recommended moving the "Student Throughput" component from the Training Output attribute to the Training Infrastructure attribute. Ms. Davis noted that student throughput would be analyzed as one of a myriad of important infrastructure discriminators within the Training Infrastructure attribute. Third, the Training Output attribute should be eliminated since it would no longer contain any components. Enclosures (7), (10), and (13) pertain.

4. Ms. Davis informed the IEG that the IAT also reviewed the assignment of scoring statements, by attribute, to the four military value selection criteria. She noted that the IAT recommended three changes. First, scoring statement E&T-1 should not be assigned to the Surge Capabilities selection criteria. This scoring statement does not affect surge capabilities since it was designed to measure current student throughput. Second, scoring statement E&T-2 should not be assigned to the Cost selection criteria. This scoring statement will consider current facility infrastructure only and, therefore, there would not be any additional cost considerations. Finally, scoring statement E&T-10 should not be assigned to the Surge Capabilities selection criteria because the centralization of training measurement does not affect surge capabilities. Enclosures (9), (12), and (15) pertain. The IEG approved the IAT recommendations set forth in paragraph 3 and 4 of this report and determined the recommendations were applicable for all three E&T DON functions.

5. Upon approval of these recommendations by the IEG, Ms. Davis noted that environmental and encroachment factors affected the three E&T DON Functions since these functions encompass classroom and field facilities. Therefore, the IAT recommended that an Environmental and Encroachment attribute be added to the military value analysis of E&T DON Functions. The IEG reviewed enclosure (16), which contained a proposed Environmental and Encroachment attribute with the following components: Land Constraints, Encroachment, Environmental Costs, Waste Disposal, Potable Water, Natural Resource Considerations, and Air Quality. The IEG approved adding the Environmental and Encroachment attribute and the proposed components.

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6. Upon approval of the Environmental and Encroachment attribute and underlying components, the IEG reviewed the proposed scoring statements and roll-up questions contained in enclosure (16). Ms. Davis informed the IEG that the IAT reviewed the environmental and encroachment scoring statements approved for Naval Operations Functions. The IAT recommended using the Ground Operations Function scoring statements for E&T DON Functions since these scoring statements and questions address environmental and encroachment factors which also could affect E&T DON classroom and field facilities. Ms. Davis apprised the IEG that it could approve all of the scoring statements and roll-up questions that were approved for the Ground Operations Function in order to ensure that identical environmental and encroachment factors were evaluated or it could identify and use scoring statement and roll-up questions which were true discriminators for E&T DON Functions. The IEG decided to use the same scoring statements and roll-up questions for Ground Operations Function and E&T DON Functions since these functions are affected by similar environmental and encroachment factors.

7. During its review of enclosure (16), the IEG also reviewed the previously approved Ground Operations Function Military Value Matrix for the Environmental and Encroachment attribute. See enclosure (17). The IEG determined that ground water and the Clean Water Act were significant environmental factors affecting both naval operations and educational functions. The IEG instructed the IAT to develop applicable ground water and Clean Water Act components, scoring statements, and questions for the three Naval Operations Functions and the three E&T DON Functions.

8. Additionally, the IEG determined that ground water and air quality environmental and encroachment issues affect naval operations and educational functions as significantly as endangered species issues. The IEG determined that scoring statement ENV-8a-h (Air Quality) and the ground water scoring statement should receive the same banding and numerical score as scoring statement ENV-7a-c (Natural Resource Considerations). Accordingly, scoring statement ENV-8-a-h and the new ground water scoring statement will be placed in scoring band "1" and receive a numerical score of "7" for both the Ground Operations Function and the three E&T DON Functions. The IEG directed the IAT to review the environmental and encroachment scoring statements for Naval Surface/Subsurface Operations and Aviation Functions and recommend similar modifications.

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9. The IEG agreed that the three E&T DON Functions should contain the same bands and numerical scores for the remaining Ground Operations Function environmental and encroachment scoring statements contained in enclosure (17). The IEG then reviewed the assignment of the Ground Operations Function environmental and encroachment scoring statements to the selection criteria. The IEG agreed to use the same scoring statement assignments for the three E&T DON Functions. However, the IEG determined that scoring statement ENV-7-a-c should be assigned to the Readiness, Surge Capabilities, and Cost selection criteria, but not the Facilities selection criteria, for the Naval Operations Functions, where applicable, and the E&T DON Functions.

10. The IEG recessed at 1043 and reconvened at 1055. All IEG members present when the IEG recessed were again present. In addition, Mr. Booth, Mr. Ledvina, and the following members of the IAT were present: Mr. Dennis Biddick; CAPT Matthew R. Beebe, CEC, USN; CAPT David D. Foy, USN; Mr. John A. Crossen, CNA; Mr. Michael D. Bowes, CNA; Ms. Amy L. Palko; CDR Lee Jaenichen, USN; CDR Robert E. Vincent II, JAGC, USN; MAJ Stanley Sober, USMC; LCDR Robert A. Dews, USN; LCDR Majella D. Stevenson, CEC, USN; Capt Francine Iazzetta, USMCR; and, Capt James A. Noel, USMC. CDR Carl W. Deputy, USN entered the deliberative session at 1106.

11. Ms. Davis informed the IEG that she had consulted with the Department of the Army and Department of the Air Force since the last deliberative session and confirmed that both Services are conducting military value analysis of their respective service academies with other officer and institutional training activities. The IEG agreed to evaluate the United States Naval Academy within the E&T DON Officer Accession Training Function. The IEG determined that the functions performed at the Naval Academy are similar to functions performed by activities within the E&T DON Officer Accession Training Function.

12. CAPT Beebe and members of his team briefed enclosure (18). Ms. Davis advised the IEG that the purpose of this portion of the deliberative session was to consider the military value analysis methodology for DON specific Headquarters and Support Activities (HSA) Functions. She noted that this methodology differed from operational functions because the IEG will only conduct military value analysis of DON HSA functions not under review by the HSA JCSG. She recommended the IEG begin its assessment by reviewing the HSA JCSG military value methodology, universe, and scoring plans. The HSA JCSG

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identified eight functional areas: Major Administrative and Headquarters Activities, Mobilization Centers, Civilian Personnel Offices, Military Personnel Offices, Correctional Facilities, Defense Finance and Accounting Services, Computing Services, and Geographical (GEO) Clusters (Installation Management, Installation Military Personnel, Finance and Accounting, and Headquarters Support Activities). The GEO clusters assessment is designed to streamline functions by identifying two or more Services providing similar functions within the same proximate geographical location. CAPT Beebe and his staff informed the IEG that the HSA JCSG military value analysis would explore both joint and "goodness for the Service" opportunities.

13. The IEG agreed to evaluate the HSA JCSG Military Value scoring plan as a starting point and tailor it for DON specific activities. The IEG agreed to conduct military value analysis on two functional areas, Recruiting Districts/Stations and Reserve Centers, but noted that the IAT was continuing to evaluate activities that provide regional support and/or administrative support to ascertain whether there are additional functional areas. Ms. Davis explained that Recruiting Districts/Stations included approximately 85 activities and Reserve Centers included approximately 266 activities. The Recruiting Districts/Stations Universe would include 31 Navy Recruiting Districts, 48 Marine Corps Recruiting Stations, and 6 Navy Reserve Recruiting Areas. The IAT determined that the optimal way to evaluate the military value of naval recruiting operations was to conduct military value analysis of the recruiting activities that provide management and oversight over the "storefront" recruiting operations. Ms. Davis further informed the IEG that the HSA JCSG was not conducting military value analysis on Navy and Marine Corps Reserve Centers. The IEG conditionally approved the Universe lists for Recruiting Districts/Stations and Reserve Centers denoted in enclosure (18).

14. The IAT reviewed the HSA JCSG scoring plans for the eight functional areas and determined that the Headquarters and Support Activities, Military Personnel Offices, and Civilian Personnel Officers functional areas were most similar to the HSA DON Recruiting Districts/Stations and Reserve Centers functions. The IAT reviewed the attributes associated with these three HSA JCSG functional areas and developed proposed attributes for the HSA DON functions. The IEG approved the following proposed attributes for both Recruiting Districts/Stations and Reserve Centers: Effectiveness of Operation, Efficiency of Operation,

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Quality of Facilities, and Personnel Support. Additionally, the IEG directed the IAT to add an Environmental and Encroachment attribute for the Reserve Centers function. The IEG determined that this attribute was not applicable for the Recruiting Districts/Stations function since environmental and encroachment factors do not affect the military value of naval recruiting stations.

15. The IEG approved the following components for the Recruiting Districts/Stations Function attributes:

- a. Effectiveness of Operation: Recruiting Mission/Goal, Recruiting Demographics, and Scope of Responsibility.
- b. Efficiency of Operation: Proximity & Control and Cost.
- c. Quality of Facilities: Facility Condition and Security.
- d. Personnel Support: Medical, Housing, Non-Military Education, Employment, MWR/MCCS/Fleet, and Family Services, Follow-on Tour Opportunities, and Metropolitan Area Characteristics.

16. The IEG directed the IAT to develop applicable components for the Environmental & Encroachment attribute and approved the following components for the other four Reserve Centers Function attributes:

- a. Effectiveness of Operation: Population Served, Training/Special Responsibilities, and Potential for Expanding Mission.
- b. Efficiency of Operation: Cost of Operation and Efficient Use of Facilities.
- c. Quality of Facilities: Condition of Facility and Security.
- d. Personnel Support: Medical, Housing, Non-Military Education, Employment, MWR/MCCS/Fleet, and Family Services, Follow-on Tour Opportunities, and Metropolitan Area Characteristics.

17. The IEG reviewed the selection criteria weights used by DON for Reserves Centers, Administrative Activities, and Naval Reserve Readiness Commands in BRAC 1995 and BRAC 2005 selection criteria weights the IEG used for Naval Operations Functions and

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E&T DON Specific Functions. See enclosure (18). The IEG noted that readiness and surge requirements are almost equally important for naval recruiting operations and agreed to assign the following weights for the Recruiting Districts/Stations Function:

- a. Readiness: 40
- b. Facilities: 15
- c. Surge Capabilities: 30
- d. Cost and Manpower: 15

18. The IEG noted that reserve centers must maintain an optimal level of readiness and assigned the following weights for the Reserve Centers Function:

- a. Readiness: 55
- b. Facilities: 25
- c. Surge Capabilities: 15
- d. Cost and Manpower: 5

19. The deliberative session adjourned at 1212.



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Recorder, IAT

TAB 1

**DON RECRUIT TRAINING MILITARY VALUE
ATTRIBUTE - SELECTION CRITERIA WEIGHTING**

Attribute	Components	Selection Criteria (SC)						TOTAL
		Readiness	Facilities	Surge Capabilities	Cost	TOTAL		
		40	30	15	15	100	100	
Training Output	Student Load							
		35	15	30	15			
		14.00	4.50	4.50	2.25	25.25		
Training Infrastructure	Messing, Billeting, Expansion Potential, Classrooms, Training Facilities							
		35	50	35	35			
		14.00	15.00	5.25	5.25	39.50		
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts							
		15	20	20	20			
		6.00	6.00	3.00	3.00	18.00		
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics							
		10	10	5	25			
		4.00	3.00	0.75	3.75	11.50		
Ability to Support Other Missions	Other training, Reserve Support							
		5	5	10	5			
		2.00	1.50	1.50	0.75	5.75		
		100	40.00	100	30.00	100	15.00	100.00

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TAB 2

**DON RECRUIT TRAINING MILITARY VALUE
RANKING OF ATTRIBUTE COMPONENTS BY WEIGHT**

Component	Attribute	Weight	Rank	ieg
Student Load	TO	25.25	1	6
Training Facilities	TI	9.74	2	9
Classrooms	TI	9.74	2	9
Degree of Training Centralization	L	9.29	4	5
Billeting	TI	8.66	5	8
Messing	TI	7.58	6	7
Transportation Availability	L	6.86	7	8
Housing	PS	5.53	8	10
Expansion Potential	TI	3.77	9	6
Reserve Support	ASOM	2.88	10	5
Other Training	ASOM	2.88	10	5
Fleet and Family Services	PS	1.90	12	6.5
Weather Impacts	L	1.86	13	1
Medical	PS	1.29	14	4
Metropolitan Area Characteristics	PS	0.97	15	2.67
MWR	PS	0.88	16	6
Non-Military Education	PS	0.72	17	6.5
Employment	PS	0.17	18	3
Follow-on-Tour Opportunities	PS	0.06	19	1

ATTRIBUTES

Training Output	TO
Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 3

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

Attribute	Components	Selection Criteria (SC)							TOTAL
		Readiness	Facilities	Surge Capabilities	Cost	Weighting			
	Student Load	40	30	15	15	100		100	
Training Output		35	15	30	15			25.25	
		14.00	4.50	4.50	2.25				
Training Infrastructure	Messing, Billing, Expansion Potential, Classrooms, Training Facilities	35	50	35	35			39.50	
		14.00	15.00	5.25	5.25				
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts	15	20	20	20			18.00	
		6.00	6.00	3.00	3.00				
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	10	10	5	25			11.50	
		4.00	3.00	0.75	3.75				
Ability to Support Other Missions	Other training, Reserve Support	5	5	10	5			5.75	
		2.00	1.50	1.50	0.75				
		100	40.00	100	30.00	100	15.00	100	100.00

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TAB 4

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

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Student Load	TO	25.25	1
Training Facilities	TI	9.74	2
Classrooms	TI	9.74	2
Degree of Training Centralization	L	8.80	4
Billeting	TI	8.66	5
Messing	TI	7.58	6
Transportation Availability	L	7.00	7
Housing	PS	5.53	8
Expansion Potential	TI	3.77	9
Reserve Support	ASOM	2.88	10
Other Training	ASOM	2.88	10
Weather Impacts	L	2.20	12
Fleet and Family Services	PS	1.90	13
Medical	PS	1.29	14
MWR	PS	0.88	16
Metropolitan Area Characteristics	PS	0.97	15
Non-Military Education	PS	0.72	17
Employment	PS	0.17	18
Follow-on-Tour Opportunities	PS	0.06	19

ATTRIBUTES

Training Output	TO
Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 5

**DON SPECIFIC PME MILITARY VALUE
ATTRIBUTE - SELECTION CRITERIA WEIGHTING**

Attribute	Components	Selection Criteria (SC)						TOTAL
		Readiness 40	Facilities 30	Surge Capabilities 15	Cost 15	TOTAL		
Training Output	Student Load	35	15	30	15	15	100.00	
Training Infrastructure	Expansion Potential, Classrooms, Training Facilities	14.00	4.50	4.50	2.25	25.25		
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts	14.00	15.00	5.25	5.25	39.50		
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	6.00	6.00	3.00	3.00	18.00		
Ability to Support Other Missions	Other training, Reserve Support	4.00	3.00	0.75	3.75	11.50		
		2.00	1.50	1.50	0.75	5.75		
		100	40.00	100	30.00	100	15.00	100.00

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TAB 6

**DON SPECIFIC PME MILITARY VALUE
RANKING OF ATTRIBUTE COMPONENTS BY WEIGHT**

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Student Load	TO	25.25	1
Training Facilities	TI	16.69	2
Classrooms	TI	16.69	2
Degree of Training Centralization	L	10.29	4
Expansion Potential	TI	6.13	5
Transportation Availability	L	6.00	6
Housing	PS	5.53	7
Other Training	ASOM	2.88	8
Reserve Support	ASOM	2.88	8
Fleet and Family Services	PS	1.90	10
Weather Impacts	L	1.71	11
Medical	PS	1.29	12
Metropolitan Area Characteristics	PS	0.97	13
MWR	PS	0.88	14
Non-Military Education	PS	0.72	15
Employment	PS	0.17	16
Follow-on-Tour Opportunities	PS	0.06	17

ATTRIBUTES

Training Output	TO
Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 7

**DON RECRUIT TRAINING MILITARY VALUE
ATTRIBUTE - SELECTION CRITERIA WEIGHTING**

Attribute	Selection Criteria (SC)							TOTAL
	Readiness	Facilities	Surge Capabilities	Cost	Weighting			
	40	30	15	15	100	100	100	100
Components								
Training Infrastructure	Student Throughput, Messing, Billeting, Expansion Potential, Classrooms, Training Facilities							
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts	55	20	20	20	50	54.25	
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	20	15	10	20	25	20.00	
Ability to Support Other Missions	Other training, Reserve Support	10	10	15	5	15.75	10.00	
		100	40.00	100	30.00	100	15.00	100.00

TAB 8

**DON RECRUIT TRAINING MILITARY VALUE
RANKING OF ATTRIBUTE COMPONENTS BY WEIGHT**

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Student Throughput	TI	11.68	1
Training Facilities	TI	10.33	2
Classrooms	TI	10.33	2
Billeting	TI	9.18	4
Transportation Availability	L	8.95	5
Degree of Training Centralization	L	8.93	6
Messing	TI	8.04	7
Housing	PS	8.02	8
Reserve Support	ASOM	5.00	9
Other Training	ASOM	5.00	9
Expansion Potential	TI	4.69	11
Fleet and Family Services	PS	2.49	12
Weather Impacts	L	2.12	13
Medical	PS	1.88	14
Metropolitan Area Characteristics	PS	1.27	15
MWR	PS	1.15	16
Non-Military Education	PS	0.72	17
Employment	PS	0.17	18
Follow-on-Tour Opportunities	PS	0.06	19

ATTRIBUTES

Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 9

**DON RECRUIT TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

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

**DON RECRUIT TRAINING MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

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

TAB 10

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

Attribute	Selection Criteria (SC)							TOTAL	
	Readiness	Facilities	Surge Capabilities	Cost	Weighting		TOTAL		
	40	30	15	15	100	100	100	100	
Training Infrastructure	55	55	55	50				54.25	
Student Throughput, Messing, Billering, Expansion Potential, Classrooms, Training Facilities	22.00	16.50	8.25	7.50					
Location	20	20	20	20				20.00	
Transportation Availability, Degree of Training Centralization, Weather Impacts	8.00	6.00	3.00	3.00					
Personnel Support	15	15	10	25				15.75	
Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	6.00	4.50	1.50	3.75					
Ability to Support Other Missions	10	10	15	5				10.00	
Other training, Reserve Support	4.00	3.00	2.25	0.75					
	100	40.00	100	30.00	100	15.00	100	15.00	100.00

TAB 11

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

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Student Throughput	TI	11.68	1
Training Facilities	TI	10.33	2
Classrooms	TI	10.33	2
Billeting	TI	9.18	4
Transportation Availability	L	9.04	5
Degree of Training Centralization	L	8.47	6
Messing	TI	8.04	7
Housing	PS	8.02	8
Reserve Support	ASOM	5.00	9
Other Training	ASOM	5.00	9
Expansion Potential	TI	4.69	11
Weather Impacts	L	2.49	12
Fleet and Family Services	PS	2.49	13
Medical	PS	1.88	14
Metropolitan Area Characteristics	PS	1.27	15
MWR	PS	1.15	16
Non-Military Education	PS	0.72	17
Employment	PS	0.17	18
Follow-on-Tour Opportunities	PS	0.06	19

ATTRIBUTES

Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 12

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

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

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

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

TAB 13

**DON SPECIFIC PME MILITARY VALUE
ATTRIBUTE - SELECTION CRITERIA WEIGHTING**

Selection Criteria (SC)		Readiness	Facilities	Surge Capabilities	Cost	TOTAL
Weighting		40	30	15	15	100
Attribute	Components					
Training Infrastructure	Student Throughput, Expansion Potential, Classrooms, Training Facilities	55	55	55	50	
		22.00	16.50	8.25		54.25
Location	Transportation Availability, Degree of Training Centralization, Weather Impacts	25	25	25	25	
		10.00	7.50	3.75		25.00
Personnel Support	Medical, Housing, Education, Employment, Fleet & Family Services, MWR, Follow-on Tour Opportunities, Metropolitan Area Characteristics	10	10	5	15	
		4.00	3.00	0.75		10.00
Ability to Support Other Missions	Other training, Reserve Support	10	10	15	10	
		4.00	3.00	2.25		10.75
		40.00	30.00	15.00	15.00	100.00

TAB 14

**DON SPECIFIC PME MILITARY VALUE
RANKING OF ATTRIBUTE COMPONENTS BY WEIGHT**

<u>Component</u>	<u>Attribute</u>	<u>Weight</u>	<u>Rank</u>
Training Facilities	TI	15.79	1
Classrooms	TI	15.79	1
Student Throughput	TI	15.43	3
Degree of Training Centralization	L	12.32	4
Transportation Availability	L	10.16	5
Expansion Potential	TI	7.23	6
Other Training	ASOM	5.38	7
Reserve Support	ASOM	5.38	7
Housing	PS	5.09	9
Weather Impacts	L	2.52	10
Fleet and Family Services	PS	1.61	11
Medical	PS	1.20	12
Metropolitan Area Characteristics	PS	0.79	13
MWR	PS	0.74	14
Non-Military Education	PS	0.43	15
Employment	PS	0.10	16
Follow-on-Tour Opportunities	PS	0.03	17

ATTRIBUTES

Training Infrastructure	TI
Location	L
Personnel Support	PS
Ability to Support Other Missions	ASOM

TAB 15

**DON SPECIFIC PME MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

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

**DON SPECIFIC PME MILITARY VALUE
QUESTION - SELECTION CRITERIA MAPPING**

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

TAB 16

Attribute: Environmental and Encroachment

Component: Land Constraints

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

ENV-2a. (0.2) Do electromagnetic radiation and/or emissions constrain operations?

Source: Capacity Data Call

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

ENV-2b. (0.2) Are explosive safety waivers or exemptions in effect?

Source: Capacity Data Call

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

ENV-2c. (0.2) Can existing Explosive Safety Quantity Distance (ESQD) arcs be expanded by 100 feet or more without encroaching on non-compatible areas and without requiring a special waiver?

Source: Capacity Data Call

Binary value.

ENV-2d. (0.1) Do any sites with high archeological potential, including sacred, Traditional Cultural Properties, or burial sites used by Native People, constrain current or future construction?

Source: Capacity Data Call

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

ENV-2e. (0.1) Has the accommodation of the installation's missions been limited by existing or proposed activities of other military departments or other federal tribal state or local agencies being located on the installation, range or auxiliary field?

Source: Capacity Data Call

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

ENV-2f. (0.1) Do wetlands result in restrictions on operations?

Source: Capacity Data Call

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

Attribute: Environment and Encroachment

Component: Land Constraints

ENV-2g. (0.1) Are there operational testing/training restrictions as a result of the presence of Threatened and Endangered Species (TES), candidate species, biological opinions or sensitive resource areas?

Source: Capacity Data Call

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

Attribute: Environment and Encroachment

Component: Encroachment

ENV-3a-c. Relative value of external encroachments which restrict operations.

ENV-3a. (0.4) Have non-DoD parties (through developers, community organizations, etc.) formally requested transfer of DoD real property or proposed restrictions to operational procedures?

Source: Data Call II

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

ENV-3b. (0.4) Are there hazardous waste contamination sites located off the installation that restrict or could restrict operations?

Source: Capacity Data Call

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

ENV-3c. (0.2) Have noise abatement procedures been published for the installation, range or auxiliary field?

Source: Capacity Data Call

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

Attribute: Environment and Encroachment

Component: Environmental Costs

ENV-4. Relative value of the costs associated with conducting the installation's environmental program.

ENV-4a. Excluding DERA funds, provide the average annual total cost of environmental fees, studies, permits, licenses, projects, etc. over the last 3 fiscal years (FY01-03). Provide the annual installation budget over this same period. Divide the environmental costs by the installation budget.

Source: Data Call II

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

Attribute: Environment and Encroachment

Component: Waste Disposal

ENV-5a-c. Relative value of the capacity to dispose of solid or hazardous waste.

ENV-5a. (0.4) Does the installation have a permitted hazardous waste Resource Conservation and Recovery (RCRA) Treatment, Storage or Disposal (TSD) facility? (0.2) If so, does the hazardous waste TSD facility permit allow acceptance of off-site waste? (0.2)

Source: Capacity Data Call

Two binary values.

ENV-5b. (0.4) If the installation has a permitted solid waste disposal facility, what is the remaining capacity?

Source: Capacity Data Call

Based upon maximum capacity remaining, analyst will apply a function for zero credit to a maximum credit corresponding to this value.

ENV-5c. (0.2) Does the installation have an interim or final RCRA Subpart X permit for operation of an open burning/open detonation facility? (0.1) If so, does the RCRA Subpart X permit allow acceptance of off-site waste (e.g. from other DoD facilities)? (0.1)

Source: Capacity Data Call

Two binary values.

Attribute: Environment and Encroachment

Component: Potable Water

ENV-6a-b. Relative value of potable water resource constraints.

ENV-6a. (0.25) Can the existing water system/treatment facility provide 50% more water than current demand?

Source: Capacity Data Call

Binary value.

ENV-6b. (0.75) How many days during FY 1999-2003 were restrictions implemented that limited production or distribution?

Source: Capacity Data Call

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

Attribute: Environment and Encroachment

Component: Natural Resource Considerations

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

ENV-7a. (0.4) Do current Endangered Species/Marine Mammal Protection Act restrictions affect shore or in-water operations or testing/training activities conducted at the installation or at a range that the installation manages?

Source: Capacity Data Call

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

ENV-7b. (0.4) Does the existence of marine sanctuaries restrict operations, testing or training activities conducted on the installation or on ranges the installation manages?

Source: Capacity Data Call

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

ENV-7c. (0.2) Has the presence of coral reefs, marine mammals, Essential Fish Habitat, Marine Protected Areas or other sensitive marine zones resulted in restrictions on operations, testing or training activities?

Source: Capacity Data Call

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

Attribute: Environment and Encroachment

Component: Air Quality

ENV-8a-g. Relative value of air quality control issues due to current or proposed regulations

ENV-8a. (0.2) Have operations, testing or training been restricted as a result of air quality requirements?

Source: Capacity Data Call

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

ENV-8b. (0.2) Has the installation been required to implement emission reduction procedures through special actions?

Source: Capacity Data Call

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

ENV-8c. (0.1) Are there critical air quality regions within 100 statute miles of the installation that restrict operations?

Source: Capacity Data Call

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

ENV-8d. (0.2) Is the installation, range, or auxiliary field located in an area currently designated non-attainment or maintenance for any criteria pollutant?

Source: Capacity Data Call

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

ENV-8e. (0.1) Is the installation, range, or auxiliary field located in an area proposed to be designated non-attainment for the new 8-Hour ozone or the PM2.5 standard?

Source: Capacity Data Call

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

ENV-8f. (0.1) Are emission credits owned by the installation or available for purchase in the area?

Source: Capacity Data Call

Binary value.

ENV-8g. (0.1) Do the Clean Air Act (CAA) operating permits have any unused capacity?

Source: Capacity Data Call

Binary value.

TAB 17

GROUND OPERATIONS FUNCTION MILITARY VALUE MATRIX (NOTIONAL)
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MV Matrix #	Supporting Question(s)	Data Call	DC Quest(s)	IAT Band	ENVIRONMENT & ENCROACHMENT Component	ENVIRONMENT & ENCROACHMENT Component	0	Matrix Scoring Statement															
								SC	Readiness				Facilities				Surge Capabili						
								IEG Score	OI	OT	BC	EE	PS	OI	OT	BC	EE	PS	OI	OT	BC	EE	
37	ENV-2a-g			1	Land Constraints	Relative value of land constraints at the installation and its outlying real property which restrict operations.	7					1											1
38	ENV-3a-c			1	Encroachment	Relative value of external encroachments which restrict operations.	7					1											1
39	ENV-4			3	Environmental Costs	Relative value of costs associated with conducting the installation's environmental program.	3																
40	ENV-5a-c			3	Waste Disposal	Relative value of the capacity to dispose of solid or hazardous waste.	2						1										1
41	ENV-6a-b			3	Potable Water	Relative value of potable water resource constraints.	2						1										1
Natural Resource Considerations																							
42	ENV-7a-c			1	Air Quality	Relative value of restrictions to in-water operations conducted at the installation or at ranges that the installation manages due to environmental laws/regulations.	7					1											
43	ENV-8a-h			3	Air Quality	Relative value of air quality control issues due to current or proposed regulations.	3					1											1
Question Total								3				1											1

TAB 18



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Military Value Analysis of DON Specific Headquarters and Support Activities Functions

29 April 2004

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Headquarters and Support Activities

- **H&SA JCSG Military Value Methodology**
 - **Functions**
 - **Universe**
 - **Scoring Plans**

- **DON Specific H&SA Military Value Methodology**
 - **Functions**
 - **Universe**
 - **Scoring Plan Evaluation**
 - **Attributes**

- **Selection Criteria Weighting**



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Headquarters and Support Activities JCSG Military Value Methodology

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Headquarters and Support Activities JCSG

Functions:

- **Major Admin and HQ Activities**
- **Mobilization**
- **Civilian Personnel Offices**
- **Military Personnel Centers**
- **Correctional Facilities**
- **Defense Finance and Accounting Service (DFAS)**
- **Computing Services**
- **GEO Clusters**
 - **Installation Management**
 - **Installation Military Personnel**
 - **Finance and Accounting**
 - **Headquarters Support Activities**



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Headquarters and Support Activities JCSG Universe

- **JCSG to conduct military value analysis on:**
 - **DOD footprint in DC**
 - **Reserve component mobilization**
 - **Regional and Defense Civilian Personnel Offices**
 - **Active and Reserve military personnel centers**
 - **Level I, II, & III Correctional Facilities**
 - **24 DFAS central and field sites**
 - **Stand-alone major computing centers**
 - **GEO Clusters (22 – not finalized)**
 - **Installation management functions**
 - **Active and Reserve Military Personnel Offices**
 - **Admin/C2 Commands**
 - **Finance and Accounting functions**
 - **14 Common Administrative functions**

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BRAC 2005 Headquarters and Support
Activities JCSG Military Value Scoring Plans

		CRITERIA				ATTRIBUTES MEASURED
FUNCTION	SUB-FUNCTION	READINESS	FACILITIES	MOBILIZATION CAPABILITY	COST AND MANPOWER	
Admin & HQ Activities	Major Admin & HQ Activities	47%	39%	10%	4%	Airfield Access Comm/IT Geographic Issues Key DC Area Relationships Mission in relation to DC area Quality of Life Condition/quality Ownership/Type of Space Survivability Buildable Land Vacant Admin Space Economic Cost of Location Workforce Pay Factors
	HQ & Support Activities	35%	15%	5%	45%	Geographic Criticality Mission Profile Vacant Infrastructure Profile Accommodation Capacity Facility Management Profile Inter-Service Support Profile Workforce Efficiency Profile Workspace Efficiency Profile
Mobilization		9%	6%	81%	4%	Training Ranges Expansion Capability Personnel Support Dental and Medical Care Maintenance Facilities Personnel Support Capacity Strategic Transportation Profile Economic Cost of Location

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**Department of the Navy BRAC 2005 Headquarters and Support Activities
Infrastructure Analysis Team JCSG Military Value Scoring Plans (cont)**

FUNCTION	SUB-FUNCTION	CRITERIA				ATTRIBUTES MEASURED
		FEASIBILITY	FACILITIES	MOBILIZATION CAPABILITY	COST AND MANPOWER	
Personnel & Corrections	Civilian Personnel Offices	35%	20%	30%	15%	Customer Service Location Survivability Facility Condition Network Services Expandability Economic Cost of location Operating Costs
	Military Personnel Offices	30%	20%	35%	15%	Location Survivability Facility Condition Network Services Expandability Economic Cost of Location Operating Costs
	Correctional Facilities	40%	30%	15%	15%	Multiple Level Housing Ability Guard to Inmate Ratio Incident Rate Inmate Labor Standard Sq Ft per Inmate Facilities Capacity Facilities Condition Expansion Capability Economic Cost of Location Operating Expenses
Personnel & Corrections	Installation Military Personnel	35%	30%	15%	20%	Servicing Characteristics Facility Condition Expandability Operating Costs

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**Department of the Navy BRAC 2005 Headquarters and Support Activities
Infrastructure Analysis Team JCSG Military Value Scoring Plans (cont)**

FUNCTION	SUB-FUNCTION	MILITARY VALUE				ATTRIBUTES MEASURED
		READINESS	FACILITIES	MOBILIZATION CAPABILITY	COSTS AND MANPOWER	
Financial Management	Local Finance & Accounting	40%	17%	12%	31%	Network Services Secure Facilities/Survivability Workforce Facility Condition Operating Costs
		38%	20%	31%	11%	Customer Service Secure Facility/Survivability Facility Condition Operating Space Operating Costs Workload
Computing Services		40%	10%	20%	30%	Computing Services
		39%	11%	7%	43%	Comms/IT Geographic Cluster Profile Supported Forces Supported Population Profile Facility Condition Facility Profile Mobilized Force Accommodations Inter-Service Agreement Profile Manpower Efficiency Profile
Installation Management						



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DON Headquarters and Support Activities Military Value Methodology

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Methodology

- **DON Specific Headquarters and Support Activities**
 - **Evaluate H&SA JCSCG Military Value Scoring Plans as a starting point**
 - **Formulate for DON Specific activities**



- **Recruiting Districts/Stations (85)**
 - Navy Recruiting Districts (31)
 - Marine Corps Stations (48)
 - Navy Reserve Recruiting Areas (6)
- **Reserve Centers (198 + ~68)**
 - Navy and Marine Corps Reserve Centers (84)
 - Navy Reserve Centers (68)
 - Marine Corps Reserve Centers (36)
 - Naval Air Reserve Centers (10)
 - Other USMC (~ 55 support sites on DoD installations)
 - Other USN (~ 13 Reserve Support Sites)



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JCSG Scoring Plans for Evaluation

JCSG scoring plans similar to DoN specific functions:

- **HQ & Support Activities**
- **Military Personnel Offices**
- **Civilian Personnel Offices**



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Review of Detailed JCSG Scoring Plans

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Attribute Mapping

JCSGS

HQ & Support Activities

Geographic Criticality
Mission Profile
Vacant Infrastructure Profile
Accommodation Capacity
Facility Management Profile
Inter-Service Support Profile
Workforce Efficiency Profile
Workspace Efficiency Profile

DON

Recruiting Districts/ Stations & Reserve Centers

Effectiveness of Operation
Efficiency of Operation
Quality of Facilities
Personnel Support

JCSGS

Military Personnel Centers

Location
Survivability
Facility Condition
Network Services
Expandability
Economic Cost of Location
Operating Costs

Civilian Personnel Offices

Customer Service
Location
Survivability
Facility Condition
Network Services
Expandability
Economic Cost of Location
Operating Costs



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Recruiting Attributes/Components

- **Effectiveness of Operation**
 - Recruiting Mission/Goal
 - Recruiting Demographics
 - Scope of Responsibility
- **Efficiency of Operation**
 - Proximity & Control
 - Cost
- **Quality of Facilities**
 - Facility Condition
 - Security
- **Personnel Support**
 - Medical
 - Housing
 - Non-Military Education
 - Employment
 - MWR/MCCS/Fleet and Family Services
 - Follow-on Tour Opportunities
 - Metropolitan Area Characteristics

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Reserves

Attributes/Components

- **Effectiveness of Operation**
 - Population Served
 - Training/Special Responsibilities
 - Potential for Expanding Mission
- **Efficiency of Operation**
 - Cost of Operation
 - Efficient Use of Facilities
- **Quality of Facilities**
 - Condition of Facility
 - Security
- **Personnel Support**
 - Medical
 - Housing
 - Non-Military Education
 - Employment
 - MWR/MCCS/Fleet and Family Services
 - Follow-on Tour Opportunities
 - Metropolitan Area Characteristics



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BRAC 1995 Military Value Weights

CRITERIA				
FUNCTION	READINESS	FACILITIES	MOBILIZATION CAPABILITY	COST AND MANPOWER
Reserves	40%	10%	20%	30%
Admin	30%	20%	10%	40%
REDCOMS	50%	10%	30%	10%

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Selection Criteria Weights Review

BRAAC 2005 IEGG Approved Selection

Criteria Weights:

	<u>OPS</u>	<u>E&T</u>
1. Readiness (<u>R</u>):	50	40
2. Facilities (<u>F</u>):	20	30
3. Surge Capabilities (<u>SC</u>):	15	15
4. Cost and Manpower (<u>C</u>):	15	15



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BRAAC 2005 DON Specific H&SA Military Value Weights

CRITERIA				
FUNCTION	READINESS	FACILITIES	MOBILIZATION CAPABILITY	COST AND MANPOWER
Recruiting Districts/ Stations	40%	15%	30%	15%
Reserve Centers	55%	25%	15%	5%
OPS E&T	50 40	20 30	15 15	15 15

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Questions by Component

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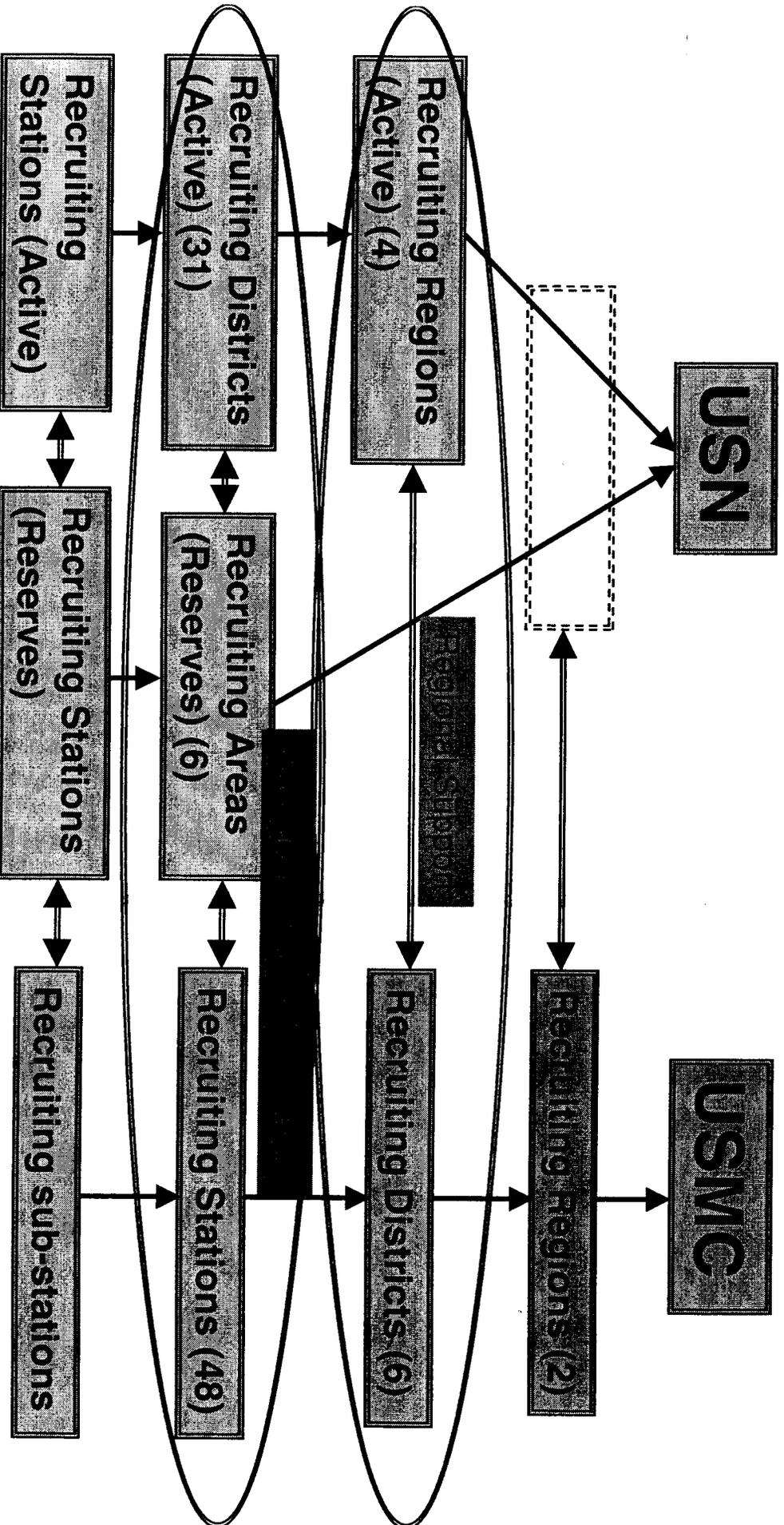
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Headquarters and Support Activities - Recruiting



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Headquarters and Support Activities - Recruiting

NAVRESCRUITAREA CENTRAL GREAT LAKES IL
NAVRESCRUITAREA NORTHEAST WASHINGTON DC
NAVRESCRUITAREA PACIFIC SAN DIEGO CA
NAVRESCRUITAREA SOUTH DALLAS TX
NAVRESCRUITAREA SOUTHEAST ORLANDO FL
NAVRESCRUITAREA WEST AURORA CO
NAVCRUITDIST ATLANTA GA
NAVCRUITDIST BUFFALO NY
NAVCRUITDIST CHICAGO IL
NAVCRUITDIST COLUMBUS OH
NAVCRUITDIST DALLAS TX
NAVCRUITDIST DENVER CO
NAVCRUITDIST DETROIT MI
NAVCRUITDIST EAST MEADOW NY
NAVCRUITDIST HOUSTON TX
NAVCRUITDIST INDIANAPOLIS IN
NAVCRUITDIST JACKSONVILLE FL
NAVCRUITDIST KANSAS CITY MO
NAVCRUITDIST LOS ANGELES CA
NAVCRUITDIST MIAMI FL
NAVCRUITDIST MINNEAPOLIS MN
NAVCRUITDIST MONTGOMERY AL
NAVCRUITDIST NASHVILLE TN
NAVCRUITDIST NEW ENGLAND BOSTON MA
NAVCRUITDIST NEW ORLEANS LA
NAVCRUITDIST OMAHA NE
NAVCRUITDIST PHILADELPHIA PA
NAVCRUITDIST PHOENIX AZ
NAVCRUITDIST PITTSBURGH PA
NAVCRUITDIST PORTLAND OR
NAVCRUITDIST RALEIGH NC
NAVCRUITDIST RICHMOND VA
NAVCRUITDIST SAN ANTONIO TX
NAVCRUITDIST SAN DIEGO CA
NAVCRUITDIST SAN FRANCISCO CA
NAVCRUITDIST SEATTLE WA
NAVCRUITDIST ST LOUIS MO

+ 48 USMC Recruiting Stations

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Headquarters and Support

Activities - Reserves

NAVBARCORESCEN AKRON OH	NAVBARCORESCEN LANSING MI	NAVBARCORESCEN SPRINGFIELD MO
NAVBARCORESCEN ALAMEDA CA	NAVBARCORESCEN LAS VEGAS NV	NAVBARCORESCEN TACOMA WA
NAVBARCORESCEN ALBANY NY	NAVBARCORESCEN LEHIGH VALLEY PA	NAVBARCORESCEN TALLAHASSEE FL
NAVBARCORESCEN ALBUQUERQUE NM	NAVBARCORESCEN LITTLE ROCK AR	NAVBARCORESCEN TOLEDO OH
NAVBARCORESCEN AMARILLO TX	NAVBARCORESCEN LOS ANGELES CA	NAVBARCORESCEN TUCSON AZ
NAVBARCORESCEN AMITTYVILLE NY	NAVBARCORESCEN MADISON WI	NAVBARCORESCEN TULSA OK
NAVBARCORESCEN ATLANTA GA	NAVBARCORESCEN MANCHESTER NH	NAVBARCORESCEN WACO TX
NAVBARCORESCEN AUGUSTA GA	NAVBARCORESCEN MIAMI FL	NAVBARCORESCEN WASHINGTON DC
NAVBARCORESCEN AUSTIN TX	NAVBARCORESCEN MILWAUKEE WI	NAVBARCORESCEN WEST PALM BEACH FL
NAVBARCORESCEN BATON ROUGE LA	NAVBARCORESCEN MINNEAPOLIS, MN	NAVBARCORESCEN WILMINGTON DE
NAVBARCORESCEN BATTLE CREEK MI	NAVBARCORESCEN MOBILE AL	NAVBARCORESCEN WORCHESTER MA
NAVBARCORESCEN BESSEMER AL	NAVBARCORESCEN MORENO VALLEY CA	NAVBARCORESCEN YOUNGSTOWN OH
NAVBARCORESCEN BOISE ID	NAVBARCORESCEN MOUNDSVILLE WV	INSP INSTR STF AYERS MA
NAVBARCORESCEN BUFFALO NY	NAVBARCORESCEN NEW HAVEN CT	INSP INSTR SFT BROOKLYN NY
NAVBARCORESCEN CHARLOTTE NC	NAVBARCORESCEN NORFOLK VA	INSP INSTR STF BAKERSFIELD CA
NAVBARCORESCEN CHATTANOOGA TN	NAVBARCORESCEN OMAHA NE	INSP INSTR STF BALTIMORE MD
NAVBARCORESCEN CINCINNATI OH	NAVBARCORESCEN ORLANDO FL	INSP INSTR STF CHARLESTON SC
NAVBARCORESCEN COLUMBUS OH	NAVBARCORESCEN PEORIA IL	INSP INSTR STF CHICAGO IL
NAVBARCORESCEN DENVER CO	NAVBARCORESCEN PHOENIX AZ	INSP INSTR STF CLEVELAND OH
NAVBARCORESCEN DES MOINES IA	NAVBARCORESCEN PITTSBURGH PA	INSP INSTR STF DAYTON OH
NAVBARCORESCEN EBENSBURG PA	NAVBARCORESCEN PLAINVILLE CT	INSP INSTR STF DETROIT MI
NAVBARCORESCEN EL PASO TX	NAVBARCORESCEN PORTLAND OR	INSP INSTR STF EASTOVER SC
NAVBARCORESCEN ENCINO CA	NAVBARCORESCEN PROVIDENCE RI	INSP INSTR STF FOLSOM PA
NAVBARCORESCEN ERIE PA	NAVBARCORESCEN RALEIGH NC	INSP INSTR STF GALVESTON TX
NAVBARCORESCEN EUGENE OR	NAVBARCORESCEN READING PA	INSP INSTR STF HUNTSVILLE AL
NAVBARCORESCEN GRAND RAPIDS MI	NAVBARCORESCEN RENO NV	INSP INSTR STF LAFAYETTE LA
NAVBARCORESCEN GREEN BAY WI	NAVBARCORESCEN RICHMOND VA	INSP INSTR STF LYNCHBURG VA
NAVBARCORESCEN GREENSBORO NC	NAVBARCORESCEN ROANOKE VA	INSP INSTR STF MEMPHIS TN
NAVBARCORESCEN GREENVILLE SC	NAVBARCORESCEN ROCHESTER NY	INSP INSTR STF MONTGOMERY AL
NAVBARCORESCEN GRISSOM ARB IN	NAVBARCORESCEN ROCK ISLAND IL	INSP INSTR STF NEWPORT NEWS VA
NAVBARCORESCEN GULFPORT MS	NAVBARCORESCEN SACRAMENTO CA	INSP INSTR STF PICO RIVERA CA
NAVBARCORESCEN HARRISBURG PA	NAVBARCORESCEN SALT LAKE CITY UT	INSP INSTR STF ROME GA
NAVBARCORESCEN HOUSTON TX	NAVBARCORESCEN SAN ANTONIO TX	
NAVBARCORESCEN INDIANAPOLIS IN	NAVBARCORESCEN SAN DIEGO CA	
NAVBARCORESCEN JACKSONVILLE FL	NAVBARCORESCEN SHREVEPORT LA	
NAVBARCORESCEN KNOXVILLE TN	NAVBARCORESCEN SPOKANE WA	

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Infrastructure Analysis Team

Headquarters and Support
Activities – Reserves (cont)

INSP INSTR STF SAN BRUNO CA	NAVRESCEN BANGOR ME	NAVRESCEN KANSAS CITY KS
INSP INSTR STF SAVANNAH GA	NAVRESCEN BILLINGS MT	NAVRESCEN LA CROSSE WI
INSP INSTR STF SYRACUSE NY	NAVRESCEN BRONX NY	NAVRESCEN LEMOORE, CA
INSP INSTR STF TAMPA, FL	NAVRESCEN CAPE GIRARDEAU MO	NAVRESCEN LEXINGTON KY
INSP INSTR STF TERRE HAUTE IN	NAVRESCEN CEDAR RAPIDS IA	NAVRESCEN LINCOLN NE
INSP INSTR STF TEXARKANA, TX	NAVRESCEN CENTRAL POINT OR	NAVRESCEN LOUISVILLE KY
INSP INSTR STF TOPEKA KS	NAVRESCEN CHARLESTON SC	NAVRESCEN LUBBOCK TX
INSP INSTR STF WEST TRENTON NY	NAVRESCEN CHEYENNE WY	NAVRESCEN MEMPHIS TN
INSP INSTR STF WILMINGTON NC	NAVRESCEN CHICAGO IL	NAVRESCEN MERIDIAN MS
INSP INSTR STF YAKIMA WA	NAVRESCEN CLEVELAND OH	NAVRESCEN NASHVILLE TN
FOURTH LAAD BN	NAVRESCEN COLUMBIA SC	NAVRESCEN NEW ORLEANS LA
HMLA SEVEN SEVEN FIVE DET ALPHA	NAVRESCEN COLUMBUS GA	NAVRESCEN OKLAHOMA CITY OK
MAG FOUR NINE DET B	NAVRESCEN CORPUS CHRISTI TX	NAVRESCEN ORANGE TX
MASS SIX	NAVRESCEN DECATUR IL	NAVRESCEN PENSACOLA FL
MWSS FOUR SEVEN THREE DET ALFA	NAVRESCEN DETROIT MI	NAVRESCEN POCATELLO ID
MWSS FOUR SEVEN TWO DET ALFA	NAVRESCEN DUBUQUE IA	NAVRESCEN PORT HUENEME CA
NAVAIRES ATLANTA GA	NAVRESCEN DULUTH MN	NAVRESCEN QUINCY MA
NAVAIRES BRUNSWICK ME	NAVRESCEN EARLE NJ	NAVRESCEN SAGINAW MI
NAVAIRES FORT WORTH TX	NAVRESCEN EVANSVILLE IN	NAVRESCEN SAN JOSE CA
NAVAIRES JACKSONVILLE FL	NAVRESCEN EVERETT WA	NAVRESCEN SILVERDALE WA
NAVAIRES NEW ORLEANS LA	NAVRESCEN FARGO ND	NAVRESCEN SIOUX CITY IA
NAVAIRES NORFOLK VA	NAVRESCEN FOREST PARK IL	NAVRESCEN SIOUX FALLS SD
NAVAIRES POINT MUGU CA	NAVRESCEN FORT WORTH TX	NAVRESCEN ST LOUIS MO
NAVAIRES SAN DIEGO CA	NAVRESCEN FT CARSON CO	NAVRESCEN ST PETERBURG FL
NAVAIRES WHIDBEY ISLAND WA	NAVRESCEN FT DIX NJ	NAVRESCEN SYRACUSE NY
NAVAIRES WILLOW GROVE PA	NAVRESCEN FT RICHARDSON AK	NAVRESCEN TAMPA FL
NAVRESCEN ADELPHI MD	NAVRESCEN GLENS FALLS NY	NAVRESCEN TUSCALOOSA AL
NAVRESCEN ASHEVILLE NC	NAVRESCEN HARLINGEN TX	NAVRESCEN WATERTOWN NY
NAVRESCEN AVOCA PA	NAVRESCEN HELENA MT	NAVRESCEN WHITE RIVER JCT VT
NAVRESCEN BALTIMORE MD	NAVRESCEN HONOLULU HI	NAVRESCEN WICHITA KS
	NAVRESCEN HORSEHEADS NY	NAVRESCEN WILMINGTON NC
	NAVRESCEN HUNTINGTON WV	NAVRESFAC MARQUETTE MI



*Department of the Navy
Infrastructure Analysis Team*

OSD Final Selection Criteria

READINESS:

“The current and future mission capabilities and the impact on operational readiness of the Department of Defense’s total force including impacts on joint warfighting, training and readiness.”

FACILITIES:

“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.”

SURGE CAPABILITIES:

“The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.”

COST AND MANPOWER:

“The cost of operations and the manpower implications.”