

Department of the Navy



# INFRASTRUCTURE ANALYSIS TEAM

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RP-0164  
IAT/REV  
7 July 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 29 JUNE 2004

- Encl:
- (1) Naval Ground Forces: Capacity Analysis Update Brief
  - (2) Initial Capacity Analysis of DON-Specific Education and Training Functions Brief of 29 June 2004
  - (3) Military Value Analysis of DON-Specific Headquarters and Support Activities Regional Support Function Brief of 29 June 2004
  - (4) IAT HSA DON-Specific Regional Support Activities Proposed Military Value Attributes, Components, Scoring Statements, and Questions
  - (5) IAT HSA DON-Specific Regional Support Activities Military Value Matrices

1. The seventeenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1344 on 29 June 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9<sup>th</sup> floor. The following members of the IEG were present: Mr. H.T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; Mr. Mark H. Anthony, alternate for VADM Albert H. Konetzni Jr., USN, Member; LtGen Richard L. Kelly, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; 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, Chief of Staff; Mr. David W. LaCroix; Dr. Ron H. Nickel, CNA; Col Walter B. Hamm, USMC; CAPT Christopher T. Nichols, USN; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. Demott; Ms. Laura Knight; LtCol Robert R. Mullins, USMCR; LtCol Mark S. Murphy, USMC; CDR Philip A. Black, USN; CDR Robert S. Clarke, CEC, USN; CDR Jennifer R. Flather, SC, USN; CDR Robert E. Vincent II, JAGC, USN; Ms. Cathy E. Oaxaca-Hoote; Mr. Michael D. Bowes, CNA; Mr. John A. Crossen, CNA; LCDR Kevin D. Laye, USN; LCDR Timothy P. Cowan, CEC, USN; Capt James A. Noel, USMC; and, Ms. Sueann Henderson.

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2. Ms. Davis and CAPT Nichols used enclosure (1) to provide an update concerning capacity analysis for the Ground Operations Function. They noted that the IAT Ground Operations Team is continuing to work closely with HQMC (I&L) in identifying Marine Corps garrison requirements and validating battalion types. Additionally, the IAT Ground Operations Team is continuing to work closely with OPNAV and CFPC staff in identifying Navy ground forces requirements. CAPT Nichols apprised the IEG that defining the training metric for Marine Corps ground forces remains the most significant unresolved issue. The IAT Ground Operations Team and Training and Education Command, Marine Corps Combat Development Command (TECOM), continue to review training requirements in order to define the training metric. However, since different types of battalions have various training needs and multiple units often share the same training areas, it has been difficult to identify an appropriate training measurement. The IEG approved the IAT's recommendation to work with TECOM and ascertain whether they can resolve the training issue. Ms. Davis informed the IEG that the IAT plans to complete data collection and provide an update concerning the training issue at the 8 July 2004 IEG meeting. Moreover, the IAT is tentatively scheduled to present the Ground Operations Function Capacity Analysis to the IEG on 22 July 2004.

3. Ms. Davis used enclosure (2) to provide an initial capacity analysis briefing for DON-Specific Education and Training Functions. She reminded the IEG that it would conduct capacity analysis of the same functional areas previously approved for military value analysis: DON Recruit Training, DON Officer Accession Training, DON-Specific Professional Military Education (PME), and DON-Specific Graduate Level Flight Training. She noted that capacity requirements for graduate flight training are included in the Aviation Operations analysis.

4. She recommended that the IEG begin its assessment with a review of the E&T JCSG capacity analysis methodology, including a review of its four functional areas and universe. She noted that the ISG Chair tasked the JCSGs to include capacity figures for maximum potential capacity, current capacity, current usage, surge capacity, and excess capacity in their respective interim capacity reports. Each JCSG, including the E&T JCSG, is establishing proposed definitions for each capacity category. See slide 6 of enclosure (2). Noting that Specialized Skills Training (SST) and Professional Development Education (PDE) are the two E&T JCSG functional areas most closely related to the DON-specific E&T functional areas, Ms. Davis presented the E&T

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JCSG's application of the capacity categories to these two functional areas. See slide 7 of enclosure (2).

5. Ms. Davis then presented the IAT's proposed capacity analysis methodology for DON-Specific E&T functions. The IAT evaluated the E&T JCSG and the BRAC 1995 E&T capacity analysis methodologies in order to tailor a methodology suitable for DON-Specific E&T functions. This proposed methodology would incorporate the E&T JCSG's definitions for the capacity categories with appropriate modifications. Additionally, the DON-Specific attributes would be derived from the E&T JSCG SST and PDE functional areas attributes.

6. The IAT proposed capacity analysis methodology also would contain assumptions necessary for ensuring that the capacity analysis accurately depicts capacity requirements. These assumptions include a standard definition of training days, both in terms of hours and years, establishment of baseline classroom, billeting, messing, lab, and training device capacities, and consideration of the fact that some training functions experience seasonal variations.

7. Additionally, Ms. Davis informed the IEG that it must define "surge" in order to identify surge capacity. She explained that that the E&T JCSG defined surge as an increase in personnel end strength due to a mobilization authorized by Congress during times of national crisis. She also noted that the E&T JCSG subgroups calculated surge by adding a specific surge capacity percentage to the current usage figures. Ms. Davis reminded the IEG that the IAT recommended a different assumption concerning surge requirements for the Naval Operations functions. Specifically, the IAT Operations Team recommended that surge was not a platform issue since increases in operational tempo would not involve increases in the number of platforms. Thus, surge did not increase infrastructure requirements for the Naval Operations functions.

8. The IAT E&T Team recommended an approach similar to Naval Operations for DON-specific E&T functions, based on current policies that these functions would be able to meet contingency and operational requirements by accelerating, truncating, or canceling courses and, therefore, could continue to operate within current physical infrastructure capabilities. Thus, the IAT recommended that the IEG not assign a surge capacity percentage. The IEG assessed the recommendation concerning surge and directed the IAT to ascertain how the Department of the Army is addressing this issue. Additionally, the IAT was

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directed to review historical data in order to determine DON's highest end strength to better understand how current infrastructure could handle surge requirements.

9. Ms. Davis explained to the IEG that the IAT reviewed the 20-year Force Structure Plan and extrapolated the future requirements concerning the number of personnel for all activities within the DON-Specific E&T functions. These numbers are based upon a ratio of graduates to end-strength. The proposed method for determining excess capacity for both current and future requirements could be determined by subtracting future requirements plus surge from current capacity.

10. Finally, Ms. Davis presented possible capacity analysis attributes to the IEG. As noted in paragraph 5 above, the IAT reviewed the E&T JCSG SST and PDE functional areas and developed attributes. These attributes would include an assessment of student throughput, training facilities, billeting, and messing. Ms. Davis apprised the IEG that the capacity requirements for student throughput, billeting, and messing could be evaluated on a 12-month average (level loading) usage basis, a three-month average peak usage basis, or a peak usage basis. The IEG must determine the appropriate usage level to determine capacity. She stated that the IAT would continue to review the capacity analysis data and provide specific recommendations concerning attributes at a future IEG meeting.

11. The IEG recessed at 1453 and reconvened at 1507. All IEG members present when the IEG recessed were again present.

12. Ms. Davis and CAPT Beebe used enclosure (3) to present the HSA Regional Support Activities (RSA) military value scoring plan methodology to the IEG. They reminded the IEG that it placed the HSA RSA into four categories at the 10 June 2004 IEG deliberative session. Category A contains the Navy Installation Management Regions. Category B contains large service providers with a large civilian staff that provide direct support to customers. Category C contains middle management activities. These activities have a small staff mostly comprised of military personnel. Category D contains administrative service providers. They also noted that the scope of analysis would be a review of the administrative management staff of regional activities in order to identify possible alignment and integration opportunities.

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13. The IAT proposed the following attributes for HSA RSA functions: Effectiveness of Operation, Efficiency of Operations, Quality of Facilities, and Personnel Support. The IEG approved the proposed attributes.

14. The IAT proposed components for each of the approved attributes. The IEG approved the following components:

a. Effectiveness of Operation: Operational Proximity, Criticality of Location/Mobility, and Scope of Responsibility.

b. Efficiency of Operations: Co-location, Regional Alignment, and Productivity.

c. Quality of Facilities: Security, Facility Condition, and Locality Cost.

d. Personnel Support: Medical, Housing, Employment, MWR/MCCS/Fleet and Family Services, and Metropolitan Area Characteristics.

15. The IEG reviewed the military value weights used by DON for Naval Reserve Readiness Commands and Engineering Field Divisions in BRAC 1995, the BRAC 2005 HSA JCSG for Administrative & Headquarters Activities, DON-Specific Recruiting Districts/Stations, DON-Specific Reserve Centers, the three Naval Operations functions, and the three DON-Specific E&T functions. After review, the IEG assigned the following weights for each of the four categories within the HSA RSA functions:

- a. Readiness: 35
- b. Facilities: 25
- c. Surge Capabilities: 5
- d. Cost and Manpower: 35.

16. Ms. Ariane Whittemore entered the deliberative session at 1551.

17. The IEG approved the proposed scoring statements and roll-up questions, including apportionment where necessary, for the four HSA RSA attributes. See enclosure (4). These scoring statements and roll-up questions will be used for each of the four HSA RSA categories. The IEG then placed the scoring statements for each the four attributes in one of three bands (Band 1, 2, or 3 in descending order of importance). See enclosure (5). Except as noted below, the IEG approved the scoring bands recommended by the IEG:

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a. Category A. Scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 19 (PS-7) was changed from "2" to "3", and scoring statement 20 (PS-8a-b) was changed from "3" to "2".

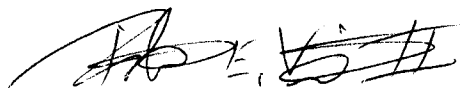
b. Category B. Scoring statement 3 (HRS-3) was changed from "1" to "2" and scoring statement 11 (HRS-11) was changed from "3" to "2".

c. Category C. Scoring statement 1 (HRS-1a-c) was changed from "2" to "1", scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 5 (HRS-5) was changed from "3" to "2", scoring statement 8 (HRS-8a-d) was changed from "1" to "2", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 16 (PS-1) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 20 (PS-8a-b) was changed from "3" to "2", and scoring statement 21 (PS-12) was changed from "3" to "2".

d. Category D. Scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 8 (HRS-8a-d) was changed from "2" to "3", scoring statement 9 (HRS-9a-b) was changed from "2" to "3", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 19 (PS-7) was changed from "2" to "3", and scoring statement 20 (PS-8a-b) was changed from "3" to "2".

18. After the IEG approved the band placement for the HSA RSA scoring statements, it gave a numerical score to each scoring statement. The numerical score for each scoring statement depended upon its band placement (i.e., Band 1: 6-10; Band 2: 3-7, and Band 3: 1-4). See enclosure (5).

19. The deliberative session adjourned at 1629.



ROBERT E. VINCENT II  
CDR, JAGC, U.S. Navy  
Recorder, IAT

**TAB 1**



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# Naval Ground Forces: Capacity Analysis Update

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- **USMC**
  - I&L working Marine Corps requirements.
    - Validating types of battalions.
    - Gathering garrison (admin, storage, and maintenance) requirements.
    - Coordinating with TECOM to review training requirements.
- **USN**
  - N75, N43 and CFFC working Navy Ground Forces (SEALS, EOD and Seabees) requirements.
    - Anticipate resolution week of 21 June.
    - Capacity analysis will continue.
- **Issue**
  - **Defining training metric**
    - Varied training needs (maneuver acres, training facilities, etc).
    - Training Areas are often shared by multiple units.
  - **Services directed to review appropriate training measurement.**
- **Timeline**
  - **8 July: complete data collection and training issue resolved (brief to IEG).**
  - **22 July: Ground Capacity Analysis presentation to IEG.**



**TAB 2**



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# **Initial Capacity Analysis of DON Specific Education & Training Functions**

**29 June 2004**

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- **E&T JCSG Capacity Analysis**
  - **Functions & Universe**
  - **Proposed JCSG Capacity Definitions**
- **DON Specific E&T Capacity Analysis**
  - **Functions & Universe**
  - **Approach**
  - **Assumptions**
  - **Requirements**
  - **Attributes**
  - **Analysis Results**
  - **Analysis Summary**
  - **Issues**



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# **Education & Training (E&T) JCSG Capacity Analysis**

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## **E&T JCSG Functions**

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- **Flight Training**
- **Ranges**
- **Specialized Skills Training (SST)**
- **Professional Development Education (PDE)**



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## **E&T JCSCG Universe**

- **All Undergraduate Flight Training (Fixed & Rotary Wing)**
- **Joint Graduate Level Flight Training (FRS Training for JSF, V-22, C-130, C-12, UAV, H-60)**
- **All Ranges**
- **All Specialized Skills Training (SST), including SWOS, SUB School, NUC Power Training**
- **Professional Development Education (PDE), including Naval Postgraduate School, Naval War College, Marine Corps War College, Command & Staff College**



## **Proposed JCSG Capacity Definitions**

- **Maximum Potential Capacity**
  - Theoretical maximum operational dimension for existing physical plants' capability to perform functions/sub-functions
- **Current Capacity**
  - Standardized/peacetime operations for existing physical plants' capability to perform functions/sub-functions
- **Current Usage**
  - Certified MilDep & Def Agency responses (and subsequent updates) to BRAC data calls
- **Surge Capacity**
  - Additional "capability hedge" in order to meet unanticipated increases for existing physical plants' capability to perform functions/sub-functions
- **Excess Capacity**
  - "current capacity" minus ("current usage" plus "surge capacity")



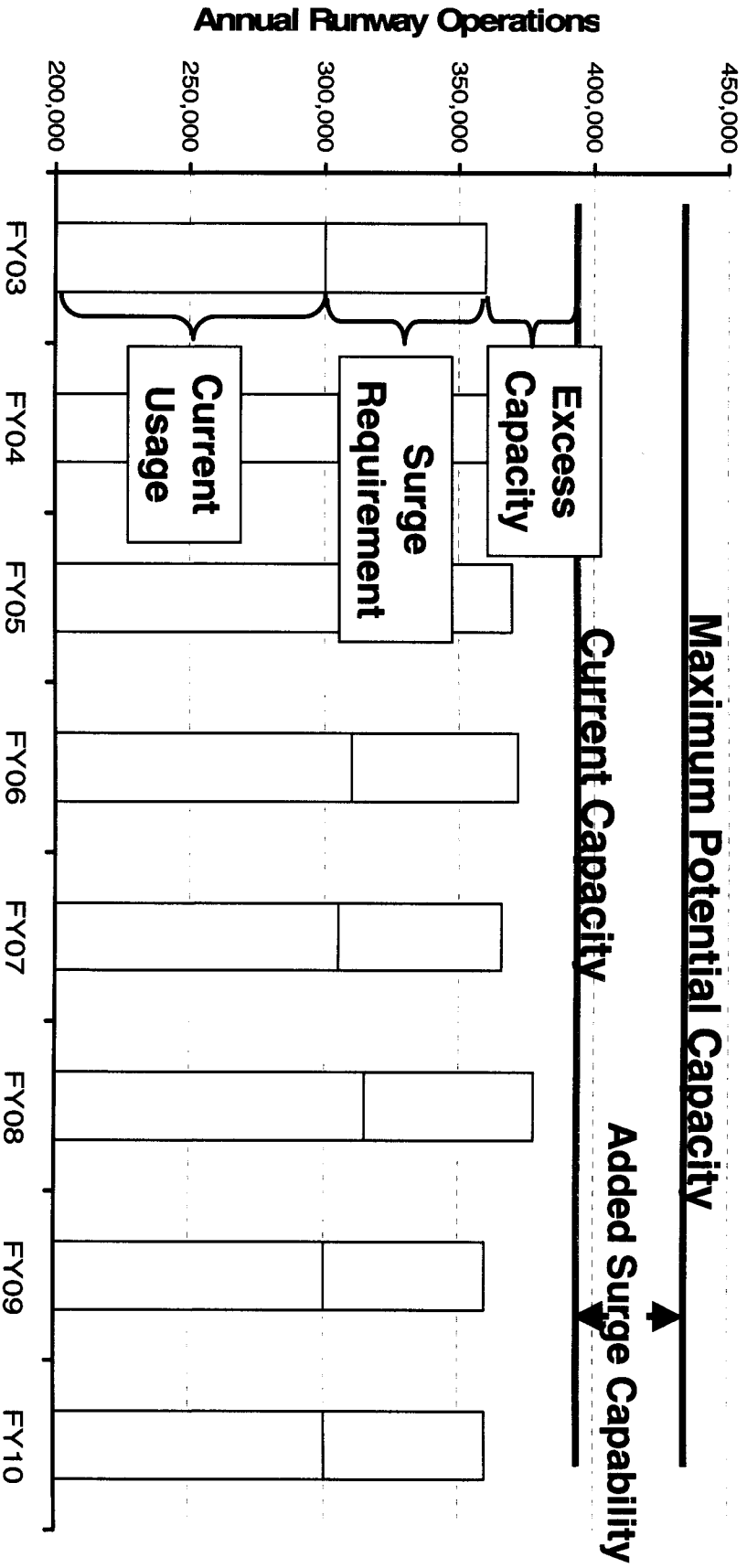
## **Application to SST & PDE**

- **Maximum Potential Capacity (PDE & SST)**
  - = 365 days X 24 hours/day minus restrictions
  - = existing classrooms/dorms/messing
- **Current Capacity (PDE & SST)**
  - = 244 training days X 8 hours/day
- **Current Usage**
  - From certified responses to data calls
- **Surge Capacity**
  - = current usage plus (varies, e.g., 20% for SST)
- **Excess Capacity**
  - = “current capacity” minus (“current usage” plus “surge capacity”)





Interpretation of Revised Capacity Definitions



**Excess Capacity = Current Capacity - (Current Usage + Surge Req)**



## **A Note About "Surge"**

- **JCSG defines surge to mean an increase in personnel end strength due to a mobilization authorized by Congress during times of national crisis.**
- **Service planning and guidance documents for mobilization are general and do not provide specific personnel education and training requirements.**
  - **In absence of written guidance, each E&T JCSG sub-group has developed a specific surge capacity percentage**
- **Current policies will meet contingency or OPTEMPO requirements by accelerating, truncating, or canceling courses and continue within current physical infrastructure capacity constraints.**



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# **DON Specific Education & Training Capacity Analysis**

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## **DON Specific E&T Functions**

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- **DON Recruit Training**
- **DON Officer Accession Training**
- **DON Specific Professional Military Education**
- **DON Specific Graduate Level Flight Training**  
(FRS for DON specific aircraft, TPS, Top Gun, MAWTS 1)
  - Subsumed in DON capacity analysis of Air Operations function





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# **DON Specific E&T Universe**

- **DON Specific Professional Military Education (PME)**

- Sgt's Course  
MAGTF TRNGCOM 29 Palms
- Sgt's Course, Career Course,  
Advanced Course  
MCB Camp Lejeune NC
- Sgt's Course, Career Course,  
Advanced Course  
MCB Camp Pendleton CA
- Sgt's Course  
MCB Hawaii (Kaneohe Bay)
- Sgt's Course, Career Course,  
Advanced Course, 1<sup>st</sup> Sgt's Course,  
Expeditionary Warfare School,  
General Officer Warfighting Program  
MCB Quantico VA
- Senior Enlisted Academy  
NAVSTA Newport RI

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## **Approach**

- **Evaluate BRAC 1995 methodology**
- **Evaluate BRAC 2005 E&T JCSG Capacity Analysis methodology**
- **Tailor for DON Specific activities**
- **Use JCSG Capacity Definitions**
  - **Modify for Recruit Training as necessary**
  - **Assume “current usage” equals “current requirement”**
- **Use Applicable PDE/SST Attributes**



## **Assumptions**

- **One training day equals eight academic hours**
- **One year equals 244 training days (365 days minus weekends & holidays – Officer Accession & PME)**
- **One year equals 329 training days (Seven days per week minus half-day Sunday & holidays – Recruits)**
- **Baseline classroom / billeting / messing / lab / training device capacities will be based on the original NAVFAC P-80 design capacity**
- **Some functions experience seasonal variation (e.g., recruit training)**





# Assumptions - Surge

- **DON Surge Definition**
  - Same as JCSG?
  - JCSG defines surge to mean an increase in personnel end strength due to a mobilization authorized by Congress during times of national crisis.

- **Flight Training:** 20% surge
- **Training Ranges:** 25% surge
- **T&E Ranges:** 10% surge
- **SST:** 20% surge
- **PDE:** 0% surge

- **Proposed DON Surge**
  - **Recruit Training:** 0% surge
  - **Officer Accession Training:** 0% surge
  - **PME:** 0% surge



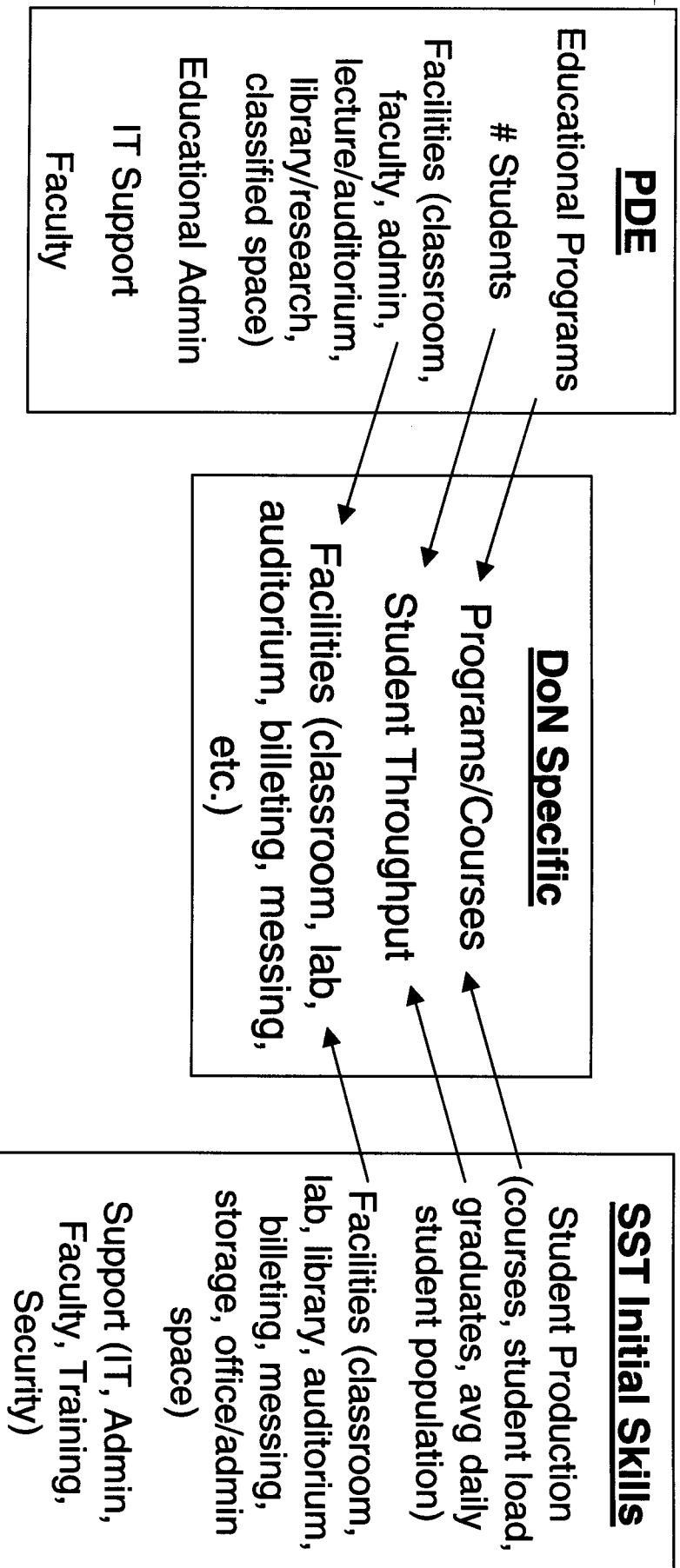
## **Requirements**

- **Extrapolate “best projection” future requirements from 20-yr Force Structure Plan**
  - # Recruits
  - # Academy accessions
  - # OTC/OCS accessions
  - # Junior Officer PME students
  - # Enlisted PME students
- **Based on ratio of graduates to end-strength**
  - Navy ratio = 0.956; USMC ratio = 1.000
- **Calculate excess capacity based on both “current” and “future” requirements**
  - “excess capacity” = “current capacity” minus (“future requirement” plus “surge”)



# Attributes

## JCSG PDE & SST capacity attributes are applicable



**DON attributes are the “merged” applicable attributes from both JCSG functions**



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## **Attributes**

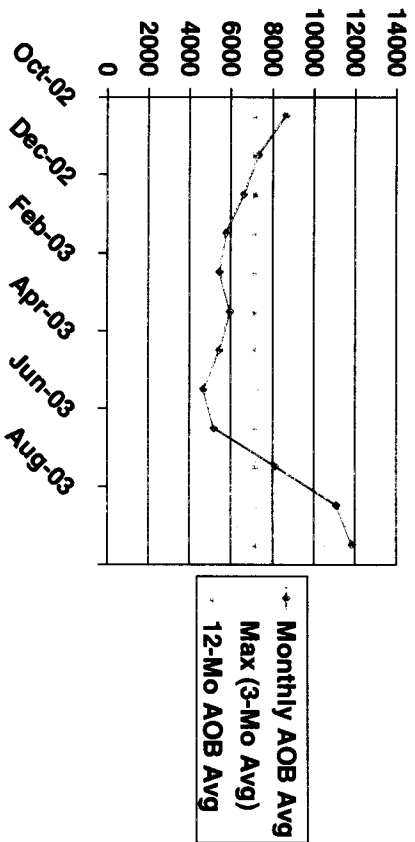
- **Throughput (by Course)**
  - Metric: Average annual AOB for each course
- **Training Facilities (by Course)**
  - Metric: SF of classroom, lab & auditorium space
  - Calculations: Use NAVFAC P-80 Student Time Distribution and/or AOB Method
- **Billeting**
  - Metric: Number of Beds
  - Calculations: Use student peak AOB for seasonal variations
- **Messing**
  - Metric: Number of student meals served in a two-hour period of four 30-minute seatings
  - Calculations: Use student peak AOB for seasonal variations



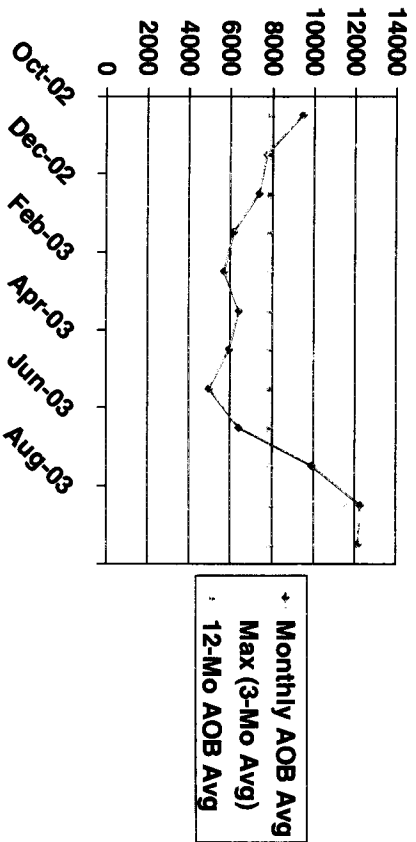
# Analysis Results

## Recruit Training Trend Charts

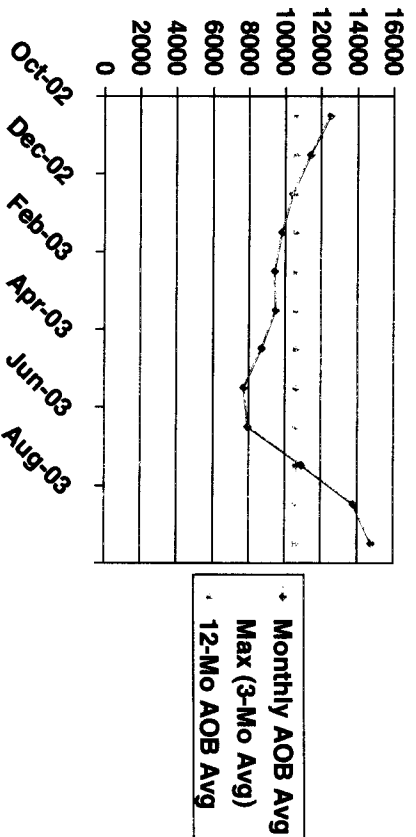
NTC Great Lakes "AOB" Trend



NTC Great Lakes Classroom SF Trend



NTC Great Lakes "Billeting" Trend



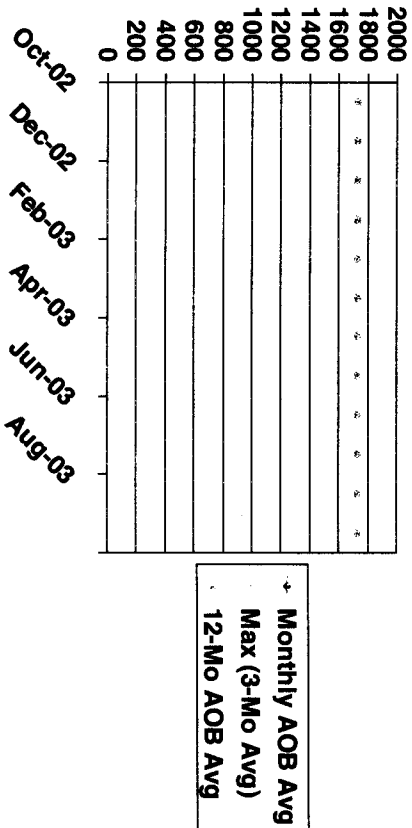
NTC Great Lakes "Messing" Trend



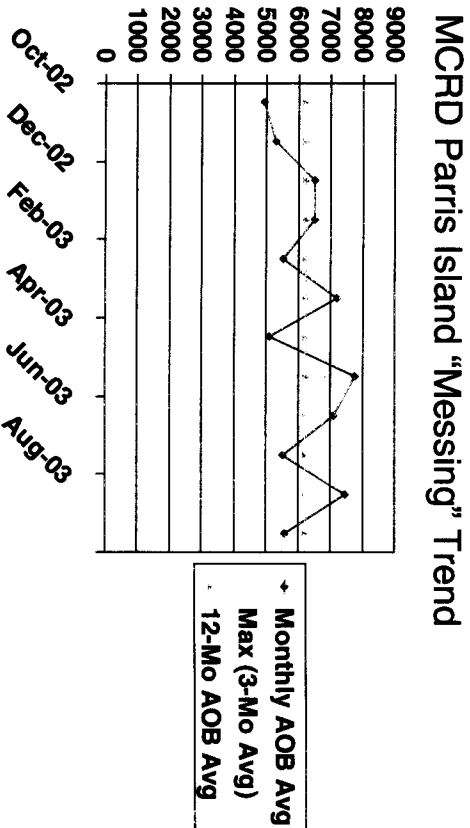
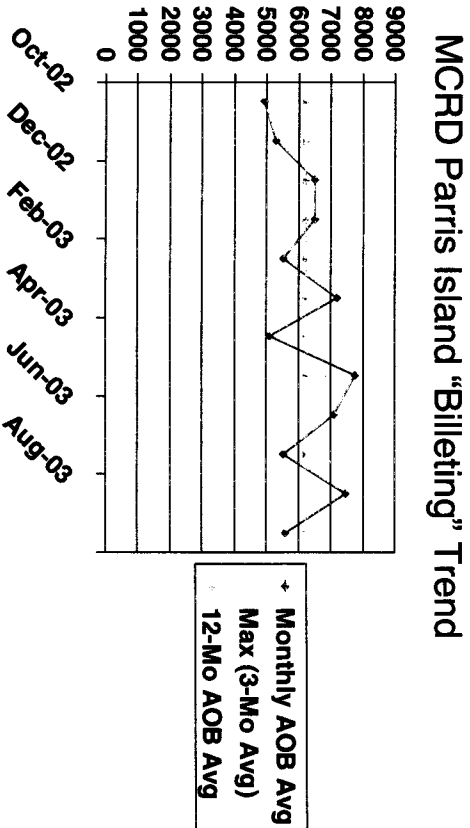
# Analysis Results

## Recruit Training Trend Charts

MCRD Parris Island "AOB" Trend



MCRD Parris Island Classroom SF Trend

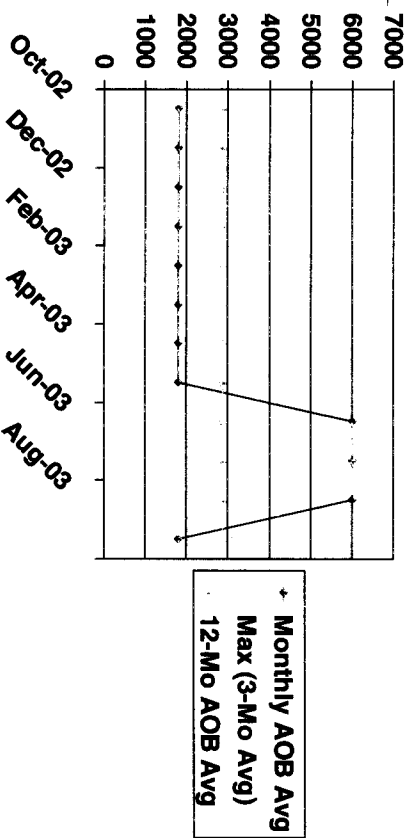




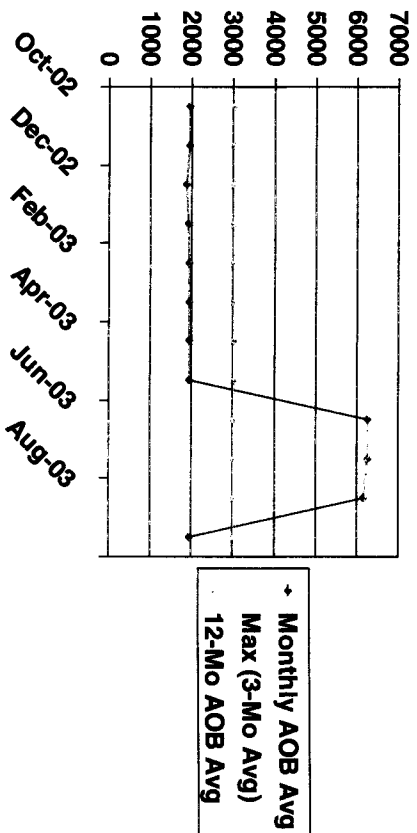
# Analysis Results

## Recruit Training Trend Charts

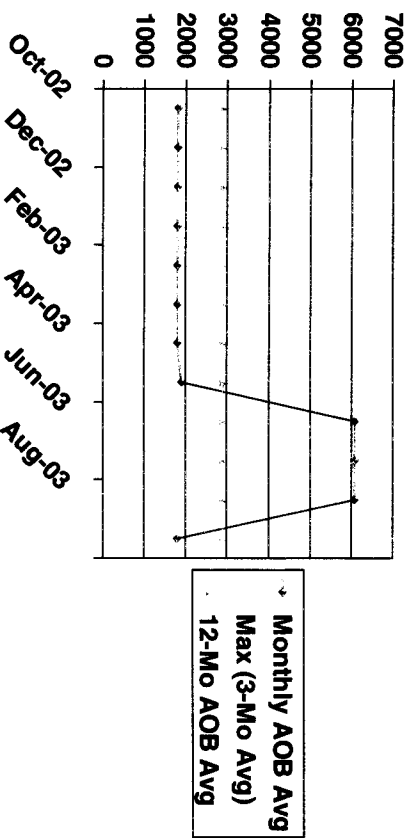
MCRD San Diego "AOB" Trend



MCRD San Diego Classroom SF Trend



MCRD San Diego "Billeting" Trend



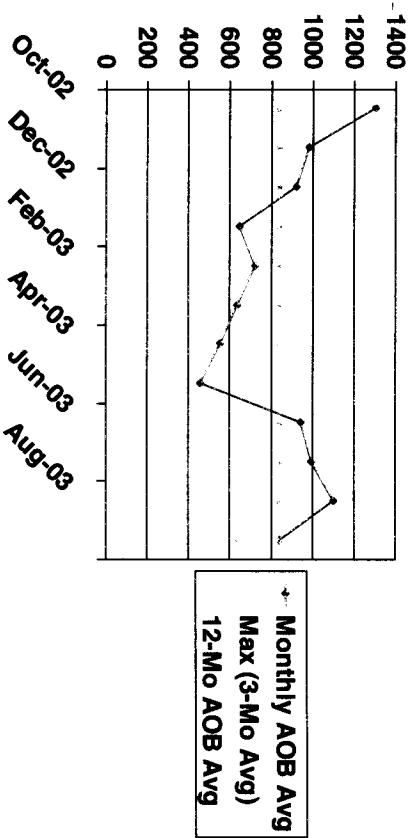
MCRD San Diego "Messing" Trend



# Analysis Results

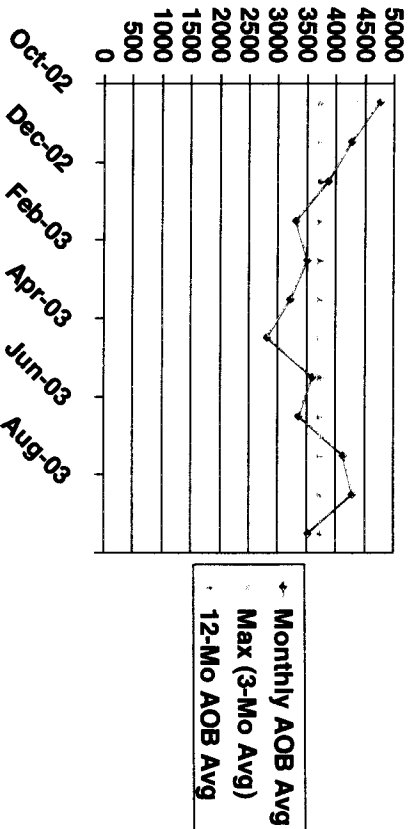
## Recruit Training Trend Charts

MCB Camp Lejeune "AOB" Trend



MCB Camp Lejeune "Billeting" Trend

MCB Camp Lejeune Classroom SF Trend



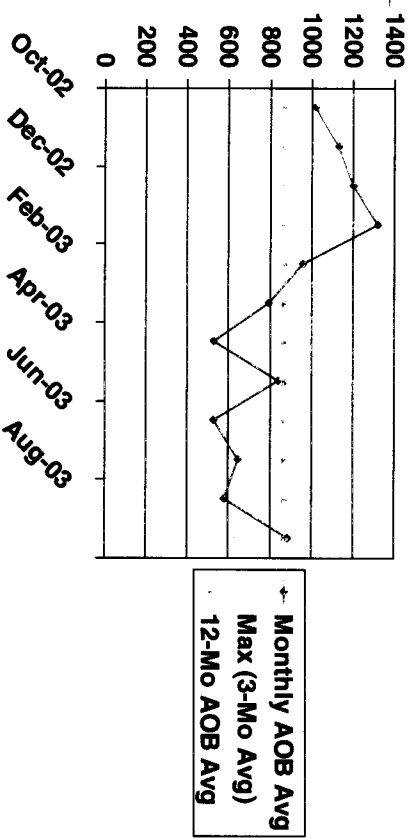




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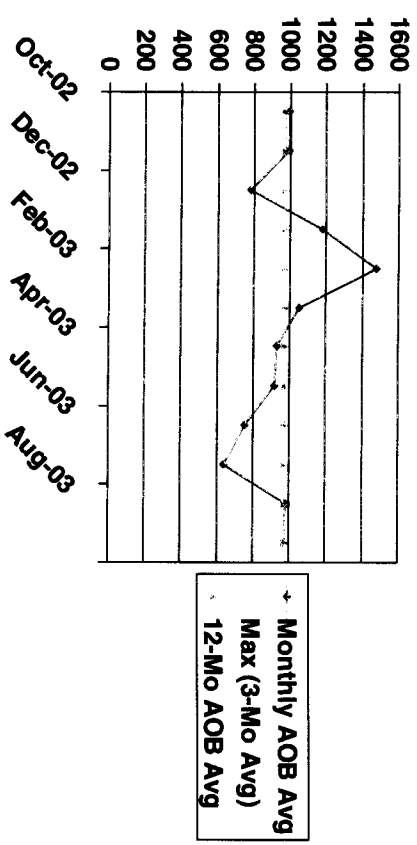
## Recruit Training Trend Charts

MCB Camp Pendleton "AOB" Trend



MCB Camp Pendleton "Billeting" Trend

MCB Camp Pendleton Classroom SF Trend



MCB Camp Pendleton "Messing" Trend



**Analysis Results**  
**Recruit Training**

**Student Data**

	Recruit Training - Basic				Recruit Training - MCT		
	RTC Great Lakes	MCRD Parris Island	MCRD San Diego	Basic Totals	MCB Camp Lejeune	MCB Camp Pendleton	MCT Totals
Graduates							
Number of Graduates	40,419	16,831	15,935	73,185	11,418	11,964	23,382
Future Requirement	38,641	16,831	15,935	71,407	11,418	11,964	23,382
Student AOB:							
Current Usage (12-Mo Avg)	7,162	1,722	2,850	11,734	839	867	1,706
Current Usage (3-Mo Avg Peak)	10,535	1,722	6,000	18,257	1,080	1,215	2,295
Future Requirement (12-Mo Avg)	6,847	1,722	2,850	11,419	839	867	1,706
Future Requirement (3-Mo Avg Peak)	10,071	1,722	6,000	17,793	1,080	1,215	2,295



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**Analysis Results**  
**Recruit Training**

**Classroom SF**

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# Analysis Results

## Recruit Training

### Billeting

Billeting (# Student Beds)	Recruit Training - Basic				Recruit Training - MCT		
	RTC Great Lakes	MCRD Parris Island	MCRD San Diego	Basic Totals	MCB Camp Lejeune	MCB Camp Pendleton	MCT Totals
Current Capacity	14,126	8,500	5,400	28,026	6,112	4,382	10,494
Current Usage (12-Mo Avg)	7,859	6,201	2,880	16,940	3,913	3,637	7,550
Excess Capacity	6,267	2,299	2,520	11,086	2,199	745	2,944
% Excess Capacity	44%	27%	47%	40%	36%	17%	28%
Current Usage (3-Mo Avg Peak)	11,449	6,783	6,090	24,322			
Excess Capacity	2,677	1,717	-690	3,704			
% Excess Capacity	19%	20%	-13%	13%			
Future Requirement (12-Month Avg)	7,513	6,201	2,880	16,594	3,913	3,637	7,550
Excess Capacity	6,613	2,299	2,520	11,432	2,199	745	2,944
% Excess Capacity	47%	27%	47%	41%	36%	17%	28%
Future Requirement (3-Mo Avg Peak)	10,945	6,783	6,090	23,818			
Excess Capacity	3,181	1,717	-690	4,208			
% Excess Capacity	23%	20%	-13%	15%			



# Analysis Results

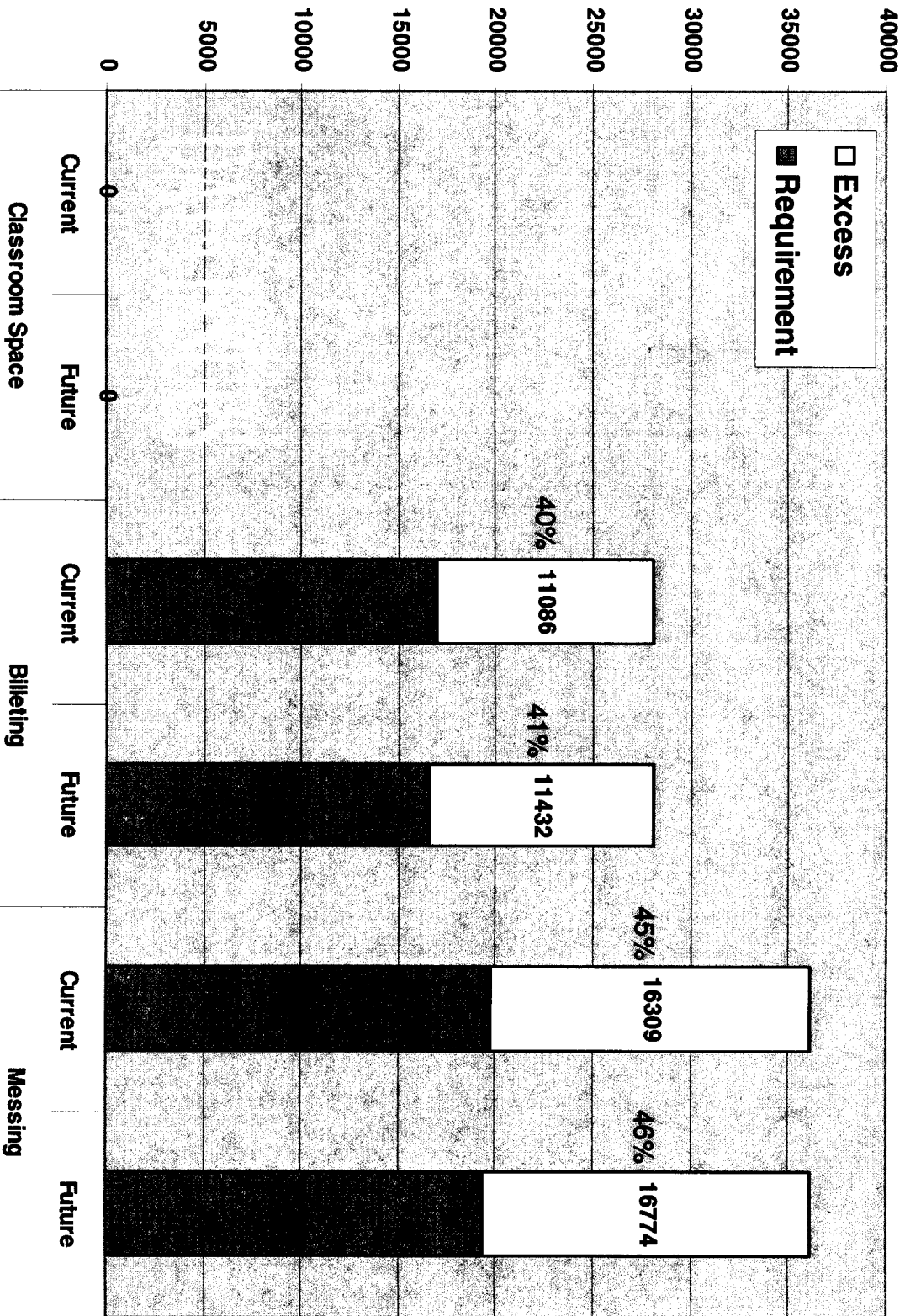
## Recruit Training

# Messing

Messing (# Meals Served)	Recruit Training - Basic				Recruit Training - MCT			
	RTC Great Lakes	MCRD Parris Island	MCRD San Diego	Basic Totals	MCB Camp Lejeune	MCB Camp Pendleton	MCT Totals	
Current Capacity	18,752	8,736	8,600	36,088	7,588	5,715	13,303	
Current Usage (12-Mo Avg)	10,570	6,201	3,008	19,779	3,722	972	4,694	
Excess Capacity	8,182	2,535	5,592	16,309	3,866	4,743	8,609	
% Excess Capacity	44%	29%	65%	45%	51%	83%	65%	
Current Usage (3-Mo Avg Peak)	13,694	6,783	6,228	26,705	4,301	1,236	5,537	
Excess Capacity	5,058	1,953	2,372	9,383	3,287	4,479	7,766	
% Excess Capacity	27%	22%	28%	26%	43%	78%	58%	
Future Requirement (12-mo Avg)	10,105	6,201	3,008	19,314	3,722	972	4,694	
Excess Capacity	8,647	2,535	5,592	16,774	3,866	4,743	8,609	
% Excess Capacity	46%	29%	65%	46%	51%	83%	65%	
Future Requirement (3-Mo Avg Peak)	13,091	6,783	6,228	26,102	4,301	1,236	5,537	
Excess Capacity	5,661	1,953	2,372	9,986	3,287	4,479	7,766	
% Excess Capacity	30%	22%	28%	28%	43%	78%	58%	



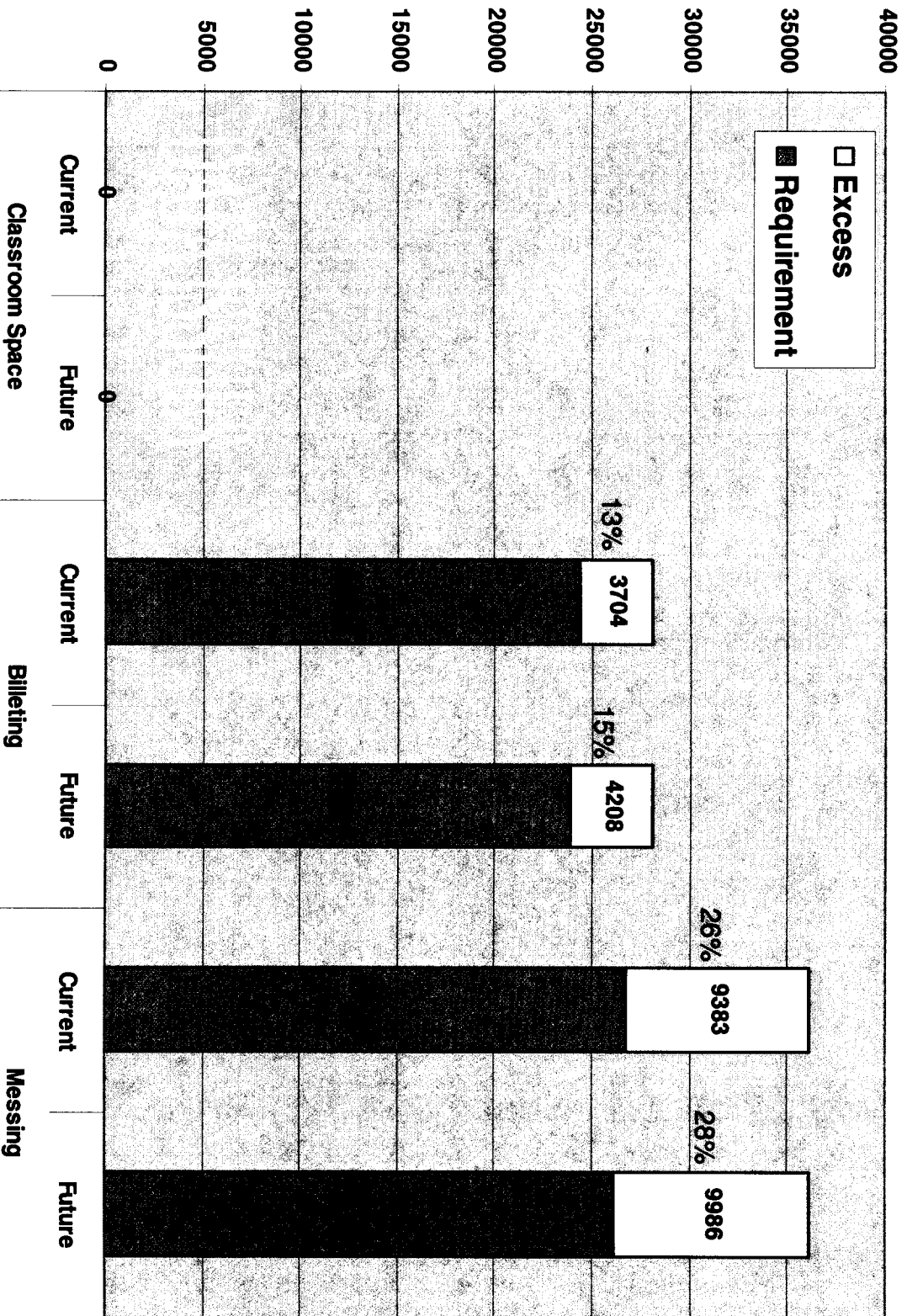
# Current & Future Excess (12-Mo Avg) Recruit Training – Basic





# Department of the Navy **Current & Future Excess (3-Mo Peak)**

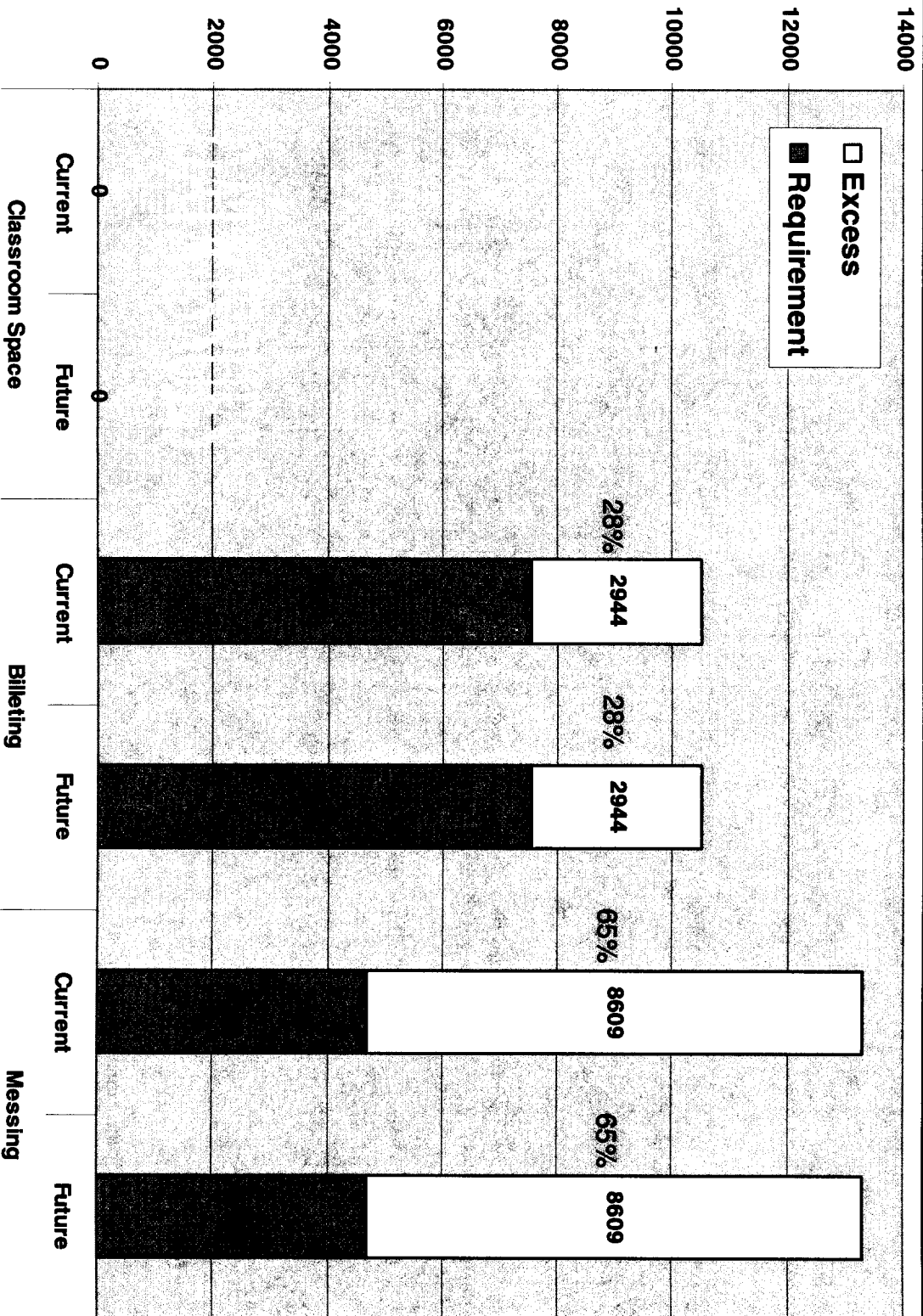
## Infrastructure Analysis Team **Recruit Training - Basic**





# Department of the Navy **Current & Future Excess (12-Mo Avg)**

## Infrastructure Analysis Team **Recruit Training – MCT**



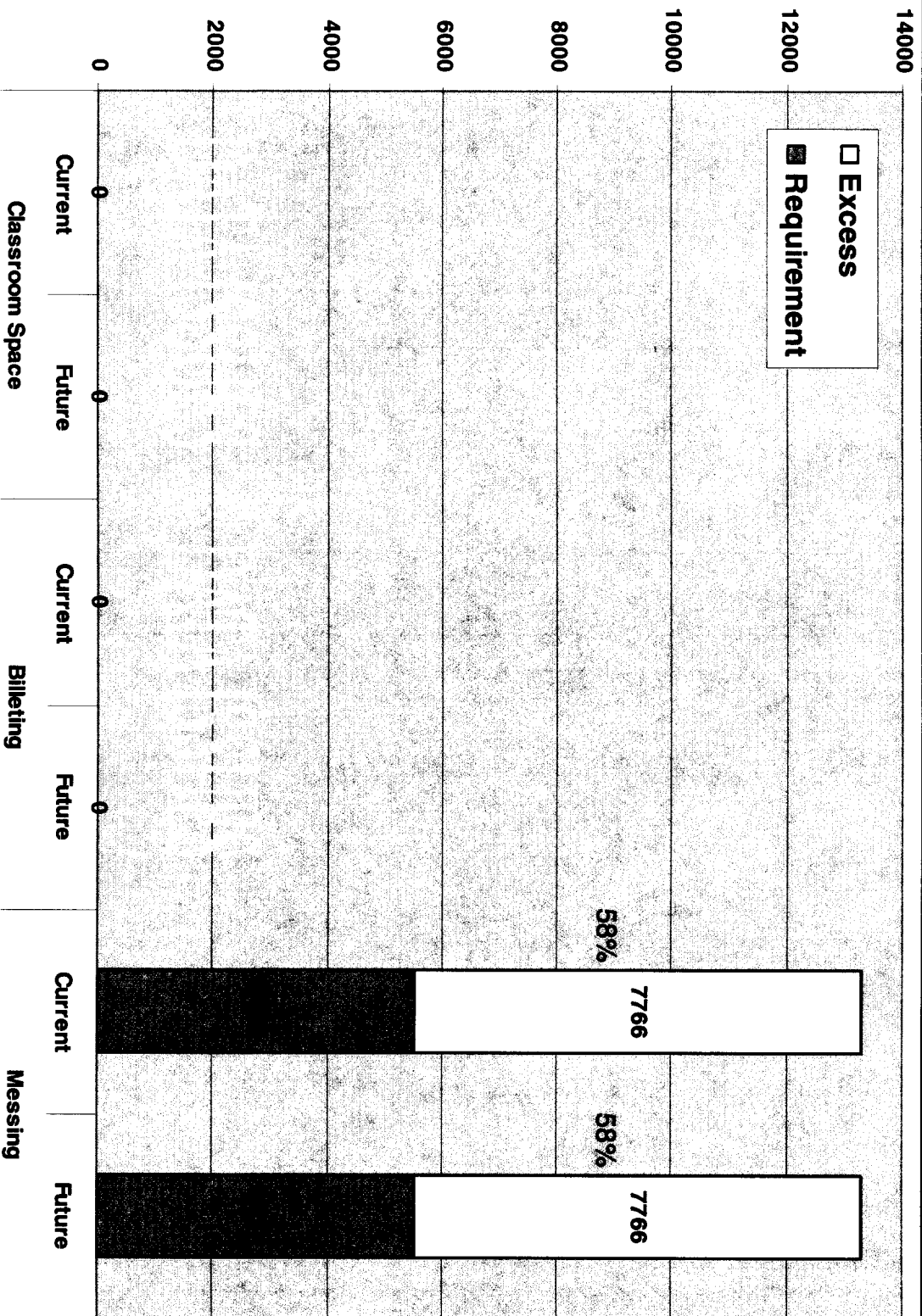
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# Department of the Navy **Current & Future Excess (3-Mo Peak)**

## Infrastructure Analysis Team **Recruit Training – MCT**



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## **Issues - General**

- **Some activities have provided data that appear incorrect, inconsistent or incomplete**
- **Some activities have provided data that were not expected and/or did not provide data that were expected**
- **These activities must be contacted to resolve these issues and/or correct the data**
- **The E&T Team will use the established DASN (IS&A) process to request data correction and DONBITS update**



## **Issues - Specific**

- **Clarification and/or corrections required from all Recruit Training activities regarding reported courses & associated classroom spaces**
- **“Average daily student population by month” reported by MCRD Camp Lejeune is the same number and also appears to be low**
- **“Average daily student billeting usage by month” reported by MCRD San Diego appears to be low**



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## **Issues - Specific**

- **While total graduates reported by the MCRDs are similar, average daily population, billeting & messing vary greatly**
- **Detailed “Average daily student billeting usage by month” was not provided by MCB Camp Lejeune & MCB Camp Pendleton**
- **“Average daily student messing usage by month” reported by MCB Camp Pendleton appears to be very low**



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# **Back-Up Slides**

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# Determine Limiting Factor

## Notional Example:

### Classroom Space:

Rqmt = 10,000 SF (equivalent 4,000 AOB)

Capacity = 12,000 SF (equivalent 7,000 AOB)

### Messing AOB:

Rqmt = 4,000

Capacity = 5,000

### Berthing AOB:

Rqmt = 4,000

Capacity = 6,000

Where: AOB = Average On Board Students



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## **Attributes**

- **Student Throughput / Student Load**
  - **Metric: Number of graduates required per year for each course**
  - **Metric: Student Load**
  - **Calculations:**
    - **Number of student years carried in formal instructional training & education courses during a fiscal year. Student load for a given period is the cumulative student strength for the period, roughly equal to man-years.**
    - **Total training load is the sum of the loads for all the individual courses, which are calculated from:**
      - **Length of the course**
      - **Desired # of graduates of the course**
      - **# of entrants needed to obtain desired # of graduates**
      - **Load = # Graduates X (Course Length/Training Days/Year)**



## **Attributes**

- **Training Facility Capacity**
  - **Metric: SF of classroom, lab & auditorium space**
  - **Calculations:**
    - Facility requirements for each course (hours/student)
    - Use the Student Time Distribution Method for functions having significant non-classroom training requirements
    - Use the Average-On-Board (AOB) Method for functions having little or no non-classroom training requirements
    - Annual course convenings to meet throughput requirements
    - Number of classrooms / labs / auditoriums
    - Compute SF requirement using NAVFAC P-80 design standards





## **Attributes**

- **Billeting Capacity**
  - **Metric: Number of beds**
  - **Calculations:**
    - Identify training for which billeting is mandatory
    - Follows student load
    - Determine peak student AOB – requirement
    - Compare with available beds
    - For multi-mission billeting facilities, use % allocated to students
    - For functions such as recruit training, account for peak loading due to seasonal variations in recruiting



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## **Attributes**

- **Messing Capacity**
  - **Metric: Number of student meals served in a two-hour period of four 30-minute seatings**
  - **Calculations:**
    - Identify training for which messing is mandatory
    - Follows student load
    - Determine peak student AOB – requirement
    - Compare with available seatings
    - For multi-mission messing facilities, use % allocated to students
    - For functions such as recruit training, account for peak loading due to seasonal variations in recruiting

**TAB 3**



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# **Military Value Analysis**

## **of**

# **DoN Specific Headquarters and Support Activities Regional Support Function**

# **29 June 2004**

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**Regional Support  
Activities (82)**

- **Definition - Various geographic shore support activities not tied to a specific location or set of operational forces.**

-	<i>Navy Installation Management Regions</i>	12	A
-	<i>Engineering Field Activities/Divisions/OICC</i>	11	B
-	<i>Navy Public Works Centers</i>	7	B
-	<i>Fleet and Industrial Supply Centers *</i>	5	B
-	<i>Navy Reserve Readiness Commands</i>	7	C
-	<i>Navy Legal Service Office</i>	7	C
-	<i>Marine Corps Districts (Recruiting)</i>	6	C
-	<i>Naval Reserve Recruiting Areas</i>	6	C
-	<i>Navy Trial Service Offices</i>	5	C
-	<i>Navy Recruiting Regions</i>	4	C
-	<i>Marine Corps National Capital Region Command</i>	1	C
-	<i>Human Resource Service Centers *</i>	6	D
-	<i>Health Care Support Organizations *</i>	3	D
-	<i>Navy Personnel Support Activities *</i>	2	D

*\* Activities included in JCSG analysis for operational function*

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# Regional Support

## Analysis Assumptions

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- **Scope of Analysis:** Review administrative management staff of regional activities for opportunities of alignment and integration.
- **Basic Assumptions:**
  - Capacity will not be traditional, requirement not known
  - Each activity type will be analyzed independently
  - Opportunities for greater efficiency/synergy exist through alignment/locating at Force Concentration Areas
  - Force Concentration Areas to be defined by workforce population and plant value
  - Opportunities for efficiency gain will be bounded by span of control limitations (effectiveness)
  - Workload balance is needed across regions within each activity type
  - Geographic alignment will be maximized, cross boundary conflicts minimized
  - Alignment with other agencies (FEMA, EPA, USCG, Army Corps) preferred
  - Alignment of Navy and Marine Corps will be pursued even where specific regional commands do not exist

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# **Regional Support**

## **Attributes/Components**

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- **Effectiveness of Operation**
  - Operational Proximity
  - Criticality of Location/Mobility
  - Scope of Responsibility
- **Quality of Facilities**
  - Security
  - Facility Condition
  - Locality Cost
- **Personnel Support**
  - Medical
  - Housing
  - Employment
  - MWR/MCCS/Fleet and Family Services
  - Metropolitan Area Characteristics
- **Efficiency of Operations**
  - Co-location
  - Regional Alignment



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# **BRAC 1995**

## **Military Value Weights**

<b>FUNCTION</b>	<b>READINESS</b>	<b>FACILITIES</b>	<b>MOBILIZATION CAPABILITY</b>	<b>COST AND MANPOWER</b>
<b>REDCOMS</b>	<b>50%</b>	<b>10%</b>	<b>30%</b>	<b>10%</b>
<b>EFDS</b>	<b>40%</b>	<b>20%</b>	<b>10%</b>	<b>30%</b>

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# BRAAC 2005 HSA JCSG Military Value Weights

FUNCTION	SUB-FUNCTION	[REDACTED]				ATTRIBUTES MEASURED
Admin & HQ Activities	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

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# BRAAC 2005 DON Specific HSA Military Value Weights

CRITERIA				
FUNCTION	READINESS	FACILITIES	SURGE CAPABILITY	COST AND MANPOWER
Regional Support Activities	___%	___%	___%	___%
	50	15	15	20
	55	25	5	15
	50	20	15	15
E&T	40	30	15	15



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# Questions by Component

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# Backup

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**Headquarters and Support  
Activities – Regional Support**

COMNAVDIST WASHINGTON DC	FISC SAN DIEGO CA*	NAVRESCRUITAREA SOUTHEAST ORLANDO FL
COMNAVMIARIANAS GU	FISC JACKSONVILLE FL*	NAVRESCRUITAREA WEST AURORA CO
COMNAVREG GULF COAST PENSACOLA FL	FISC PEARL HARBOR HI*	TRISVCOFF EAST NORFOLK VA
COMNAVREG HAWAII PEARL HARBOR HI	FISC NORFOLK VA*	TRISVCOFF NE WASHINGTON DC
COMNAVREG MIDLANT NORFOLK VA	FISC PUGET SOUND WA*	TRISVCOFF PAC PEARL HARBOR HI
COMNAVREG MW GREAT LAKES IL	NAVRESREDCOM MIDATLANTIC	TRISVCOFF SE MAYPORT FL
COMNAVREG NE GROTON CT	NAVRESREDCOM MIDWEST	TRISVCOFF WEST SAN DIEGO CA
COMNAVREG NW SEATTLE WA	NAVRESREDCOM NORTHWEST	NAVCRUITREG CENTRAL GREAT LAKES IL
COMNAVREG SE JACKSONVILLE FL	NAVRESREDCOM NORTHWEST	NAVCRUITREG NORTH SCOTLAND
COMNAVREG SOUTH CORPUS CHRISTI TX	NAVRESREDCOM SOUTH	NAVCRUITREG SOUTH MACON GA
COMNAVREG SW SAN DIEGO CA	NAVRESREDCOM SOUTHEAST	NAVCRUITREG WEST OAKLAND CA
COMNAVRESFORCOM NEW ORLEANS LA*	NAVRESREDCOM SOUTHWEST	CG MONGRO WASHINGTON DC
ENGLFDACT MW GREAT LAKES IL	NAVI EGSVCOFF NORTHCENT WASHINGTON DC	HRSC PEARL HARBOR HI*
ENGLFDACT WEST SAN BRUNO CA	NAVI EGSVCOFF NORTHWEST BREMERTON WA	HRSC PHILADELPHIA PA*
NAVFAC EFA CHESAPEAKE WASHINGTON DC	NAVI EGSVCOFF PAC DET PEARL HARBOR HI	HRSC PORTSMOUTH VA*
NAVFAC EFA NORTHEAST PHILADELPHIA PA	NAVI EGSVCOFF SE JACKSONVILLE FL	HRSC SAN DIEGO CA*
NAVFAC EFA NORTHWEST POULSBO WA	NAVI EGSVCOFF SOUTHWEST SAN DIEGO CA	HRSC SILVERDALE WA*
NAVFAC EFA SOUTHEAST JACKSONVILLE FL	NAVI EGSVCOFF CENTRAL PENSACOLA FL	HRSC STENNIS, MS*
NAVFAC EFD ATLANTIC NORFOLK VA	NAVI EGSVCOFF MID ATLANTIC NORFOLK VA	HLTHCARE SUPPO JACKSONVILLE FL*
NAVFAC EFD PACIFIC PEARL HARBOR HI	EIGHTH MCD NEW ORLEANS LA	HLTHCARE SUPPO NORFOLK VA*
NAVFAC EFD SOUTH CHARLESTON SC	FIRST MCD GARDEN CITY LINY	HLTHCARE SUPPO SAN DIEGO CA*
NAVFAC EFD SOUTHWEST SAN DIEGO CA	FOURTH MCD CUMBERLAND PA	PERSUPPACT LANTR*
NAVFAC OICC MARIANAS GU	FIFTH MCD KANSAS CITY MO	PERSUPPACT WEST*
PWC GREAT LAKES IL	SIXTH MCD PARRIS ISLAND SC	
PWC GU	TWELFTH MCD SAN DIEGO CA	
PWC JACKSONVILLE FL	NAVRESCRUITAREA CENTRAL GREAT LAKES HI	
PWC NORFOLK VA	NAVRESCRUITAREA NORTHEAST WASH DC	
PWC PEARL HARBOR HI	NAVRESCRUITAREA PACIFIC SAN DIEGO CA	
PWC SAN DIEGO CA	NAVRESCRUITAREA SOUTH DALLAS TX	
PWC WASHINGTON DC		

\* Being looked at functionally by other teams/  
JCSGs

**TAB 4**

**Attribute: Effectiveness of Operations**

**Component: Operational Proximity**

HRS -1. Relative proximity to supported customer organizations and subordinates managed.

	Subordinates	Department of the	
		Navy Customers	Non-DoN Customers
Inside 50 Miles			
Inside 100 Miles			
Greater than 100 Miles			

Source: Data Call II

A location in areas of greater proximity to "customers" enhances the ability to accomplish mission. Areas of high concentrations get higher values.



**Component: Criticality of Current Location**

**HRS-2. Significant mission-related functions**

HRS-2a. Please note the total staff on board at your activity (do not include staff at commands you manage):

	Staff
Military	
Civilian	
Contractor (in house)	

HRS-2b. Please note the number of personnel that perform the overhead functions listed (do not include staff at commands you manage).

	Acquisition and Contracting	Administration/Business Manager	Environmental Services and Safety	Facilities Management	Financial Management/Comptroller Services	Inspections and Evaluations	Security	Supply and Support Services
Military								
Civilian								
Contractor (in house)								

Source: Data call II questions

The idea is that the more "operational" an organization is (e.g., a PWC), the more difficult it is to separate management from current operational locations. Higher scores go to the existing locations of an organization if it has a high percentage of non-overhead staff.

**HRS-3. Assessment of current location's statutory status.**

HRS-3. Is the current location of your command staff mandated by a statutory requirement or other? (Attach copy of agreement).

Source: Data Call II

Binary Value. A Yes gets a high score for the current location

**Component: Current Scope of Responsibility**

**HRS-4. Number of customers and/or subsidiary organizations currently served.**



HRS-4. List the customers or organizations and their location by city and state you currently support.

Source: Data Call II

*Greater numbers of customers currently supported suggests both that the location is desirable and that the activity now there may be well prepared to take on an expanded scope of work.*

HRS-5 Customers and/or subsidiary organizations currently supported beyond 100 miles.

HRS-5. What percentages of your customers' organizations are located beyond 100 miles?

Source: Data Call II

*Greater number of customers supported beyond 100 miles suggests greater capability to take on a larger area of responsibility. Greater percentages will be given higher values. This favors retaining regional organizations at locations where the current organization already has a larger scope of responsibility.*

*The service organizations are currently providing to customers beyond 100 miles.*

HRS-6. Service provided to customers outside DoN.

HRS-6. Do you provide service for other than DoN customers?

Source: Data Call II

Binary.

*Current support for non-DoD customers is suggestive of opportunities to spread costs and a capability of the current organization at this location to take on a larger scope of management responsibility.*

HRS-7. Singular focus on regional management mission

HRS-7. Is the Commanding Officer/Commander tasked with primary duties in addition to management of regional activities/responsibilities? If so, please list them.

Source: Data Call II

Binary. Singular mission scores higher than a Commander with multiple missions. It is viewed as an indicator that this is not a primary location for regional management.

**Attribute: Efficiency of Operation**

**Component: Co-location**

**HRS-8. Proximity to regional headquarters and fleet commands.**

HRS-8a. How close are you to the nearest operational fleet command. Please choose from list. (30%)

HRS-8b. How close are you to the nearest regional installation command. Please answer in the table (list). (35%)

HRS-8c. How close are you to other regional commands. Please choose from the list. (35%)

HRS-8d. What are the geographical coordinates and the zip code of your location?

HRS-8e. Do you share current management layer resources with others in your location that would have to be recreated if you moved?

Source: Data Call II, Data Call I and calculations. We will calculate distances based on coordinates.

Greater proximity to these organizations provides opportunities for efficiency in providing common administrative support. Lower distances get higher values.

**HRS-9a-b. Proximity to Naval force concentration.**

HRS-9a What is the Navy/USMC (Civilian and Military) workforce on installations within 25 miles of the location? (50%)

HRS-9b What is the Current Plant Value (CPV) on Navy/USMC installations within 25 miles of the location? (50%)

Source: Calculated using DOD Base Structure Report

Greater proximity to Naval Force concentrations may provide opportunity for sharing services and various other efficiencies. Areas of higher concentrations get higher values.

**Component: Regional Alignment**

**HRS-10. Proximity to significant non-DoD regional organizations.**

HRS-10a What are the geographical coordinates and the zip code of your location?

HRS-10b How close are you to the nearest FEMA Regional Office? List the office. (25%)

HRS-10c How close are you to the nearest EPA Regional Office? List the office. (15%)

HRS-10d How close are you to the nearest Corps of Engineers Division office? List the office. (10%)

HRS-10e How close are you to the nearest Coast Guard District office? List the office. (50%)

*Source: Data Call I and Calculations. We will calculate distance based on coordinates.*

**Component: Relative Productivity**

**HRS-11. Ratio of workload managed to overhead staff**

HRS-11. Please enter the FY03 budget (appropriated funds), and the total value of contracts and reimbursed work (including NAFI). Please provide totals for your activity and the commands or detachments you manage.

FY03 budget (appropriated funds)	FY03 total value of contracts and reimbursed work

*Source: Data Call II (ratios calculated using overhead staff numbers from question 2b).*

*Greater productivity, as reflected in a higher ratio of workload to overhead staff, will favor retaining the organization at its current location. No score will be given to activities that are revealed to be subsidiary organizations with limited management responsibility (e.g., perhaps the EFAs)*

**Attribute: *Quality of Facilities***

**Component: *Security***

**HD-12a-b. *Relative security posture of the activity***

HD-12a (0.75) Is the activity located on a military installation?

*Source: Capacity Data Call; Question DoD 303/ DoN 1.2.0.c and DoD 313/ 1.2.1.c*

*Binary Value*

HD-12b (0.25) Is the activity located in a facility with guarded entry control points?

*Source: Data Call II*

*Binary Value*

**Component: *Facility Condition***

**HD-13. *Facility condition code***

HD-13. What are the Condition Codes of the facilities in which your activity is located?

*Source: Capacity Data Call; Question DoD 11/ DoN 1.2.0.f*

*Analyst will apply zero credit for the lowest value and maximum credit for the highest value.*

**Component: *Locality Cost***

**HRS 14 a-b. *Relative value of locality cost factors.***

HRS-14a. What is the GS Locality Pay percentage for your installation's geographical area? (30%)

*Source: Data Call II (Criterion 7)*

*Based on maximum value, analyst will apply function for zero credit to a maximum credit corresponding to this value.*

HRS-14b. What is your installation's Area Cost Factor (ACF) as described in the DoD Facilities Pricing Guide? (70%)

*Source: Data Call II*

*Based on maximum value, analyst will apply function for zero credit to a maximum credit corresponding to*

HRS-15a-b. Relative value of leased versus owned facilities.

HRS-15a. Is the activity located on a military installation (50%)?

*Source: Capacity Data Call; Question DoD 303/ DoN 1.2.0.c and DoD 313/ 1.2.1.c*

*Binary value*

HD-15b. What percentage of the total square footage used by your activity that is located in leased facilities (50%)?

*Sources: Capacity Data Call: Question DoD 303/DoN 1.2.0c for owned facilities GSF, DoD 313/1.2.1.c for leased space SF.*

*Analyst will apply zero credit for the highest value and maximum credit for the lowest value.*

**Attribute: Personnel Support**

**Component: Medical**

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

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

*Source: Data Call II*

*Binary.*

**Component: Housing**

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

PS-3a (0.33) What is the community rental vacancy rate?

Source: Data Call II (Criteria 7 question)

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

PS-3b. (0.33) What is the BAH (E-5 without dependents) for the locality as of 1 Jan 2004?

Source: Data Call II (Criteria 7 question)

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

PS-3c. (0.33) What is the BAH (E-5 with dependents) for the locality as of 1 Jan 2004?

Source: Data Call II (Criteria 7 question)

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

**Component: Employment**

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

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

Source: Data Call II (Criterion 7)

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

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

Source: Data Call II (Criterion 7)

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

**Component: MWR / MCCS / Fleet and Family Services**

PS-7. Relative availability of base services.

PS-7 (Mod 1). Which support services/facilities are located at an installation within 50 miles of your activity? If you are not located on or within 50 miles of an installation, answer N/A.

<u>FACILITY</u>	<u>Available (yes/no)</u>	<u>Value</u>
Commissary		0.4
Exchange		0.2
Family Service Center		0.2
Legal Services		0.1
Religious Support Services		0.1
<b>TOTAL</b>		<b>1.00</b>

*Source: Capacity Data Call*

*Binary values.*

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

PS-8a (Mod 1). (0.5) What is the average wait to enroll (in days) for on-base child care centers? (Count: days) If you are not located within a 1-hour commute of an installation, answer N/A.

*Source: Data Call II*

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

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

*Source: Data Call II (Criterion 7)*

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

**Component: Metropolitan Area Characteristics**

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

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

*Source: Data Call II (Criterion 7)*

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

PS-13. Relative local crime rate.

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

Source: Data Call II

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



**TAB 5**

IN REGIONAL MILVAL						SC
MV Matrix #	Supporting Question(s)	Data Call	DC Quest(s)	IAT Band	Matrix Question	IEG Score
<b>ATTRIBUTE - Attribute Weight</b>						
<b>Component</b>						
<b>EFFECTIVENESS OF OPERATION (OP)</b>						
<b>Operational Proximity</b>						
1	HRS-1a-c			1	Relative proximity to supported customers organizations or subsidiary organizations managed	8
<b>Criticality of Current Location</b>						
2	HRS-2a-b			1	Significant mission-related functions	8
3	HRS-3			2	Assessment of current location's statutory status	6
<b>Current Scope of Responsibility</b>						
4	HRS-4			2	Number of customers and/or subsidiary organizations currently served	7
5	HRS-5			3	Customers and/or subsidiary organizations currently supported beyond 100 miles	4
6	HRS-6			3	Service provided to customers outside DoN	3
7	HRS-7			3	Singular focus on regional management mission	4
						<b>Attribute Total</b>
<b>EFFICENCY OF OPERATION (EF)</b>						
<b>Co-location</b>						
8	HRS-8a-d			1	Proximity to regional headquarters and fleet commands	9
9	HRS-9a-b			1	Proximity to Naval force concentration	9
<b>Regional Alignment</b>						
10	HRS-10a-e			2	Proximity to significant non-DoD regional organizations	5
<b>Relative Productivity</b>						
11	HRS-11			2	Ratio of workload managed to overhead staff	7
						<b>Attribute Total</b>
<b>QUALITY OF FACILITIES (QF)</b>						
<b>Security</b>						
12	HRS-12a-b			3	Relative security posture of the activity	4
<b>Facility Condition</b>						
13	HRS-13			3	Facility condition code	4
<b>Locality Cost</b>						
14	HRS-14a-b			3	Relative value of locality cost factors	4
15	HRS-15a-b			3	Relative value of leased versus owned facilities	4
						<b>Attribute Total</b>
<b>PERSONNEL SUPPORT/QOL (PS)</b>						
<b>Medical</b>						
16	PS-1			3	Located within the medical catchment area of an in-patient military medical treatment facility.	3
<b>Housing</b>						
17	PS-3a-c			2	Relative value of community housing availability, affordability and proximity.	7
<b>Employment</b>						
18	PS-6a-b			2	Relative opportunity for dependent / off-duty employment.	7
<b>MWR/MCCS/Fleet and Family Services</b>						
19	PS-7			3	Relative availability of base services.	4
20	PS-8a-b			2	Relative availability of child development services	7
<b>Metropolitan Area Characteristics</b>						
21	PS-12			3	Relative proximity to a nearest commercial airport that offers regularly scheduled service by a major airline carrier.	4
22	PS-13			3	Relative local crime rate.	3
						<b>Attribute Total</b>

REGIONAL - LARGE SERVICE PROVIDERS - NILVAL						SC
MV Matrix #	Supporting Question(s)	Data Call	DC Quest(s)	IAT Band	Matrix Question	IEG Score
<b>ATTRIBUTE - Attribute Weight</b>						
<b>Component</b>						
<b>EFFECTIVENESS OF OPERATION (OP)</b>						
<b>Operational Proximity</b>						
1	HRS-1a-c			1	Relative proximity to supported customers organizations or subsidiary organizations managed	8
<b>Criticality of Current Location</b>						
2	HRS-2a-b			1	Significant mission-related functions	8
3	HRS-3			2	Assessment of current location's statutory status	6
<b>Current Scope of Responsibility</b>						
4	HRS-4			2	Number of customers and/or subsidiary organizations currently served	7
5	HRS-5			3	Customers and/or subsidiary organizations currently supported beyond 100 miles	4
6	HRS-6			3	Service provided to customers outside DoN	3
7	HRS-7			3	Singular focus on regional management mission	4
<b>Attribute Total</b>						
<b>EFFICIENCY OF OPERATION (EF)</b>						
<b>Co-location</b>						
8	HRS-8a-d			1	Proximity to regional headquarters and fleet commands	9
9	HRS-9a-b			1	Proximity to Naval force concentration	9
<b>Regional Alignment</b>						
10	HRS-10a-e			3	Proximity to significant non-DoD regional organizations	3
<b>Relative Productivity</b>						
11	HRS-11			2	Ratio of workload managed to overhead staff	7
<b>Attribute Total</b>						
<b>QUALITY OF FACILITIES (QF)</b>						
<b>Security</b>						
12	HRS-12a-b			3	Relative security posture of the activity	4
<b>Facility Condition</b>						
13	HRS-13			3	Facility condition code	4
<b>Locality Cost</b>						
14	HRS-14a-b			3	Relative value of locality cost factors	4
15	HRS-15a-b			3	Relative value of leased versus owned facilities	4
<b>Attribute Total</b>						
<b>PERSONNEL SUPPORT/QOL (PS)</b>						
<b>Medical</b>						
16	PS-1			3	Located within the medical catchment area of an in-patient military medical treatment facility.	3
<b>Housing</b>						
17	PS-3a-c			2	Relative value of community housing availability, affordability and proximity.	7
<b>Employment</b>						
18	PS-6a-b			2	Relative opportunity for dependent / off-duty employment.	7
<b>MWR/MCCS/Fleet and Family Services</b>						
19	PS-7			3	Relative availability of base services.	4
20	PS-8a-b			2	Relative availability of child development services	7
<b>Metropolitan Area Characteristics</b>						
21	PS-12			2	Relative proximity to a nearest commercial airport that offers regularly scheduled service by a major airline carrier.	4
22	PS-13			3	Relative local crime rate.	3
<b>Attribute Total</b>						

REGIONAL - MIDDLE MANAGEMENT - MILVAL						SC
MV Matrix #	Supporting Question(s)	Data Call	DC Quest(s)	IAT Band	Matrix Question	IEG Score
<b>ATTRIBUTE - Attribute Weight</b>						
<b>Component</b>						
<b>EFFECTIVENESS OF OPERATION (OP)</b>						
<b>Operational Proximity</b>						
1	HRS-1a-c			1	Relative proximity to supported customers organizations or subsidiary organizations managed	9
<b>Criticality of Current Location</b>						
2	HRS-2a-b			1	Significant mission-related functions	8
3	HRS-3			2	Assessment of current location's statutory status	6
<b>Current Scope of Responsibility</b>						
4	HRS-4			2	Number of customers and/or subsidiary organizations currently served	7
5	HRS-5			2	Customers and/or subsidiary organizations currently supported beyond 100 miles	7
6	HRS-6			3	Service provided to customers outside DoN	3
7	HRS-7			3	Singular focus on regional management mission	4
<b>Attribute Total</b>						
<b>EFFICIENCY OF OPERATION (EF)</b>						
<b>Co-location</b>						
8	HRS-8a-d			2	Proximity to regional headquarters and fleet commands	7
9	HRS-9a-b			2	Proximity to Naval force concentration	7
<b>Regional Alignment</b>						
10	HRS-10a-e			3	Proximity to significant non-DoD regional organizations	2
<b>Regional Alignment</b>						
11	HRS-11			2	Ratio of workload managed to overhead staff	7
<b>Attribute Total</b>						
<b>QUALITY OF FACILITIES (QF)</b>						
<b>Security</b>						
12	HRS-12a-b			3	Relative security posture of the activity	4
<b>Facility Condition</b>						
13	HRS-13			3	Facility condition code	4
<b>Locality Cost</b>						
14	HRS-14a-b			3	Relative value of locality cost factors	4
15	HRS-15a-b			3	Relative value of leased versus owned facilities	4
<b>Attribute Total</b>						
<b>PERSONNEL SUPPORT/QOL (PS)</b>						
<b>Medical</b>						
16	PS-1			2	Located within the medical catchment area of an in-patient military medical treatment facility.	4
<b>Housing</b>						
17	PS-3a-c			2	Relative value of community housing availability, affordability and proximity.	7
<b>Employment</b>						
18	PS-6a-b			2	Relative opportunity for dependent / off-duty employment.	7
<b>MWR/MCCS/Fleet and Family Services</b>						
19	PS-7			2	Relative availability of base services.	6
20	PS-8a-b			2	Relative availability of child development services	7
<b>Metropolitan Area Characteristics</b>						
21	PS-12			2	Relative proximity to a nearest commercial airport that offers regularly scheduled service by a major airline carrier.	7
22	PS-13			3	Relative local crime rate.	3
<b>Attribute Total</b>						

REGIONAL ADMIN SERVICE PROVIDERS - MILVAL						SC
MV Matrix #	Supporting Question(s)	Data Call	DC Quest(s)	IAT Band	Matrix Question	IEG Score
<b>ATTRIBUTE - Attribute Weight</b>						
<b>Component</b>						
<b>EFFECTIVENESS OF OPERATION (OP)</b>						
<b>Operational Proximity</b>						
1	HRS-1a-c			3	Relative proximity to supported customers organizations or subsidiary organizations managed	2
<b>Criticality of Current Location</b>						
2	HRS-2a-b			1	Significant mission-related functions	8
3	HRS-3			2	Assessment of current location's statutory status	6
<b>Current Scope of Responsibility</b>						
4	HRS-4			2	Number of customers and/or subsidiary organizations currently served	7
5	HRS-5			3	Customers and/or subsidiary organizations currently supported beyond 100 miles	2
6	HRS-6			3	Service provided to customers outside DoN	3
7	HRS-7			3	Singular focus on regional management mission	4
<b>Attribute Total</b>						
<b>EFFICIENCY OF OPERATION (EF)</b>						
<b>Co-location</b>						
8	HRS-8a-d			3	Proximity to regional headquarters and fleet commands	3
9	HRS-9a-b			3	Proximity to Naval force concentration	3
<b>Regional Alignment</b>						
10	HRS-10a-e			3	Proximity to significant non-DoD regional organizations	3
<b>Relative Productivity</b>						
11	HRS-11			2	Ratio of workload managed to overhead staff	7
<b>Attribute Total</b>						
<b>QUALITY OF FACILITIES (QF)</b>						
<b>Security</b>						
12	HRS-12a-b			3	Relative security posture of the activity	4
<b>Facility Condition</b>						
13	HRS-13			3	Facility condition code	4
<b>Locality Cost</b>						
14	HRS-14a-b			3	Relative value of locality cost factors	4
15	HRS-15a-b			3	Relative value of leased versus owned facilities	4
<b>Attribute Total</b>						
<b>PERSONNEL SUPPORT/QOL (PS)</b>						
<b>Medical</b>						
16	PS-1			3	Located within the medical catchment area of an in-patient military medical treatment facility.	3
<b>Housing</b>						
17	PS-3a-c			2	Relative value of community housing availability, affordability and proximity.	7
<b>Employment</b>						
18	PS-6a-b			2	Relative opportunity for dependent / off-duty employment.	7
<b>MWR/MCCS/Fleet and Family Services</b>						
19	PS-7			3	Relative availability of base services.	4
20	PS-8a-b			2	Relative availability of child development services	7
<b>Metropolitan Area Characteristics</b>						
21	PS-12			3	Relative proximity to a nearest commercial airport that offers regularly scheduled service by a major airline carrier.	4
22	PS-13			3	Relative local crime rate.	3
<b>Attribute Total</b>						