



DEPARTMENT OF THE NAVY

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

10 Dec 04

MEMORANDUM FOR CHAIR, EDUCATION AND TRAINING JOINT CROSS SERVICE
GROUP

Subj: PROVISION OF CERTIFIED DEPARTMENT OF THE NAVY DATA TO THE
BRAC 2005 EDUCATION AND TRAINING JOINT CROSS SERVICE GROUP
- SPECIALIZED SKILLS TRAINING SUBGROUP

Encl: (1) Scenarios/Activities with Certified Data
(2) Alternate Receiver Information for Scenarios
(3) Summary of Data Concerns

In compliance with both the Office of the Secretary of Defense (OSD) Internal Control Plan (ICP) for the Base Realignment and Closure Process, Appendix B to Under Secretary of Defense (Acquisition, Technology and Logistics) Memorandum "Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One - Policy, Responsibilities, and Procedures," dated 16 April 2003, and the Department of the Navy Procedures for Certification of BRAC 2005 Information, enclosure (1) to Secretary of the Navy Memorandum "Internal Control Plan for Management of the Department of the Navy 2005 Base Closure and Realignment (BRAC) Process Policy Advisory Two," dated 27 June 2003, this memorandum is a certification of Department of the Navy (DON) data provided to the Education and Training (E&T) Joint Cross Service Group (JCSG) Specialized Skills Training Subgroup for their use in analyzing common business support functions. The data consists of certified responses to Scenario Data Calls as listed in enclosure (1), and is provided to the E&T JCSG via posting to the portal. The scenario templates have been populated with all responses requested by the JCSG, as well as some amplifying information collected that may be useful to you in your analysis.

Enclosure (2) provides additional information pertaining to alternate receivers for E&T-0004, E&T-0016, and E&T-0017 that may warrant further consideration or be helpful to you in evaluation of your respective scenarios.

During the course of our initial quality assurance review of the data, we discovered a few areas where we believe the data is incorrect, incomplete, or in need of further clarification. A summary of the data concerns identified to date is provided in enclosure (3). We are taking action to resolve these concerns. Additionally, we anticipate that other areas of concern will be identified as we conduct more detailed analysis in the coming weeks. The JCSG may also find during the course of their own

Subj: PROVISION OF CERTIFIED DEPARTMENT OF THE NAVY DATA TO THE
BRAC 2005 EDUCATION AND TRAINING JOINT CROSS SERVICE GROUP
- SPECIALIZED SKILLS TRAINING SUBGROUP

analysis of the data, additional areas requiring clarification or supplementation, and request additional data be collected. Updated certified data will be collected by the IAT and provided to the JCSG as it becomes available.

Subject to the foregoing, I certify that the information is accurate and complete to the best of my knowledge and belief.



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

cc:

O-6/GS-15 Lead, E&T JCSG
Navy & Marine Corps E&T JCSG Principals

Scenarios/Activities with Certified Data

E&T-0004

| <u>Activity Plad</u> | <u>Activity Name</u> | <u>Activity UIC</u> |
|---------------------------|------------------------------|---------------------|
| NETC_PENSACOLA_FL | NETC, FL | 00076 |
| CG_MCB_CAMP_LEJEUNE_NC | CG MCB CAMP LEJEUNE NC | 67001 |
| NAVTECHTRACEN_MERIDIAN_MS | NAVTECHTRACEN MERIDIAN, MS | 32739 |
| NAVSCSCOL_ATHENS_GA | NAVY SUPPLY CORPS SCHOOL, GA | 62741 |

E&T-0016

| <u>Activity Plad</u> | <u>Activity Name</u> | <u>Activity UIC</u> |
|-------------------------------|--------------------------------|---------------------|
| NETC_PENSACOLA_FL | NETC, FL | 00076 |
| SERVSCOLCOM_GREAT_LAKES_IL | SERVSCOLCOM GREAT LAKES, IL | 0580A |
| NAVTECHTRACEN_LACKLAND_AFB_TX | NAVTECHTRACEN LACKLAND AFB, TX | 35023 |

E&T-0017

| <u>Activity Plad</u> | <u>Activity Name</u> | <u>Activity UIC</u> |
|---------------------------|----------------------------|---------------------|
| NETC_PENSACOLA_FL | NETC, FL | 00076 |
| CG_MCB_CAMP_LEJEUNE_NC | CG MCB CAMP LEJEUNE NC | 67001 |
| NAVTECHTRACEN_MERIDIAN_MS | NAVTECHTRACEN MERIDIAN, MS | 32739 |

Alternate Receiver Information for Scenario – E&T-0004

Actions

| Action # (From original scenario) | Alternate Action # | Losing Site (from original scenario) | Alternate Receiving Site | Functions |
|-----------------------------------|--------------------|--------------------------------------|--------------------------|-----------|
| 1 | 4 | Supply training, Athens, GA | Athens, GA | |

Rationale for Suggesting Alternate Receiving Activities

Use the space below to provide amplifying information pertaining to the reasons for recommending alternate receiving sites.

Answer Text:

The Navy's strategy for training-cost and infrastructure reductions center on content delivery. For initial skills training, self paced interactive courseware has been found as the most efficient method. Advanced skill training requires the blending of numerous delivery techniques centered on distributed learning and rapid access by geographically dispersed forces.

Recommendation is that Athens is an excellent hub to develop and deliver blended, distributed learning solutions for Joint forces in the mission areas of Logistics, Admin/Personnel/Finance and Media. Athens has capacity to expand its training mission, excellent facilities and is located in an extremely low cost, high quality of life area. Ready access to Atlanta Int airport, many major military installations (all services), and University of Georgia uniquely positions Athens to perform this mission.

NSCS, Athens is long-standing best value provider of DoD training. Early and aggressive use of VTT and MTT, placed NSCS at forefront in reducing training delivery costs. As a result, CNO located Center for Service Support in Athens to spearhead Navy's Revolution in Training by leveraging an environment committed to best business practices and the leadership and management of change. CSS was first Learning Center to migrate 'A' schools (YN, RP, SK, and SH) to self-paced, computer-based training reducing time to train by 40%. CSS is also aggressively overhauling culinary, shore installation management and executive education programs to deliver lowest cost training solutions to a wide audience of disparate consumers. CSS first Learning Center to achieve accreditation by Council on Occupational Education.

Complimentary Joint training candidates for re-alignment to Athens include Joint training in the mission areas of Logistics, Admin/Personnel/Finance, Religious Ministries, and DoT Haz Mtrl. NSCS is currently 1 of 4 DoD sites certified to teach the DoT Haz Mat course, and the only site to deliver via VTT.

Alternate Receiver Information for Scenario – E&T-0016

Actions

| Action # (From original scenario) | Alternate Action # | Losing Site (from original scenario) | Alternate Receiving Site | Functions |
|-----------------------------------|--------------------|--------------------------------------|--------------------------|-----------|
| 1 | 3 | Culinary Training, Lackland, TX | Great Lakes, IL | |

Rationale for Suggesting Alternate Receiving Activities

Use the space below to provide amplifying information pertaining to the reasons for recommending alternate receiving sites.

Answer Text:

1. This scenario is inconsistent with Navy training strategy to reduce overall training costs by locating initial skills training in one of two locations... point of service entry, Great Lakes or first duty station. This strategy reduces both time to train and reduces travel costs for in route training.

2. CS A school, located in Lackland, should be re-located to Great Lakes, site of Navy Boot Camp. Separate from the BRAC process, Navy is already pursuing this relocation with an initial training stand-up in OCT05. This relocation will result in Navy Enterprise savings of \$727K/yr in travel & \$360K/yr in IA costs. Relocation to a notional “Joint Culinary Center of Excellence” at Fort Lee will clearly forfeit these savings.

3. Curricula. The assumption that joint training is the best method to achieve Navy and DoD savings is flawed. Navy CS A school was aligned with USAF under ITRO until FY05. The joint course was suboptimal in meeting Navy requirements and increased time to train. Joint training with USAF actually increased training costs. In order for Navy to tailor CS training to better meet Navy requirements and achieve time to train reductions, Navy was forced to exit the ITRO agreement and develop separate curricula. This change resulted in a 33% time to train reduction and \$2.5M/yr in IA savings.

4. Shared facilities. It is argued that co-location reduces infrastructure costs by shared utilization of physical plant. This assumption also breaks down under analysis. In order to establish CS training in GL a Navy one-time cost of \$1.4M was required. This cost is quickly covered by recurring savings of \$1.1M/yr in travel and IA.

5. Advanced training. The creation of a “Joint Culinary Center of Excellence” at Fort Lee does have savings potential for advanced skills training. Navy is already exploring alternatives at Fort Lee. These training options will be exploited if the business case analysis reveals genuine opportunities for savings.

Alternate Receiver Information for Scenario – E&T-0017

Actions

| Action # (From original scenario) | Alternate Action # | Losing Site (from original scenario) | Alternate Receiving Site | Functions |
|--------------------------------------|--------------------|--|--------------------------|-----------|
| 1 | 3 | Admin/Personnel/Finance Training, Meridian, MS | Great Lakes, IL | |

Rationale for Suggesting Alternate Receiving Activities

Use the space below to provide amplifying information pertaining to the reasons for recommending alternate receiving sites.

Answer Text:

1. Scenarios E&T 0004 & 0017 are inconsistent with Navy initiatives to both improve training and reduce costs. Both are centered on the assumption that creation of a Joint Center of Excellence (0004 Supply/Logistics & 0017 Admin/Personnel/Finance) will yield Navy and DoD savings. This assumption perpetuates the paradigm that delivery of training is centered on brick and mortar schoolhouses. In reality, Navy is migrating towards distributed training solutions that de-emphasize schoolhouses in favor of more efficient training delivery via distance learning & the web.

2. In Meridian, Supply/Admin/Finance initial skills training are being re-engineered for self-paced delivery via the ILE. This migration is reducing total time to train by 40% and will yield annual IA savings of over \$7.5M/yr. As we mature this technology, initial skills training will be available 24/7 anywhere in the world with access to the web.

3. To further maximize savings, Navy Supply, Admin, Personnel & Financial initial skills training should be re-located to Great Lakes, site of Navy boot camp. This strategy eliminates completely travel to schoolhouses and associated time to train inefficiencies.

4. In the case of advanced skills training, creation of Joint Centers of Excellence do have merit and will yield savings. The physical location of such Centers of Excellence should leverage Navy & DoD efforts to harness distributed learning technologies. An ideal for location for both the Supply/Logistics & Admin/Personnel/Finance Centers is Athens, GA. Athens is home to Center for Service Support, a proven Navy leader in the development and execution of cost effective technology based training solutions. Further, Athens is a low cost, high quality of life area with ready access to major air hub (Atlanta) and myriad bases (all services). Amplifying info about Athens' capacity and capabilities are available in Q45 of SDC E&T 0004.

Initial Summary of Data Concerns for E&T-0004

CG_MCB_CAMP_LEJEUNE_NC

| DoD # | Discrepancy |
|-------|-------------|
|-------|-------------|

NAVSCSCOL_ATHENS_GA

| DoD # | Discrepancy |
|-------|-------------|
|-------|-------------|

| | |
|-------|--|
| 28908 | The JCSG scenario data call assumption is that 20% of staff and 10% of instructor billets identified for relocation in this scenario will be eliminated. Pls revise your response to reflect this assumption. |
| 28907 | The JCSG scenario data call assumption is that 20% of staff and 10% of instructor billets identified for relocation in this scenario will be eliminated. Pls revise your response to reflect this assumption. |
| 28906 | The JCSG scenario data call assumption is that 20% of staff and 10% of instructor billets identified for relocation in this scenario will be eliminated. Pls revise your response to reflect this assumption. |
| 28904 | The scenario question requests billets relocating to the receiving site. The question rationale indicates that your activity provided a manpower requirement estimate. Please revise your answer to reflect billets. In estimating relocations, the manpower numbers used must be consistent with the data provided in response to the Data Call 2: Criterion Five, 17 June data call. |
| 28903 | The scenario question requests billets relocating to the receiving site. The question rationale indicates that your activity provided a manpower requirement estimate. Please revise your answer to reflect billets. In estimating relocations, the manpower numbers used must be consistent with the data provided in response to the Data Call 2: Criterion Five, 17 June data call. |
| 28902 | The scenario question requests billets relocating to the receiving site. The question rationale indicates that your activity provided a manpower requirement estimate. Please revise your answer to reflect billets. In estimating relocations, the manpower numbers used must be consistent with the data provided in response to the Data Call 2: Criterion Five, 17 June data call. |

NAVTECHTRACEN_MERIDIAN_MS

| DoD # | Discrepancy |
|-------|-------------|
|-------|-------------|

| | |
|-------|---|
| 28903 | Please revise your response to reflect total number of enlisted billets relocating to the receiving cite. In estimating relocations, the manpower numbers used must be consistent with the data provided in response to the Data Call 2: Criterion Five, 17 June data call. |
|-------|---|

NETC_PENSACOLA_FL

| DoD # | Discrepancy |
|-------|-------------|
|-------|-------------|