

***Base Realignment and
Closure Commission
(BRAC)***

Final Hearings Book



Syd Carroll, Senior Analyst

August 24-27, 2005

**Preliminary Order of Recommendations and Groupings for Final Vote
(Subject to Change)**

NAVY RECOMMENDATIONS

1. Doctrine and Training Alignments

Chapter 2, Section 61 - Officer Training Command, Pensacola, FL
Chapter 2, Section 63 - Navy Supply Corps School, Athens, GA
Chapter 2, Section 70 - Realign Naval Station, Newport RI

2. Organizational Streamlining

Chapter 2, Section 72 - Close Engineering Field Division/Activity
Chapter 2, Section 75 - Realign Navy Regions
Chapter 2, Section 77 - Realign Navy Reserve Readiness Commands

3. Reserve and Recruiting Capacity

Chapter 2, Section 73 - Navy and Marine Corps Reserve Centers (Rollup)
Chapter 2, Section 74 - Close Navy Recruiting Districts
Chapter 2, Section 76 - Close Navy Reserve Centers (Rollup)

4. Briefing separately

Chapter 2, Section 57 - Marine Corps Logistics Base Barstow, CA
Chapter 2, Section 58 - Naval Support Activity Corona, CA
Chapter 2, Section 59 - Naval Weapons Station Seal Beach Det, Concord, CA
Chapter 2, Section 60 - Submarine Base New London, CT
Chapter 2, Section 62 - Naval Air Station Atlanta, GA
Chapter 2, Section 64 - Naval Support Activity New Orleans, LA
Chapter 11, Section 191 - Close or Further Realign Naval Air Station Brunswick, ME
Chapter 2, Section 65 - Naval Air Station Brunswick, ME (if necessary)
Chapter 2, Section 66 - Marine Corps Support Activity Kansas City, MO
Chapter 2, Section 67 - Naval Station Pascagoula, MS
Chapter 2, Section 68 - Naval Air Station Joint Reserve Base Willow Grove, PA and
Cambria Regional Airport, Johnston, PA (**Defer until AF discussion Friday
because of ANG**)
Chapter 2, Section 69 - Naval Shipyard Portsmouth, Kittery, ME
Chapter 2, Section 71 - Naval Station Ingleside, Texas and Naval Air Station Corpus
Christi, TX
Chapter 11, Section 192 - Close or Realign Broadway Complex San Diego, CA
Chapter 11, Section 193 - Close or Further Realign Master Jet Base Oceana, VA

Recommendation Tally			C1	C2	C3	C4	C5	C6	C7	C8	Commis. Concerns	Y/N/U	Lead	(Recusal)	Analyst
Army															
1	Army-5	Fort Wainwright, AK	No	No	No	No	No	No	No	No			Hill		Dean Rhody
2	Army-6	Fort Gillem, GA	No	No	No	No	No	No	Yes	No	B, N, C, S		Hill		Don Manuel
3	Army-8	Fort McPherson, GA	No	No	No	No	No	No	No	No	N, Hi, C, S		Hill	G	Don Manuel
4	Army-10	Fort Bragg, NC	No	No	No	No	No	No	No	No			Hill		Kevin Felix
5	Army-11	Fort Monmouth, NJ	Yes	No	No	No	Yes	No	No	No	G, B, N, Hi, C, T, S		Hill	G	Wes Hood
6	Army-15	Fort Hood, TX	No	No	No	No	No	No	No	No			Hill		Kevin Felix
7	Army-16	Red River Army Depot, TX	Yes	Yes	Yes	No	No	Yes	No	No	B, Hi, C, T, S		Hill		Liz Bieri
8	Army-19	Fort Monroe, VA	No	No	No	No	No	No	No	No	N,		Hill	G	Don Manuel
9	Army-20	Maneuver Training	No	No	No	No	No	No	No	No			Hill		Mike Avenick
10	Army-22	Operational Army (IGPBS)	No	No	Yes	No	No	No	No	No			Hill		Kevin Felix
11	Army-25	RC Transformation in Alabama	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
12	Army-28	RC Transformation in Arizona	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
13	Army-30	RC Transformation in Arkansas	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
14	Army-33	RC Transformation in California	No	No	No	No	No	No	No	No			Bilbray	C	Tim Abrell
15	Army-35	RC Transformation in Connecticut	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
16	Army-37	RC Transformation in Delaware	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
17	Army-39	RC Transformation in Georgia	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
18	Army-40	RC Transformation in Hawaii	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
19	Army-42	RC Transformation in Illinois	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
20	Army-44	RC Transformation in Indiana	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
21	Army-46	RC Transformation in Iowa	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
22	Army-48	RC Transformation in Kentucky	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
23	Army-50	RC Transformation in Louisiana	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
24	Army-52	RC Transformation in Maryland	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
25	Army-54	RC Transformation in Massachusetts	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
26	Army-55	RC Transformation in Michigan	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
27	Army-57	RC Transformation in Minnesota	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
28	Army-58	RC Transformation in Missouri	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
29	Army-60	RC Transformation in Montana	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
30	Army-62	RC Transformation in Nebraska	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
31	Army-65	RC Transformation in New Hampshire	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
32	Army-66	RC Transformation in New Jersey	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
33	Army-68	RC Transformation in New Mexico	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
34	Army-69	RC Transformation in New York	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
35	Army-72	RC Transformation in North Carolina	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
36	Army-73	RC Transformation in North Dakota	No	No	No	No	Yes	No	No	No			Bilbray		Tim Abrell
37	Army-75	RC Transformation in Ohio	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
38	Army-77	RC Transformation in Oklahoma	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
39	Army-80	RC Transformation in Oregon	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
40	Army-82	RC Transformation in Pennsylvania	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
41	Army-85	RC Transformation in Puerto Rico	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
42	Army-87	RC Transformation in Rhode Island	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
43	Army-89	RC Transformation in Tennessee	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell
44	Army-91	RC Transformation in Texas	No	No	No	No	No	No	No	No			Bilbray		Tim Abrell

Recommendation Tally	C1	C2	C3	C4	C5	C6	C7	C8	Commis. Concerns	Y / N / U	Lead	(Recusal)	Analyst
45 Army-95 RC Transformation in Vermont	No			Bilbray		Tim Abrell							
46 Army-97 RC Transformation in Washington	No			Bilbray		Tim Abrell							
47 Army-99 RC Transformation in West Virginia	No			Bilbray		Tim Abrell							
48 Army-102 RC Transformation in Wisconsin	No			Bilbray		Tim Abrell							
49 Army-103 RC Transformation in Wyoming	No			Bilbray		Tim Abrell							
50 Army-105 Single Drill Sergeant School	No			Hill		Dean Rhody							
51 Army-106 U.S. Army Garrison Michigan (Selfridge)	No	N, C,		Hill		Wees Hood							
52 Army-107 USAR Command and Control New England	No			Bilbray		Tim Abrell							
53 Army-109 USAR Command and Control - Northeast	No			Bilbray		Tim Abrell							
54 Army-112 USAR Command and Control - Northwest	No			Bilbray	Ha	Tim Abrell							
55 Army-115 USAR Command and Control - Southeast	No			Bilbray		Tim Abrell							
56 Army-117 USAR Command and Control - Southwest	No			Bilbray	C	Tim Abrell							
Navy													
57 DoN-6 Marine Corps Logistics Base, Barstow, CA.	No	B, N, C, T,		Hansen	C	Valerie Mills							
58 DoN-7 Naval Support Activity Corona, CA	Yes	G, B, C,		Gehman	C	David Epstein							
59 DoN-9 Naval Weapons Station Seat Beach Detachment, Concord	No	C, S		Gehman	C	David Epstein							
60 DoN-10 Submarine Base New London, CT	No	G, B, N, Hi, C, T, S		Principi	G	Hal Tickle							
61 DoN-12 Office Training Command, Pensacola, FL	No	Yes	Hi,		Gehman		Joe Barrett						
62 DoN-13 Naval Air Station Atlanta, GA	Yes	Yes	No	No	Yes	No	No	No	G,		Gehman		Bill Fetzer
63 DoN-14 Naval Supply Corps School, Athens, GA	No	No	Yes	Yes	Yes	Yes	Yes	Yes			Gehman		David Epstein
64 DoN-15 Naval Support Activity New Orleans, LA	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Hi, T,		Principi	C, G	Joe Barrett
65 DoN-18 Naval Air Station Brunswick, ME	Yes	No	No	Yes	Yes	Yes	No	No	G, B, N, Hi, C, T, S		Gehman		Hal Tickle
66 DoN-19 Marine Corps Support Activity Kansas City, MO	No	No	Yes	Yes	Yes	No	No	No			Gehman		Joe Barrett
67 DoN-20 Naval Station Pascagoula, MS	No			Gehman		Brian McDaniel							
68 DoN-21 Naval Air Station Joint Reserve Base Willow Grove, PA, a	No	N, C, T,		Gehman		Michael Delaney, Brad McRee, Tim MacGregor							
69 DoN-23 Naval Shipyard Portsmouth, Kittery, ME	No	G, B, N, Hi, C, T, S		Principi	G	C.W. Furlow							
70 DoN-25 Naval Station Newport, RI	No	No	Yes	Yes	Yes	Yes	Yes	Yes			Principi	G	David Epstein
71 DoN-26 Naval Station Ingleside, TX, and Naval Air Station Corpus	No	No	No	No	Yes	No	No	No	B, Hi, C, T,		Principi	C, G	Bill Fetzer
72 DoN-28 Engineering Field Division/Activity	No	Hi,		Principi	G	C.W. Furlow							
73 DoN-29 Navy and Marine Corps Reserve Centers	No			Hansen	C	Michael Delaney							
74 DoN-34 Navy Recruiting Districts	No			Principi	G	Joe Barrett							
75 DoN-35 Navy Regions	No	G, Hi,		Gehman		C.W. Furlow							
76 DoN-37 Navy Reserve Centers	No			Coyle		Colleen Turner							
77 DoN-44 Navy Reserve Readiness Commands	No			Hansen		Michael Delaney							
AF													
78 Air Force-5 Birmingham International Airport Air Guard Station, AL	Yes	No	S		Gehman		Tim MacGregor						
79 Air Force-6 Eielson Air Force Base, AK, Moody Air Force Base, GA, a	Yes	No	No	No	Yes	No	No	No	B, N, Hi, C, T, S		Newton	B	Craig Hall
80 Air Force-7 Kulis Air Guard Station and Elmendorf Air Force Base, AK	No	No	No	No	Yes	No	No	No	C, S		Principi	G	Craig Hall
81 Air Force-8 Fort Smith Air Guard Station, AR and Luke Air Force Base	Yes	No	Yes	Yes	Yes	No	No	No	N,		Principi	C	Brad McRee
82 Air Force-10 Beale Air Force Base, CA and Selfridge Air National Guard	No	C, S		Gehman	C	Nat Sillin							
83 Air Force-11 March Air Reserve Base, CA	No	No	No	No	Yes	No	No	No			Gehman	C	Justin Breitschopf
84 Air Force-12 Onizuka Air Force Station, CA	No	C,		Newton	C	Craig Hall							
85 Air Force-14 Bradley International Airport Air Guard Station, CT, Bames	No	Yes	Yes	Yes	Yes	No	No	No	C, S		Coyle		Brad McRee
86 Air Force-15 New Castle Airport Air Guard Station, DE	Yes	Yes	Yes	Yes	Yes	No	Yes	No	N, C, S		Gehman		Jim Hanna

Recommendation Tally		C1	C2	C3	C4	C5	C6	C7	C8	Commis. Concerns	Y / N / U	Lead	(Recusal)	Analyst
87	Air Force-16 Robins Air Force Base, GA	Yes	No			Newton		Tim MacGregor						
88	Air Force-17 Boise Air Terminal Air Guard Station, ID	Yes	Yes	Yes	Yes	Yes	No	No	No	C, S		Coyle		Brad McRee
89	Air Force-18 Mountain Home Air Force Base, ID, Nellis Air Force Base,		No	No	No	Yes		No	No	B, C, S		Gehman	B, C	Tanya Cruz
90	Air Force-20 Capital Air Guard Station, IL and Hulman Regional Airport	Yes	No	No	No	Yes	No	No	No	S		Coyle		Brad McRee
91	Air Force-22 New Orleans Air Reserve Station, LA	No	S		Newton	B	Tanya Cruz							
92	Air Force-23 Andrews Air Force Base, MD, Will Rogers Air Guard Station	No	N, S		Gehman		Art Beauchamp, Colleen Turner							
93	Air Force-24 Martin State Air Guard Station, MD	Yes	Yes	Yes	Yes	No	No	Yes	No	S		Gehman	C	Jim Hanna
94	Air Force-25 Otis Air National Guard Base, MA, Lambert St. Louis Intern	Yes	Yes	Yes	Yes	No	No	No	No	N, C, T, S		Coyle	B	Brad McRee
95	Air Force-27 W.K. Kellogg Airport Air Guard Station, MI	Yes	Yes	Yes		Yes				Hi, C, S		Gehman		Ken Small
96	Air Force-28 Duluth International Airport Air Guard Station, MN	Yes	No	Yes	No	Yes	Yes	No	No	S		Coyle		Brad McRee
97	Air Force-28 Key Field Air Guard Station, MS	Yes	No	N, S		Gehman		Tim MacGregor						
98	Air Force-30 Great Falls International Airport Air Guard Station, MT	No	No	Yes	Yes	No	Yes	No	No	C, S		Coyle		Brad McRee
99	Air Force-31 Reno-Tahoe International Airport Air Guard Station, NV	Yes	Yes	Yes	No	Yes	No	No	No	B, N, Hi, C, S		Principi	B, C	Brad McRee
100	Air Force-32 Cannon Air Force Base, NM	No	No	No	No	No	Yes	No	No	B, N, Hi, C, T, S		Gehman	B, Ha	David Combs
101	Air Force-33 Niagara Falls Air Reserve Station, NY	Yes	No	B, N, Hi, C, T, S		Principi	G	Mike Flinn						
102	Air Force-34 Schenectady County Airport Air Guard Station, NY	Yes	Yes	Yes	No	Yes	No	No	No	C, S		Gehman		Mike Flinn
103	Air Force-35 Pope Air Force Base, NC, Pittsburgh International Airport		Yes	No		Yes	No	Yes	No	N, Hi, C, S		Gehman	C	Mike Flinn, Brad McRee
104	Air Force-37 Grand Forks Air Force Base, ND	Yes	No	B, N, Hi, C, T, S		Gehman		Tim MacGregor						
105	Air Force-38 Hector International Airport Air Guard Station, ND	Yes	No	Yes	No	No	No	No	No	C, S		Gehman		Tim MacGregor
106	Air Force-39 Mansfield-Lahm Municipal Airport Air Guard Station, OH	Yes	No	Yes	Yes	Yes	No	No	No	C, S		Coyle		Brad McRee
107	Air Force-40 Springfield-Beckley Municipal Airport Air Guard Station, O	Yes	No	Yes	Yes	Yes	No	No	No	S		Coyle		Brad McRee
108	Air Force-41 Portland International Airport Air Guard Station, OR	Yes	No	Yes	Yes	Yes	No	No	No	B, N, C, S		Gehman	C	David Combs
109	Air Force-43 Ellsworth Air Force Base, SD, and Dyess Air Force Base,	Yes	Yes	Yes	Yes	Yes	Yes	No	No	G, N, Hi, C, T, S		Newton		Art Beauchamp
110	Air Force-44 Nashville International Airport Air Guard Station, TN	Yes	Yes	Yes	No	No	No	No	No	B, N, S		Coyle		Brad McRee
111	Air Force-45 Ellington Air Guard Station, TX	Yes	Yes	Yes	Yes	Yes	No	No	No	N, T, S		Coyle		Brad McRee
112	Air Force-46 Lackland Air Force Base, TX									T, S		Newton		Art Beauchamp, David Combs, Tanya Cruz
113	Air Force-47 Hill Air Force Base, UT, Edwards Air Force Base, CA, Moun	Yes	No	C,		Newton	B, C, Ha	Art Beauchamp, David Combs, Tanya Cruz						
114	Air Force-49 Langley Air Force Base, VA	No			Newton	G	Art Beauchamp							
115	Air Force-50 Richmond Air Guard Station, VA, and Des Moines Internat	No	No	No	No	Yes	No	No	No	S		Coyle	G	Brad McRee
116	Air Force-51 Fairchild Air Force Base, WA	No	S		Newton		Tim MacGregor							
117	Air Force-52 General Mitchell Air Reserve Station, WI		No	Yes		No	No	No	No	N, S		Newton		Tanya Cruz
118	Air Force-53 Air Force Logistics Support Centers	No	G,		Newton	G	Art Beauchamp							
119	Air Force-55 F100 Engine Centralized Intermediate Repair Facilities	No	G,		Newton	G	Art Beauchamp							
E&T														
120	E&T-5 Aviation Logistics School	No	No	No	Yes	Yes	No	No	No	N,		Hill	G	Dean Rhody
121	E&T-6 Combat Service Support Center	No	No	No	Yes	Yes	No	No	No	C,		Hill	G	Dean Rhody
122	E&T-7 Joint Center for Consolidated Transportation Management	Yes	No	No	No	Yes	No	No	No			Skinner	G	Syd Carroll ✓✓
123	E&T-8 Joint Center of Excellence for Culinary Training	No	No	No	No	Yes	No	No	No	Hi,		Skinner	G	Syd Carroll ✓✓
124	E&T-9 Joint Center of Excellence for Religious Training & Educati	Yes	No	G, C,		Skinner		Syd Carroll ✓✓						
125	E&T-10 Joint Strike Fighter Initial Joint Training Site	No	B, C,		Skinner	C, G	Syd Carroll ✓✓							
126	E&T-12 Net Fires Center	No			Hill		Mike Avenick							
127	E&T-13 Prime Power to Fort Leonard Wood, MO	No			Hill	G	Dean Rhody							
128	E&T-14 Undergraduate Pilot and Navigator Training	No			Skinner		Syd Carroll ✓✓							

Hill
Hill
M. in Gehman

Recommendation Tally			C1	C2	C3	C4	C5	C6	C7	C8	Comms. Concerns	Y / N / U	Lead	(Recusal)	Analyst
H&SA															
129	H&SA-3	Co-locate Miscellaneous Air Force Leased Locations and	Yes	No	Yes	No	Yes	No	No	No	B, S		Turner	G	Tim Abrell
130	H&SA-5	Co-locate Defense/Military Department Adjudication Activit	Yes				No	No	Yes	No			Skinner	C, G	Carol Schmidt
131	H&SA-8	Co-locate Military Department Investigation Agencies with	No	No	No	No	No	No	No	No			Skinner	C, G	Jim Durso
132	H&SA-10	Co-locate Miscellaneous Army Leased Locations	Yes	No	Yes	No	Yes	No	No	No	Hi, C,		Turner	G	Tim Abrell
133	H&SA-12	Co-locate Miscellaneous OSD, Defense Agency, and Field	Yes		Yes	Yes	Yes		Yes		B, Hi, S		Skinner	G	Carol Schmidt
134	H&SA-15	Co-locate Missile and Space Defense Agencies	No	No	No	No	No	No	No	No	G, B, Hi, C,		Skinner	G	Jim Durso
135	H&SA-17	Co-locate Navy Education and Training Command and Na	Yes	Yes		Yes	Yes	No	No	No			Skinner		Carol Schmidt
136	H&SA-18	Consolidate Army Test and Evaluation Command (ATEC)	No	No	Yes	No	Yes	No	No	No	C,		Coyle	G	Tim Abrell
137	H&SA-19	Consolidate Civilian Personnel Offices (CPOs) within each	Yes		Yes	Yes	Yes	No		No	S		Principi	C, G, Ha	Carol Schmidt
138	H&SA-22	Consolidate Correctional Facilities into Joint Regional Corr					Yes	No	No				Skinner	C, G	Carol Schmidt
139	H&SA-26	Consolidate Defense Commissary Agency Eastern, Midwe	No	No	No	Yes	No	No	No	No			Skinner	G	Tom Pantelides
140	H&SA-27	Consolidate Defense Information Systems Agency and Est	No	No	No	No	No	No	No	No	G,		Hill	G	Ethan Saxon
141	H&SA-30	Consolidate Media Organizations into a New Agency for M	No	No	No	No	No	No	No	No			Skinner	G	Michael Delaney
142	H&SA-31	Consolidate Transportation Command Components	Yes?	Yes?	Yes?	Yes?	No	No	Yes?	No			Skinner	G	Jim Durso
143	H&SA-33	Consolidate/Co-locate Active and Reserve Personnel & Re	No	No	Yes	Yes	Yes	No	No	No			Skinner	G	Colleen Turner
144	H&SA-35	Create Joint Mobilization Sites	No	No	No	No	No	No	No	No	N,		Skinner	G	Colleen Turner
145	H&SA-37	Defense Finance and Accounting Service	Yes	No	Yes	Yes	No	Yes	No	No	G, B, N, Hi, C, T,		Newton	C, G	Marilyn Wasteski
146	H&SA-41	Joint Basing	Yes			Yes	Yes	No	No	No	B, C, T,		Skinner	G	Carol Schmidt
147	H&SA-44	Relocate Air Force Real Property Agency (AFRPA)	No	No	No	No	No	No	No	No			Skinner	G	Carol Schmidt
148	H&SA-46	Relocate Army Headquarters and Field Operating Agencie	No	No	No	No	No	No	No	No			Hill	G	Wes Hood
149	H&SA-49	Relocate Miscellaneous Department of Navy Leased Local	Yes		Yes	Yes	Yes		Yes		B,		Skinner	G	Carol Schmidt
Industrial															
150	Ind-4	Naval Weapons Station Seal Beach, CA	Yes	No	No	Yes	Yes	No	No	No			Gehman	C	David Epstein
151	Ind-5	Riverbank Army Ammunition Plant, CA	No	No	No	No	No	No	No	No	N, C,		Hansen	C	George Delgado
152	Ind-6	Sierra Army Depot, CA	No	No	No	No	No	No	No	No			Principi	C, Ha	George Delgado
153	Ind-7	Rock Island Arsenal, IL	No	No	No	No	No	No	No	No	G, C, S		Hansen		Valerie Mills
154	Ind-8	Newport Chemical Depot, IN	No	No	No	No	No	No	No	No			Hansen		George Delgado
155	Ind-9	Kansas Army Ammunition Plant, KS	No	No	No	No	No	No	No	No			Hansen		George Delgado
156	Ind-10	Lima Tank Plant, OH	Yes	Yes	No	No	No	No	No	No			Hansen		George Delgado
157	Ind-11	Mississippi Army Ammunition Plant, MS	No	No	No	No	No	No	No	No			Hansen		George Delgado
158	Ind-12	Hawthorne Army Depot, NV	Yes	Yes	Yes	No	No	Yes	No	Yes	B, N, Hi, C, T,		Principi	B, Ha	George Delgado
159	Ind-13	Watervliet Arsenal, NY	No	No	No	No	No	No	No	No			Hansen		George Delgado
160	Ind-14	Umatilla Chemical Depot, OR	No	No	No	No	No	No	No	No	B, C,		Hansen		George Delgado
161	Ind-15	Lackland Air Force Base, TX	Yes	No	No	Yes	No	No	No	No	Hi,		Coyle		Tom Pantelides
162	Ind-16	Lone Star Army Ammunition Plant, TX	No	No	No	No	No	No	No	No	Hi, T,		Hansen		George Delgado
163	Ind-17	Deseret Chemical Depot, UT	No	No	No	No	No	No	No	No	C,		Principi	Ha	George Delgado
164	Ind-18	Ship Intermediate Maintenance Activity Norfolk, VA	No	No	No	No	No	No	No	No	G,		Principi	G	C.W. Furlow
165	Ind-19	Fleet Readiness Centers	No	No	No	Yes	No	No	No	No	B,		Hansen	B, C, G	Tom Pantelides
166	Ind-26	Naval Shipyard Detachments	No	No	No	No	Yes	No	No	No			Principi	G	C.W. Furlow
Intel															
167	Int-3	Defense Intelligence Agency	No	No	No	No	No	No	No	No			Newton	G	Michael Delaney
168	Int-4	National Geospatial-Intelligence Agency Activities	No	No	No	No	No	No	No	No			Newton	G	Michael Delaney
Medical															

Recommendation Tally			C1	C2	C3	C4	C5	C6	C7	C8	Commis. Concerns	Y / N / U	Lead	(Recusal)	Analyst
169	Med-4	Walter Reed National Military Medical Center, Bethesda, M	No	No	No	No	Yes	No	No	No	Hi, C, T,		Turner	G	Lesia Mandzia
170	Med-6	Brooks City Base, TX	No	No	No	Yes	Yes	No	No	No	N, C, T,		Turner		Lesia Mandzia
171	Med-9	McChord Air Force Base, WA	No	B, C,		Turner		Lesia Mandzia							
172	Med-10	San Antonio Regional Medical Center, TX	No	No	No	No	Yes	No	No	No	T,		Turner	C, G	Lesia Mandzia
173	Med-12	Convert Inpatient Services to Clinics	No	Yes	Yes	No	No	No	Yes	No	G, N, T,		Turner	G	Lesia Mandzia
174	Med-15	Joint Centers of Excellence For Chemical, Biological, and	Yes	No	No	Yes	No	No	No	No			Turner	G	Jim Durso
S&S															
175	S&S-5	Commodity Management Privatization	No			Principi	C, G, Ha	Jim Durso							
176	S&S-7	Depot Level Repairable Procurement Management Consoli	No	G,		Skinner	G, Ha	Valerie Mills							
177	S&S-13	Supply, Storage, and Distribution Management Reconfigur	No	B,		Hansen		Valerie Mills							
Technical															
178	Tech-5	Co-locate Extramural Research Program Managers	Yes	No	Yes	Yes	No	No	No	No	B,		Coyle	G	Ashley Buzzell
179	Tech-6	Consolidate Air and Space C4ISR Research, Development	Yes	No	No	Yes	No	No	No	No	G, C,		Principi	C	Les Farrington
180	Tech-7	Consolidate Ground Vehicle Development & Acquisition in	No			Coyle	G	Les Farrington							
181	Tech-9	Consolidate Maritime C4ISR Research, Development and	Yes	No	No	Yes	No	No	No	No	G, B, C,		Principi	C, G	David Epstein
182	Tech-12	Consolidate Navy Strategic Test & Evaluation	Yes	No	No	Yes	No	No	No	No	Hi, C,		Coyle		Les Farrington
183	Tech-13	Consolidate Sea Vehicle Development & Acquisition	No	G,		Coyle		Les Farrington							
184	Tech-15	Create a Naval Integrated Weapons & Armaments Resear	Yes	No	No	Yes	No	No	No	No	G, C,		Principi	C, G	David Epstein
185	Tech-18	Create an Air Integrated Weapons & Armaments Researc	No	G, C,		Principi	G, Ha	Les Farrington							
186	Tech-19	Create an Integrated Weapons & Armaments Specialty Sit	Yes	No	No	Yes	No	No	No	No	G, C,		Principi	C, G	David Epstein
187	Tech-22	Defense Research Service Led Laboratories	Yes	No	No	No	Yes	No	No	No	N, C,		Coyle	G	Les Farrington
188	Tech-24	Establish Centers for Fixed Wing Air Platform Research, D	Yes	No			Principi	Ha	Les Farrington						
189	Tech-26	Establish Centers for Rotary Wing Air Platform Developme	No			Coyle		Les Farrington							
190	Tech-28	Navy Sensors, Electronic Warfare, and Electronics Resear	Yes	No	No	Yes	Yes	No	No	No	G, B, C, S		Principi	C	Les Farrington
Add															
191	Add	Close Naval Air Station Brunswick, ME	Yes	Yes	Yes	Yes	No	No	No	No	G, B, N, C, T, S		Gehman		Hal Tickle
192	Add	Close Broadway Complex San Diego, CA	Yes	Yes	Yes	No	Yes	Yes	No	No	B, C,		Gehman		Brian McDaniel
193	Add	Close Master Jet Base Oceana, VA	Yes	Yes	Yes	Yes	Yes	No	No	Yes	G, B, N, C, T, S		Principi	G	Bill Fetzler
194	Add	Close Pope AFB, NC									G, B, C, T, S		Gehman		Mike Flinn
195	Add	Close Galena Airport FOL, AK	No	No	No	No	No	Yes	No	No	B, N, C,		Newton		Craig Hall
196	Add	Realign Defense Finance and Accounting Service									B, N, C, T,		Newton	C, G	Marilyn Wasleski
197	Add	Realign Professional Development Education	No	B, C, T,		Turner	C	Syd Carroll							
198	Add	Realign Joint Medical Command HQs	No	T,		Turner	G	Ethan Saxon							

Gehman

Recommendation Detail

121 **E&T - 6** **Combat Service Support Center** Y N **121**

DoD Description Realign Fort Eustis, VA, by relocating the Transportation Center and School to Fort Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Fort Lee, VA. Realign Redstone Arsenal, AL, by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$754.00	7	3.13%	6	\$352.42	182	(\$934.20)	18	1.91%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Aberdeen Proving Ground	MD	-3,857	-343	0	-4,200	-3,184	-7,384
Realign	Fort Eustis	VA	-1,499	-210	0	-1,709	-1,870	-3,579
Realign	Redstone Arsenal	AL	-1,311	-132	0	-1,443	-675	-2,118
Gainer	Fort Lee	VA	5,672	303	0	5,975	3,467	9,442
Net jobs for this Recommendation			-995	-382	0	-1,377	-2,262	-3,639

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

122 **E&T - 7** **Joint Center for Consolidated Transportation Management Training** Y N **122**

DoD Description Realign Lackland Air Force Base, TX, by relocating the Transportation Management training to Fort Lee, VA.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.50	185	0.01%	1	(\$5.78)	58	(\$18.00)	129	0.04%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Lackland Air Force Base	TX	-140	-15	0	-155	-103	-258
Gainer	Fort Lee	VA	136	4	0	140	80	220
Net jobs for this Recommendation			-4	-11	0	-15	-23	-38

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

123 **E&T - 8** **Joint Center of Excellence for Culinary Training** Y N **123**

DoD Description Realign Lackland Air Force Base, TX, by relocating Culinary Training to Fort Lee, VA, establishing it as a Joint Center of Excellence for Culinary Training.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$5.00	165	0.02%	4	(\$2.57)	67	(\$16.10)	136	0.03%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Lackland Air Force Base	TX	-282	-9	0	-291	-179	-470
Gainer	Fort Lee	VA	276	0	0	276	156	432
Net jobs for this Recommendation			-6	-9	0	-15	-23	-38

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

124 **E&T - 9** **Joint Center of Excellence for Religious Training and Education** Y N **124**

DoD Description Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a Joint Center of Excellence for religious training and education.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$1.00	187	0.00%	1	(\$3.96)	64	(\$11.90)	142	0.02%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Maxwell Air Force Base	AL	-19	-1	0	-20	-11	-31
Realign	Naval Air Station Meridian	MS	-15	0	-1	-16	-12	-28
Realign	Naval Station Newport	RI	-37	-2	0	-39	-46	-85
Gainer	Fort Jackson	SC	68	3	0	71	35	106
Net jobs for this Recommendation			-3	0	-1	-4	-34	-38

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

125 **E&T - 10** **Joint Strike Fighter Initial Joint Training Site** Y N **125**

DoD Description Realign Luke Air Force Base, AZ, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Marine Corps Air Station Miramar, CA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corps' portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Oceana, VA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots, operations, and maintenance support personnel to stand up the Navy's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Sheppard Air Force Base, TX, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Pensacola, FL, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the JSF Initial Joint Training Site hereby established at Eglin Air Force Base, FL.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$199.10	26	0.83%

Payback (Years)
Never

6 Year Net (\$M)	Rank/190
\$209.60	176

20-Year NPV (\$M)	Rank/190	% Total
\$226.30	187	-0.46%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Luke Air Force Base	AZ	-45	-3	0	-48	-35	-83
Realign	Marine Corps Base Miramar	CA	-40	-3	0	-43	-38	-81
Realign	Naval Air Station Oceana	VA	-30	-3	0	-33	-34	-67
Realign	Naval Air Station Pensacola	FL	-384	-8	0	-392	-494	-886
Realign	Sheppard Air Force Base	TX	-291	-4	0	-295	-190	-485
Gainer	Eglin Air Force Base	FL	790	21	0	811	670	1,481
Net jobs for this Recommendation			0	0	0	0	-121	-121

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

126 **E&T - 12** **Net Fires Center** Y N **126**

DoD Description Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total
\$247.00	22	1.02%

Payback (Years)
6

6 Year Net (\$M)	Rank/190
\$92.96	165

20-Year NPV (\$M)	Rank/190	% Total
(\$319.10)	44	0.65%

Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng.
Realign	Fort Bliss	TX	-3,034	-335	0	-3,369	-2,649	-6,018
Gainer	Fort Sill	OK	2,527	279	0	2,806	1,645	4,451
Net jobs for this Recommendation			-507	-56	0	-563	-1,004	-1,567

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Recommendation Detail

127 E&T - 13 Prime Power to Fort Leonard Wood, Mo Y N 127

DOD Description

Realign Fort Belvoir, VA, by relocating Army Prime Power School training to Fort Leonard Wood, MO.

COBRA Data

1 Time Costs (\$M)	\$6.02	Rank/190	164	% Total	0.02%
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Payback (Years)	16
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6 Year Net (\$M)	\$3.91	Rank/190	93
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20-Year NPV (\$M)	(\$0.80)	Rank/190	165	% Total	0.00%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total Indir.	Total Chng
Realign	Fort Belvoir	VA	-73	-29	0	-102	-66	-168
Gainer	Fort Leonard Wood	MO	71	25	0	96	38	134
Net Jobs for this Recommendation								
			-2	-4	0	-6	-28	-34

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

128 E&T - 14 Undergraduate Pilot and Navigator Training Y N 128

DOD Description

Realign Moody Air Force Base, GA, as follows: relocate the Primary Phase of Fixed-wing Pilot Training to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Randolph Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; and relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX.

Realign Randolph Air Force Base, TX, by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

COBRA Data

1 Time Costs (\$M)	\$71.70	Rank/190	74	% Total	0.30%
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Payback (Years)	4
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6 Year Net (\$M)	\$1.62	Rank/190	84
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20-Year NPV (\$M)	(\$174.20)	Rank/190	62	% Total	0.36%
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Job Impact at Affected Bases

Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total Indir.	Total Chng
Realign	Moody Air Force Base	GA	-57	-145	0	-702	-466	-1,168
Realign	Randolph Air Force Base	TX	-472	-99	0	-571	-507	-1,078
Gainer	Columbus Air Force Base	MS	100	3	0	103	67	170
Gainer	Laughlin Air Force Base	TX	98	80	0	178	133	311
Gainer	Naval Air Station Pensacola	FL	502	123	0	625	841	1,466
Gainer	Sheppard Air Force Base	TX	51	2	0	53	33	86
Gainer	Vance Air Force Base	OK	89	6	0	95	90	185
Net Jobs for this Recommendation								
			-189	-30	0	-219	191	-28

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

Handwritten calculations:

840	214	1154
214	214	
472	244	
557	184	
145	20	
1029	184	
840	214	
1273	214	
571	1054	
702		

 **Sec. 128: Moody AFB, GA and Randolph AFB, TX**
DoD Recommendation

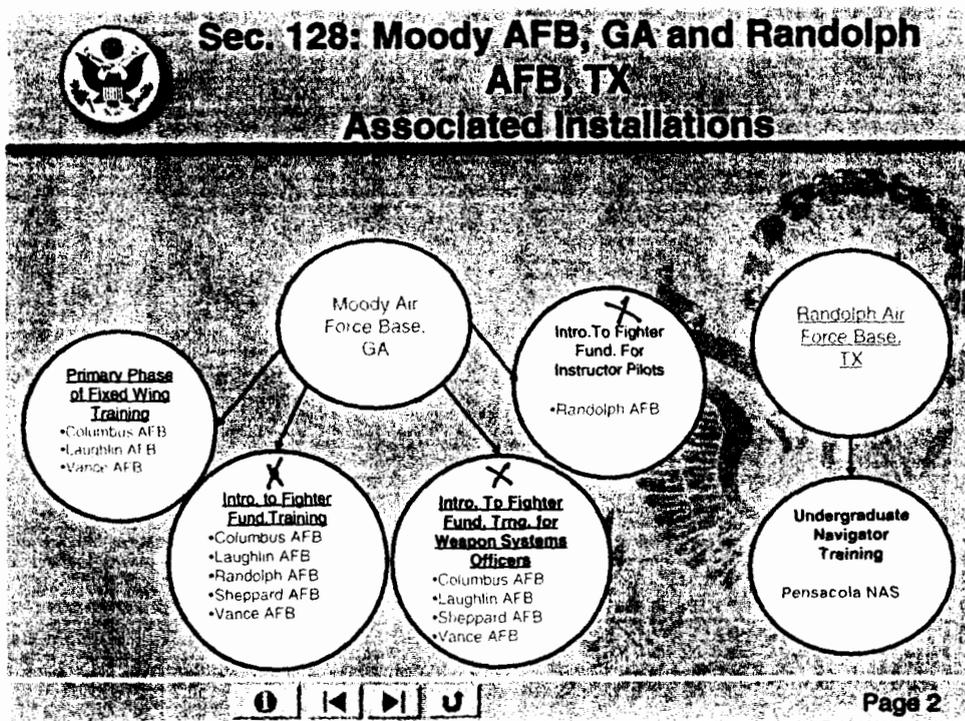
1. Realign Moody AFB, GA as follows:

- relocate the Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK
- relocate Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK
- relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK
- relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX

2. Realign Randolph AFB, TX by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

 Page 1

Recommendation 128 relocates the primary phase of fixed-wing pilot training, introduction to fighter fundamentals training, and undergraduate navigator training within the Air Force.



Specifically, this recommendation provides for the realignment of Moody Air Force Base by relocating

- The Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK., and
- The Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

It also provides for the realignment of Randolph Air Force Base by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

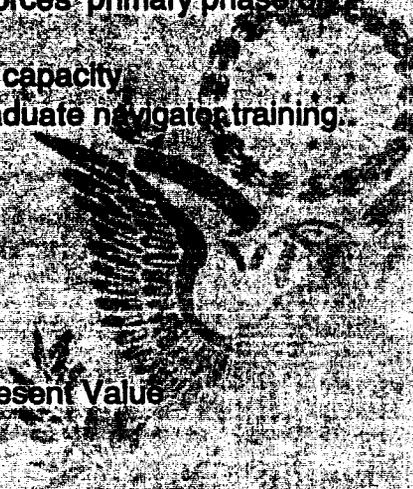


Sec. 128: Moody AFB, GA and Randolph AFB, TX
DoD Justification

- Align and consolidate the Air Forces' primary phase of undergraduate flight training.
- Reduce excess/unused basing capacity.
- Enhance jointness for undergraduate navigator training.
- Improve military value.

COBRA

- \$71.7 million One-time costs
- 4 Year Payback
- (\$174.2) million 20-year Net Present Value
- 840 Military and 214 Civilians



Page 3

The DoD justified this recommendation on the basis that it

- Aligns and consolidates the Air Forces' primary phase of undergraduate flight training.
- Reduces excess/unused basing capacity
- Enhances jointness for undergraduate navigator training.
- Improves military value.

The one-time cost to implement this recommendation is \$ 71.7 million which will never be repaid from savings in four years. The net present value of the savings for this recommendation through 2025 is \$ 174.2 million..

A total of 1054 people are affected by this recommendation.

Staff determined the Secretary of Defense did not deviate from BRAC criteria in ~~his realignment concept~~ *MAKING this recommendation*

~~However, language in the recommendation which relocates Introduction to Fighter Fundamentals training for pilots, instructor pilots, weapon systems officers, and navigators to various active duty Air Force installations does deviate from final criteria 1 and 3 in terms of their impact on mission capabilities and future total force requirements.~~

~~The Commission staff assesses that the deviations can be corrected by modifying the means of execution of the Secretary's intent. Specifically, by modifying the end state installations of the Fighter Fundamentals training programs cited by the Secretary.~~

Mister Chairman, this concludes my presentation. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.



Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

A Motion to Amend
Education and Training Joint Cross Service Group Recommendation 14,
Undergraduate Pilot and Navigator Training,
appearing at Chapter IV, Section 128 of the Bill.

Deletes distribution of IFF program to multiple sites.

Offered by: _____

Seconded by: _____

Approved Disapproved

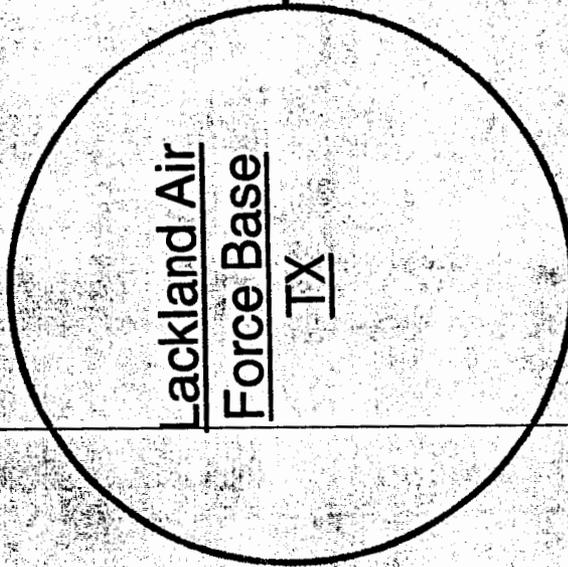
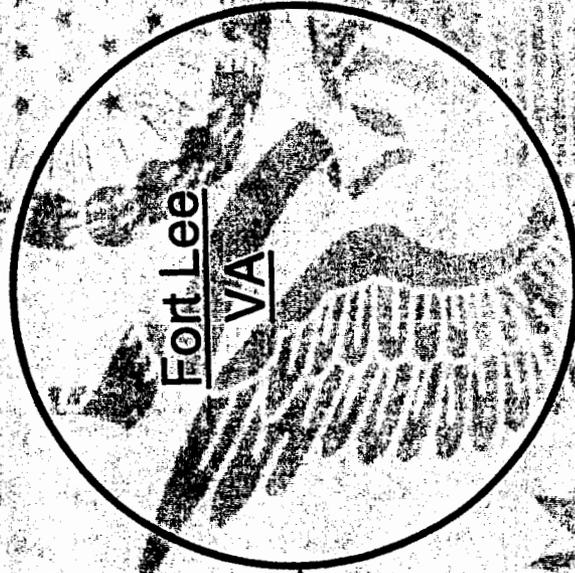
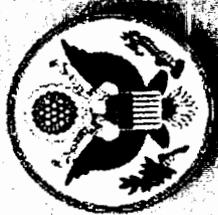
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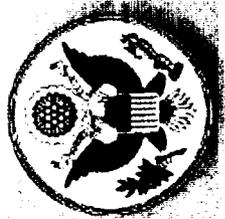
- that the Commission find that when the Secretary of Defense made Education and Training Joint Cross Service Group Recommendation 14, Undergraduate Pilot and Navigator Training, he substantially deviated from Final Selection Criteria 1, 3, 4 and 5 and the Force Structure Plan;
- that the Commission strike the language “relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Randolph Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; and relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX.”, replace it with “relocate Introduction to Fighter Fundamentals Training for Pilots, Introduction to Fighter Fundamentals Training for Weapons Systems Officers and Introduction to Fighter Fundamentals Training for Instructor Pilots to a location to be specified in a later amendment to the recommendations of the Secretary of Defense.”, and;

DCN: 11921

- that the Commission find this change and the recommendation as amended are consistent with the Final Selection Criteria and Force Structure Plan.

Sec. 122: Fort Lee, VA Associated Installations





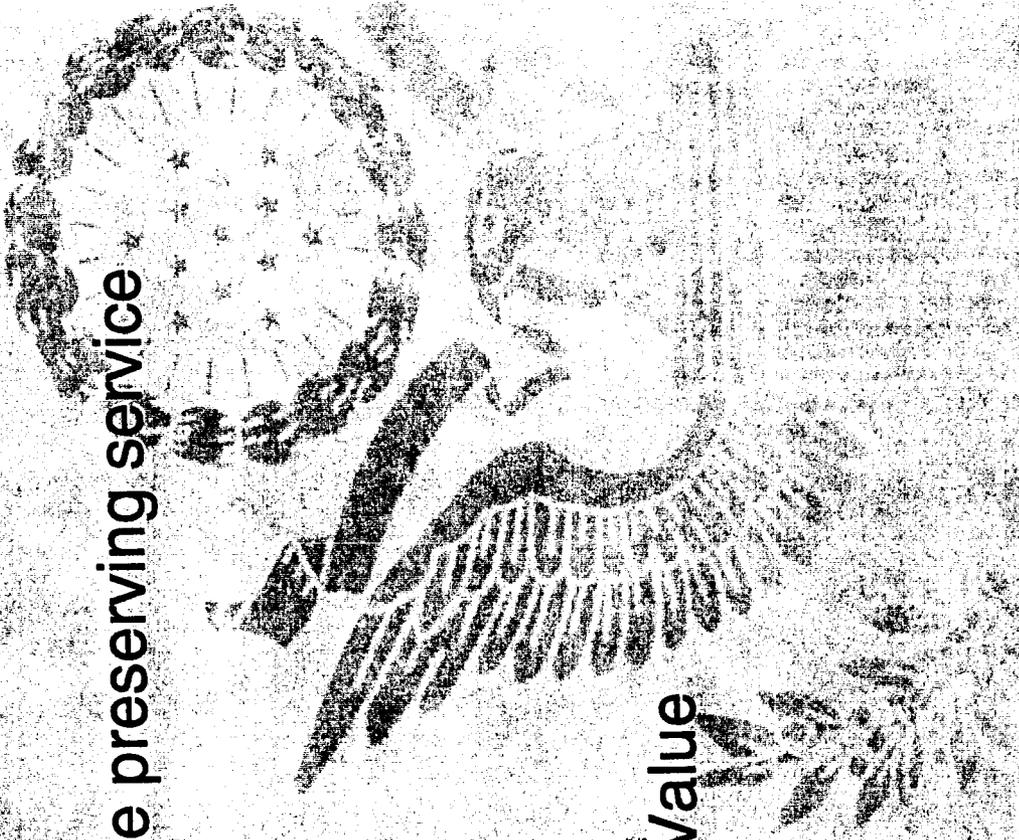
Sec. 122: Fort Lee, VA

DoD Justification

- Eliminates redundancy
- Consolidates like schools while preserving service unique culture.

COBRA:

- \$1.5 M One-time costs
- 1 Year Payback
- (\$18.0) M 20-year Net Present Value
- 136 Military and 4 Civilians

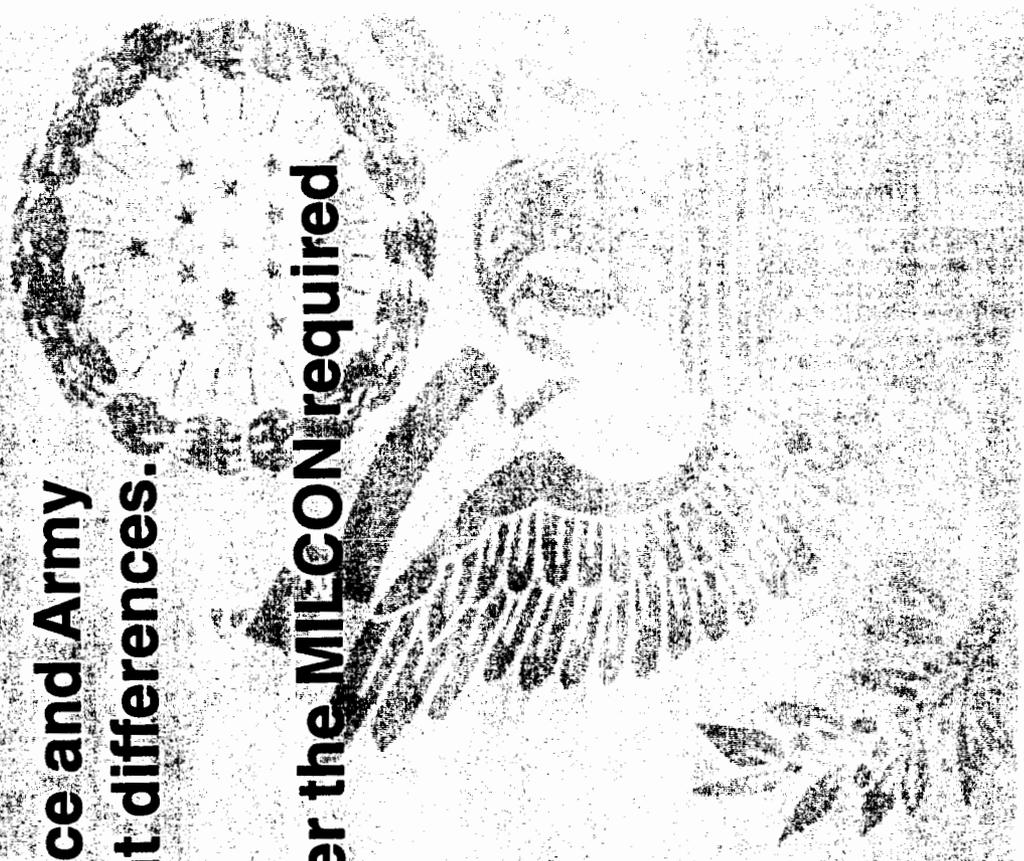




Sec. 122: Fort Lee, VA Issues

(C-1) Comparison of the Air Force and Army curriculums show significant differences.

(C-5) There is disagreement over the MILCON required for this recommendation.





Sec. 122: Fort Lee, VA Issues (cont.)

- (C-5) The COBRA analysis shows no military construction funds are required for this action.
 - Ft. Lee officials provided detailed data and engineering estimates, by building, that shows there is a MILCON requirement of \$14.4 million.
 - OSD could not confirm or refute the accuracy of the Fort Lee estimate.
 - If the Fort Lee estimate is correct, the payback period increases from 1 to 18 years, and the NPV of savings through 2025 decreases from \$18.0 million to \$1.2 million.



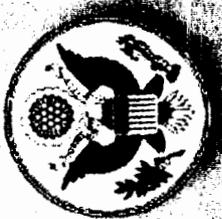
Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation	<u>X</u>				X			

X=Deviation



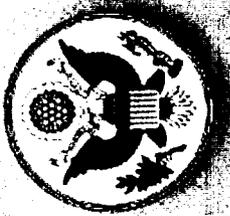


BACKUP SLIDES

- USE ONLY IF YOU ENTER AN X ON THE DEVIATION LIST

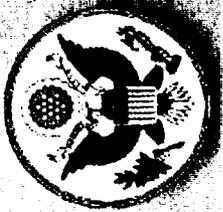


Sec. 122: Fort Lee, VA C5. (Savings) / Cost



COBRA DATA

	DoD
	COBRA Run
One Time Cost	\$ 1.5 million
Net Implementation	\$ 5.8 million
Annual Recurring	\$ 1.3 million
Payback Period	1 year
Net Present Value at 2025	\$ 18.0 million



Sec. 122: Fort Lee, VA

Curriculum Comparison

<u>Army Curriculum</u>	<u>Air Force Curriculum</u>
------------------------	-----------------------------

432

312

7.5

11.0

Total training hours

Number of hours where course content matches

Number of hours where course content does not match

424.5

301.0



Sec. 122: Fort Lee, VA DoD Recommendation

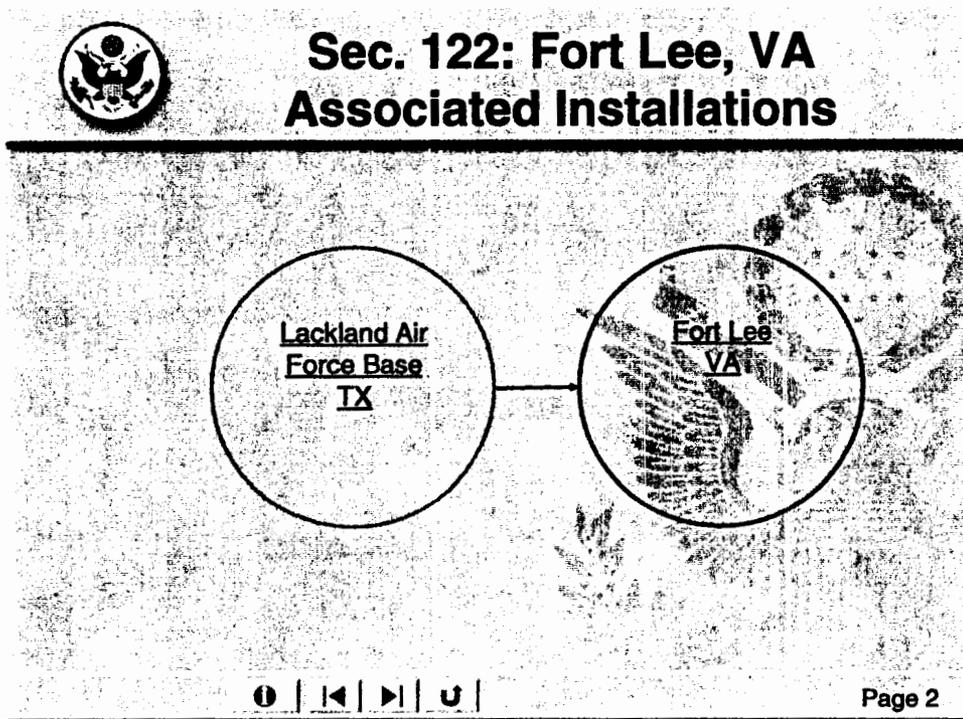
**Realign Lackland Air Force Base, TX by relocating the
Transportation Management Training to Fort Lee, VA**



Page 1

Mr. Chairman and Commissioners,

Recommendation 122 proposes the consolidation of Air Force and Army Transportation Management Training Programs at Fort Lee, VA



This recommendation provides for the relocation of instructors and students from the Air Force Transportation Management School at Lackland Air Force Base, TX to Fort Lee, VA.



Sec. 122: Fort Lee, VA DoD Justification

- Eliminates redundancy
- Consolidates like schools while preserving service unique culture.

COBRA:

- \$1.5 M One-time costs
- 1 Year Payback
- (\$18.0) M 20-year Net Present Value
- 136 Military and 4 Civilians

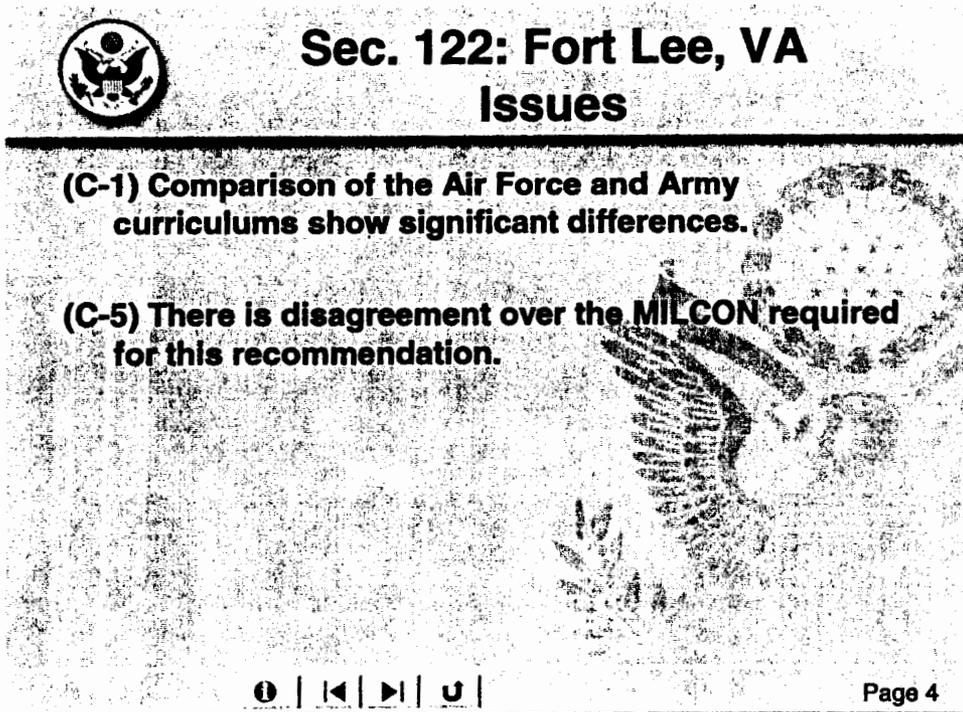


Page 3

The DoD justified this recommendation on the basis it will eliminate redundancy in training similar skills, consolidate like training at one location to produce the greatest overall military value through increased training efficiency at a lower cost, and consolidate like schools while preserving service unique culture.

The one-time cost to implement this recommendation is \$ 1.5 million, with a payback period of 1 year. The net present value of savings from this recommendation through 2025 is \$ 18.0 million.

A total of 140 personnel (136 military and 4 civilian) are affected by this recommendation.



**Sec. 122: Fort Lee, VA
Issues**

- (C-1) Comparison of the Air Force and Army curriculums show significant differences.**
- (C-5) There is disagreement over the MILCON required for this recommendation.**

Page 4

On this slide I have listed the pertinent issues as they relate to the BRAC criteria.

The Air Force told us this recommendation would negatively impact their operational readiness. They contend that the Transportation Management Training Program curriculums used by the Army and Air Force are too different to consolidate.

A comparison of the Air Force and Army curriculums, by class hours per subject, does show significant differences. The Air Force 432 hour curriculum contains only 7 ½ hours of course content that is similar to the Army's, and in the Army's curriculum only 11 of the 312 hours of instruction are similar to the Air Force's.

When questioned about the curriculum differences, DoD responded that the BRAC process provides the overarching framework – a macro analysis. The micro analysis according to DoD ,to ensure that the combined programs will retain service unique requirements would be accomplished when the programs are combined.

Our analysis also shows that the cost of this recommendation, and consequently the potential savings, are not agreed upon by DoD and Fort Lee.

There is a lack of agreement on the military construction funds needed for this action. DoD's original COBRA analysis shows that NO military construction funds are required; but Ft. Lee officials through their engineering assessments estimate a need for \$14.4 million. DoD could not confirm or refute the accuracy of the Fort Lee estimate, but reiterated that only the DoD data is certified.

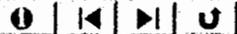
If the Fort Lee estimate is correct, the payback period increases from 1 to 18 years, and the NPV of the savings is reduced from \$18.0 million to only \$1.2 million.



Staff Assessment

Deviation from Final Selection Criteria								
Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation	X				X			

X=Deviation



Staff determined the Secretary of Defense deviated from selection criteria # 1 and # 5 in preparing this recommendation.

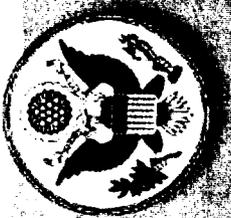
Mister Chairman, this concludes my presentation. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.

Sec. 124: Fort Jackson, SC DoD Recommendation

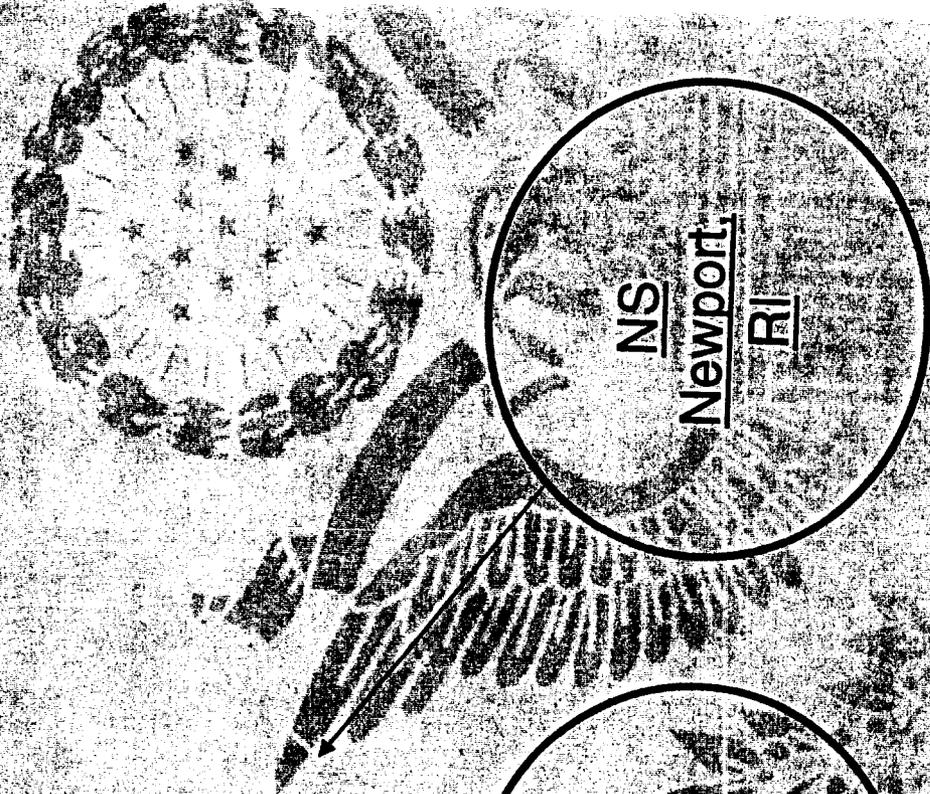


Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a Joint Center of Excellence for religious training and education.





Sec. 124: Fort Jackson, SC Associated Installations



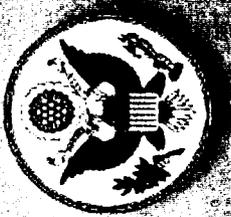
Fort
Jackson,
SC

Maxwell
AFB,
AL

NAS
Meridian,
MS

NS
Newport,
RI



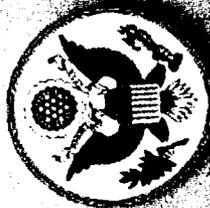


Sec. 124: Fort Jackson, SC

DoD Justification

- Creates synergistic benefit by having each services' officer and enlisted programs conducted in close proximity to operational forces.
- Savings will result from consolidation and alignment of similar educational activities and the merging of common support functions
- COBRA:
- \$1.0 M One-time costs
- 1 Year Payback
- (\$11.9) M 20-year Net Present Value
- 68 Military and 3 Civilians

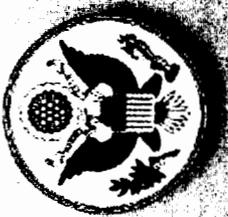




Sec. 124: Fort Jackson, SC Issues

- Air Force and Navy chaplains told the Commission that co-locating basic chaplain training courses will degrade the operational readiness of the Chaplain Corps.





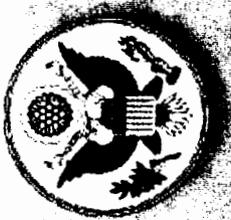
Staff Assessment

Deviation from Final Selection Criteria

Military Value Other

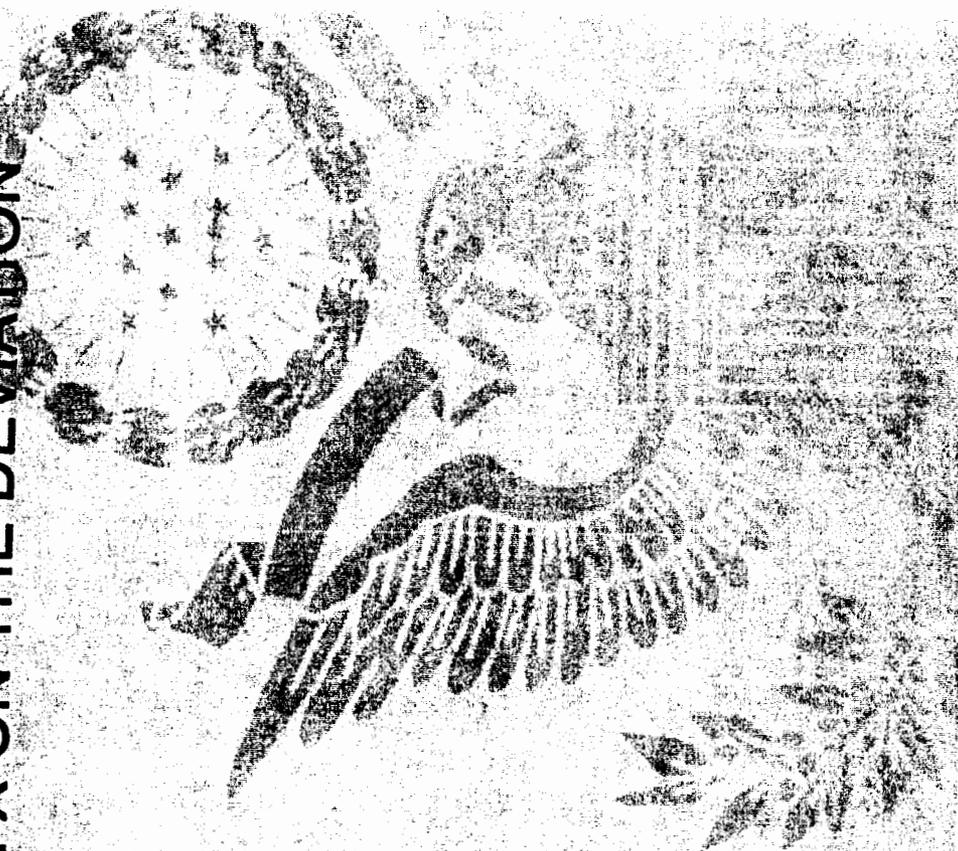
Criterion	C1	C2	C3	C4	C5	C6	C7	C8
Deviation	<u>X</u>							

X=Deviation



BACKUP SLIDES

- USE ONLY IF YOU ENTER AN X ON THE DEVIATION LIST





Sec. 124: Fort Jackson, SC

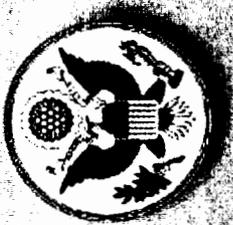


Examples Provided by DoD of Common Courses

- Teaching religious ministries
- Coordination of religious education programs

Examples of Service Customs/Operations/Procedures provided by DoD

- Computer systems and IT support
- Sexual violence
- Counseling services
- Financial analysis and management



Sec. 124: Fort Jackson, SC

C5. (Savings) / Cost

COBRA DATA	
DoD	COBRA Run
One Time Cost	\$ 1.0 million
Net Implementation	\$ 4.0 million
Annual Recurring	\$ 0.8 million
Payback Period	1 year
Net Present Value at 2025	\$ 11.9 million

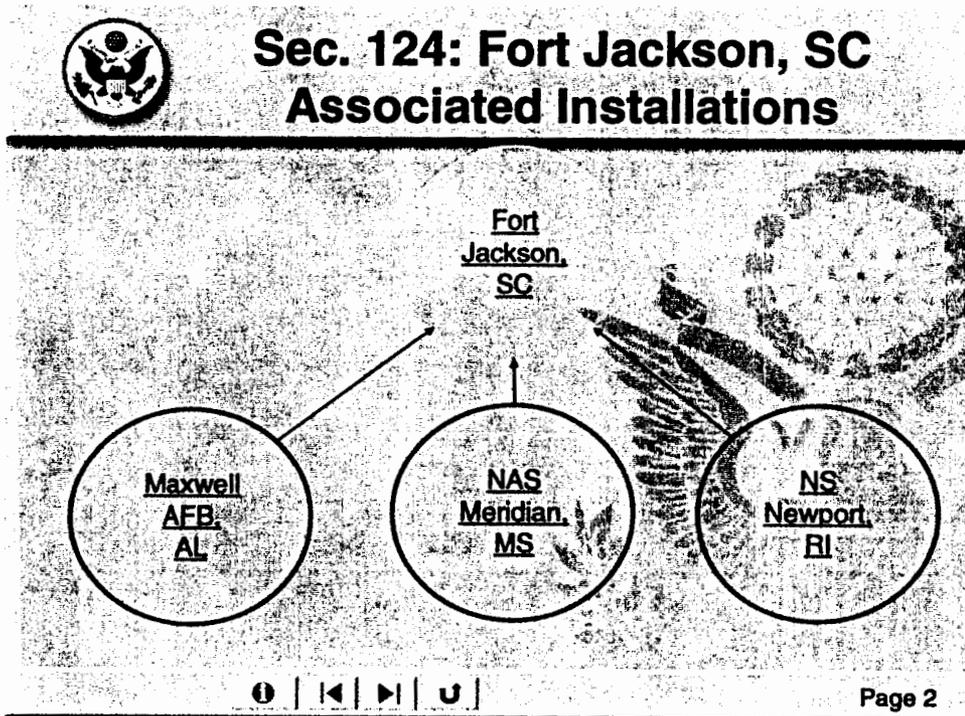


Sec. 124: Fort Jackson, SC DoD Recommendation

Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a joint Center of Excellence for religious training and education.

Mr. Chairman and Commissioners,

Recommendation 124 proposes the establishment of a joint center for religious education and training to be located at Fort Jackson, South Carolina.

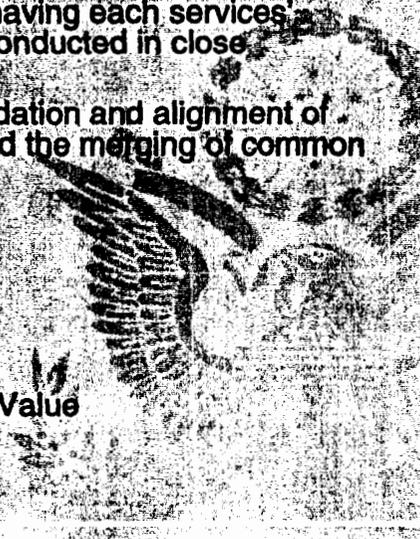


Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, would be realigned by relocating their religious training and education programs to Fort Jackson, SC.



Sec. 124: Fort Jackson, SC DoD Justification

- Creates synergistic benefit by having each services officer and enlisted programs conducted in close proximity to operational forces
- Savings will result from consolidation and alignment of similar educational activities and the merging of common support functions
- **COBRA:**
 - \$1.0 M One-time costs
 - 1 Year Payback
 - (\$11.9) M 20-year Net Present Value
 - 68 Military and 3 Civilians

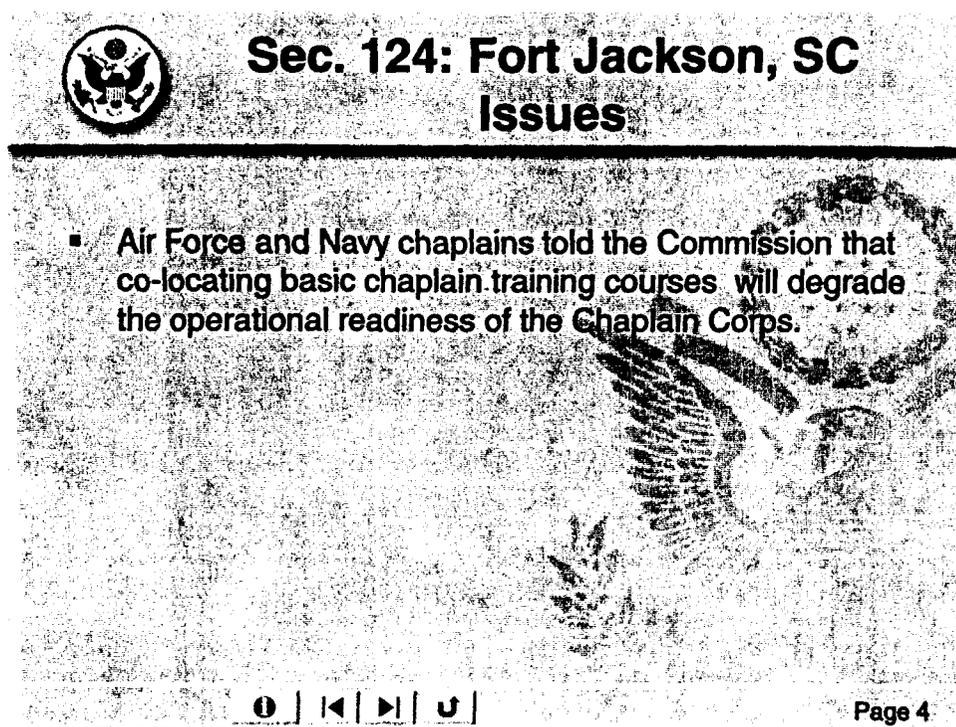


Page 3

The DoD justified this recommendation on the basis that aligning similar educational programs and merging support functions would result in saved education costs, and that co-locating similar programs would provide increased joint benefits.

The one-time cost to implement this recommendation is \$ 1.0 million, which will be repaid in one year. The net present value of savings from this recommendation through 2025 is \$ 11.9 million.

A total of 71 people (68 military and 3 civilians) are affected by this recommendation.



**Sec. 124: Fort Jackson, SC
Issues**

- Air Force and Navy chaplains told the Commission that co-locating basic chaplain training courses will degrade the operational readiness of the Chaplain Corps.

Page 4

This slide presents our issue related to BRAC criteria number 1, the recommendation's impact on operational readiness and training.

Chaplains from the Air Force and Navy told us that forming this center would affect the operational readiness of their chaplain corps. The students in the courses proposed for relocation to Fort Jackson arrive as ordained ministers, and these courses provide them with service orientation and training in their services programs.

The Commission agrees with the Navy and Air Force that basic courses for chaplains are best conducted at installations of the chaplain's respective service, because these programs impart specific service cultures for chaplains to build upon.



Staff Assessment

Deviation from Final Selection Criteria

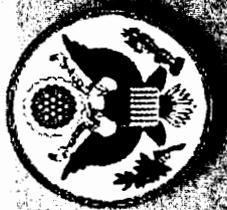
Criterion	Military Value					Other		
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation	X							

X=Deviation



Staff determined the Secretary of Defense deviated from selection criteria #1 in making this recommendation.

Mister Chairman, this concludes my presentation. I'll gladly address any questions ~~[that you or the other Commissioners may have]~~ prior to any motions you might make.



Sec. 125: Eglin AFB, FL DoD Recommendation

- A. Realign Luke AFB, AZ by relocating to Eglin AFB, FL a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site hereby established at Eglin AFB, FL.
- B. Realign Marine Corps Air Station Miramar, CA by relocating to Eglin AFB, FL a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corp's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site hereby established at Eglin AFB, FL.
- C. Realign Naval Air Station Oceana, VA by relocating to Eglin AFB, FL a sufficient number of instructor pilots and operations support personnel to stand up the Navy's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site hereby established at Eglin AFB, FL.

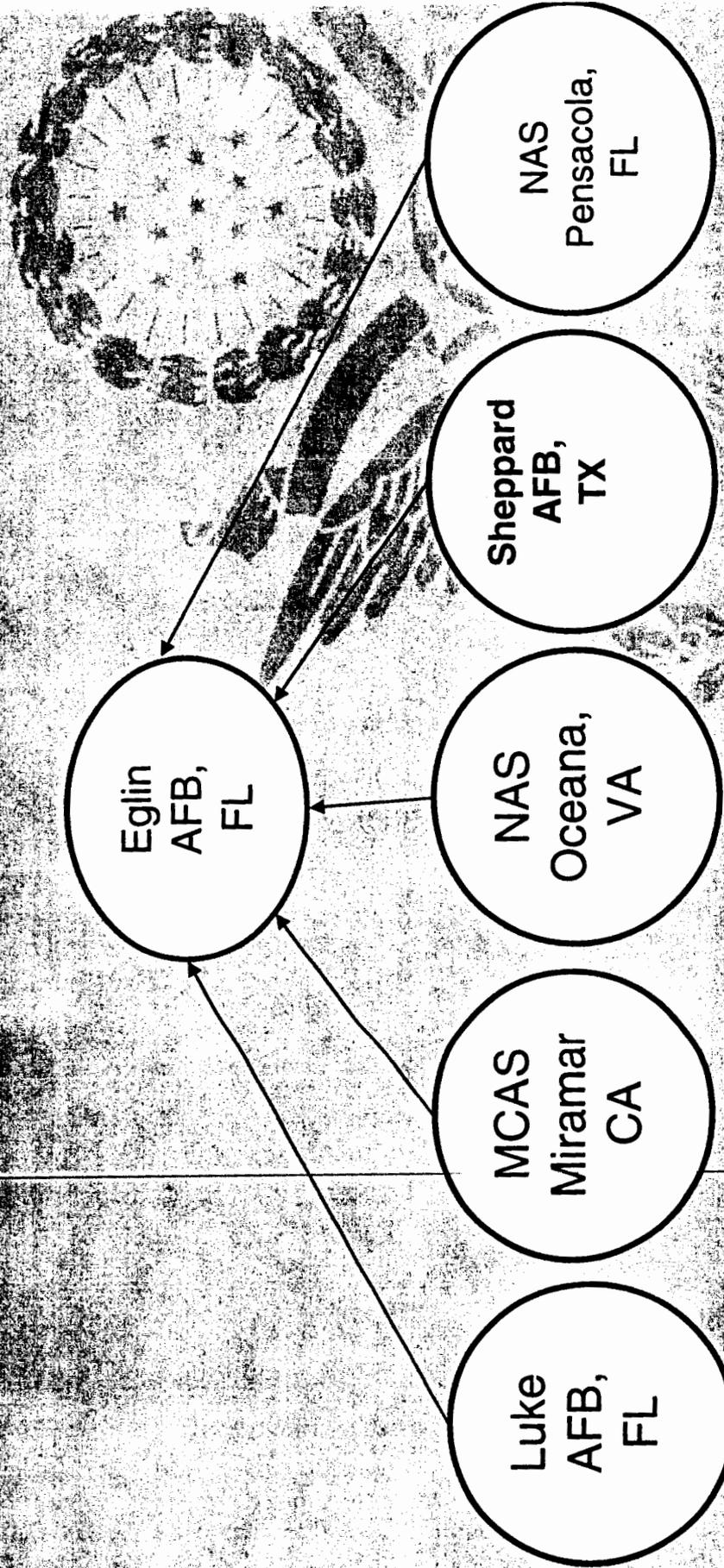


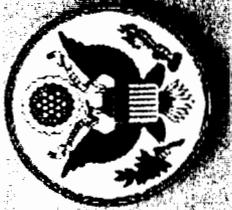
Sec. 125: Eglin AFB, FL DoD Recommendation (cont.)

- D. Realign Sheppard AFB, TX by relocating to Eglin AFB, FL a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site hereby established at Eglin AFB, FL.
- E. Realign Naval Air Station Pensacola, FL by relocating to Eglin AFB, FL a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site hereby established at Eglin AFB, FL.



Sec. 125: Eglin AFB, FL Associated Installations



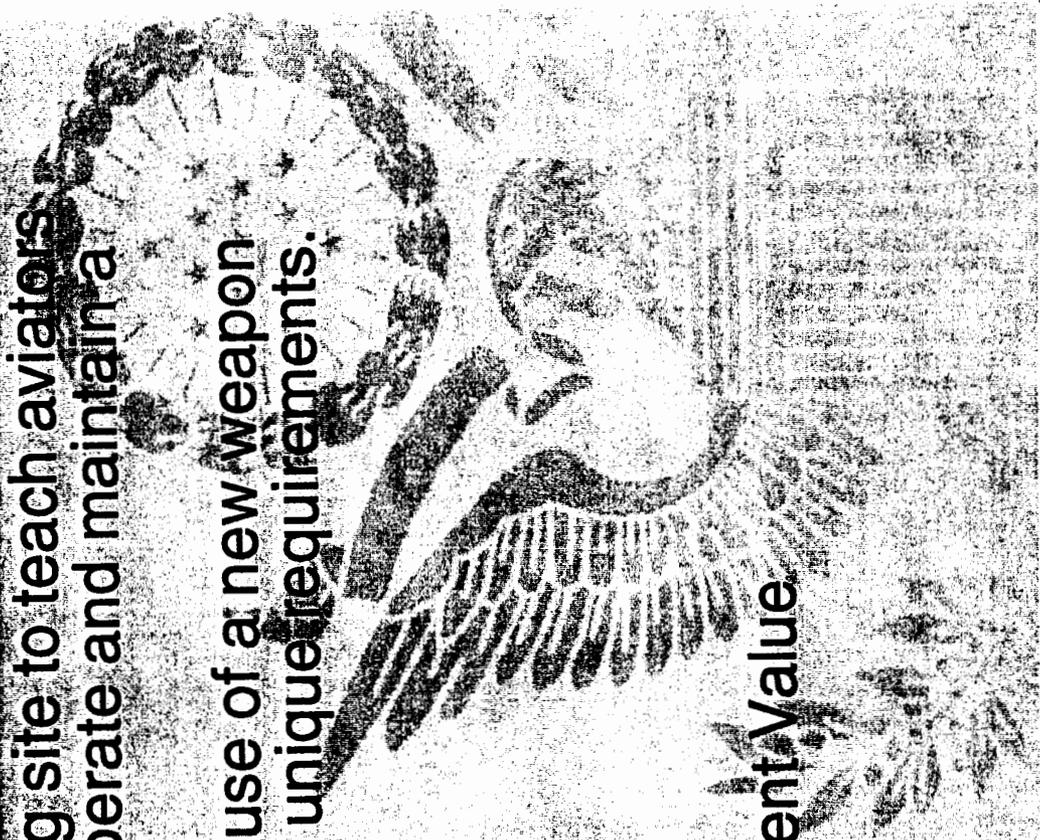


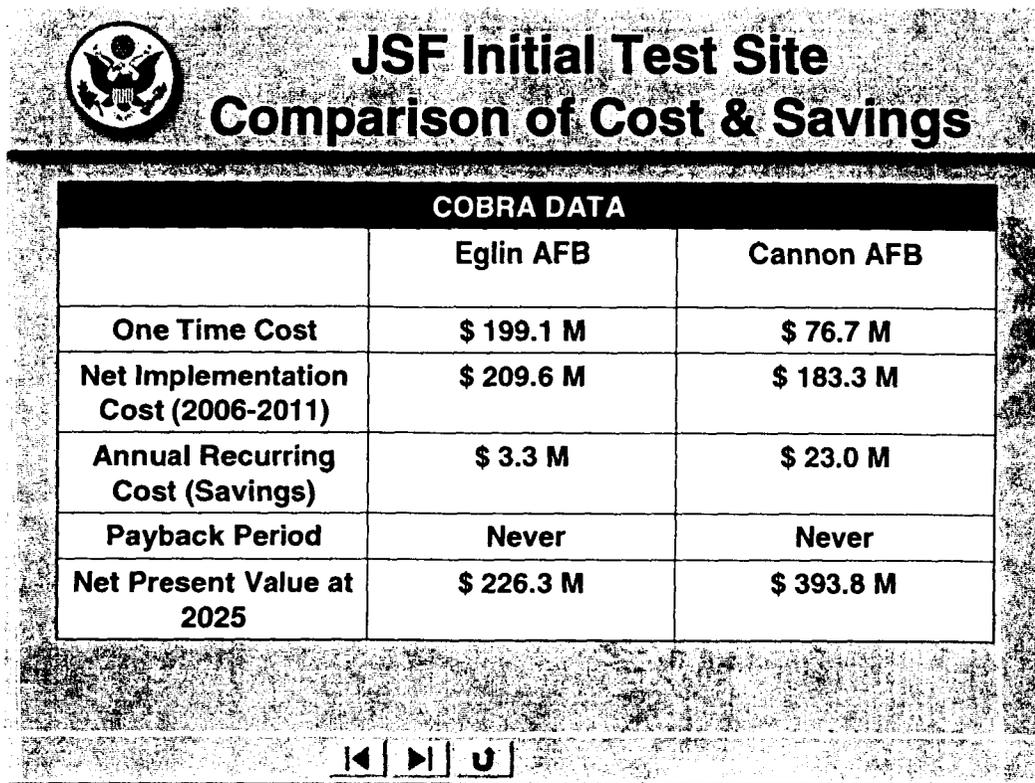
Sec. 125: Eglin AFB, FL DoD Justification

- Establishes an initial joint training site to teach aviators and technicians how to safely operate and maintain a new joint aircraft.
- Brings a joint perspective to the use of a new weapon system while preserving service unique requirements.

COBRA:

- \$199.1 Million One-time costs
- Payback: Never
- \$226.3 Million 20-year Net Present Value
- 790 Military and 21 Civilians





**JSF Initial Test Site
Comparison of Cost & Savings**

COBRA DATA

	Eglin AFB	Cannon AFB
One Time Cost	\$ 199.1 M	\$ 76.7 M
Net Implementation Cost (2006-2011)	\$ 209.6 M	\$ 183.3 M
Annual Recurring Cost (Savings)	\$ 3.3 M	\$ 23.0 M
Payback Period	Never	Never
Net Present Value at 2025	\$ 226.3 M	\$ 393.8 M

Navigation icons: < | > | U

Analysis of the comparative costs between establishing an initial JSF training site at Cannon Air Force Base rather than Eglin Air Force Base shows that;

- Total implementation costs (2006 through 2011) are \$ 26.3 million less to establish the training site at Cannon.
- If the difference in implementation costs is applied to annual recurring costs after 2011, establishing the training site at Eglin becomes less expensive after 2013.
- After 2013, establishing the training site at Eglin would result in a savings of \$19.7 million annually.



Staff Assessment

Deviation from Final Selection Criteria

Other

Military Value

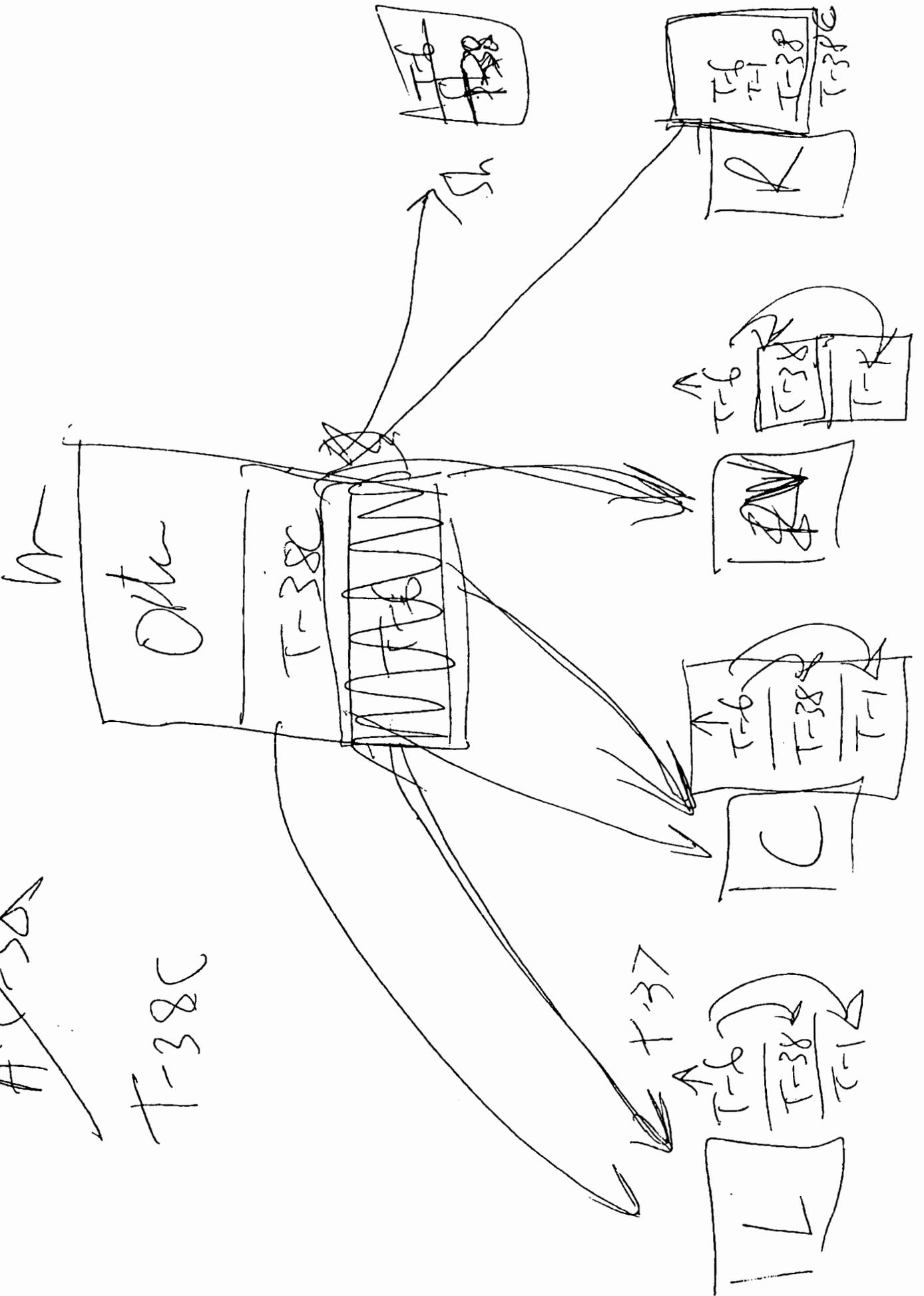
Criterion	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation



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~~A T-38~~

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Sec. 128: Moody AFB, GA and Randolph AFB TX

DoD Recommendation

1. Realign Moody AFB, GA as follows:

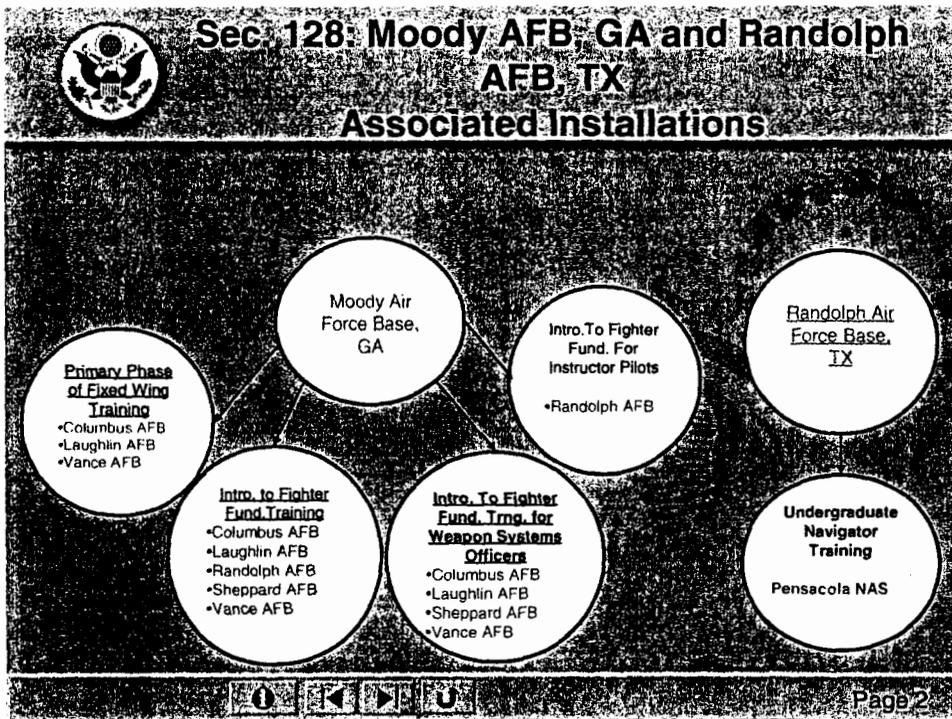
- relocate the Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS, Laughlin AFB, TX, and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS, Laughlin AFB, TX, Randolph AFB, TX, Sheppard AFB, TX, and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS, Laughlin AFB, TX, Sheppard AFB, TX, and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

2. Realign Randolph AFB, TX by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

Page 1

EST 14

Section
Recommendation 128 relocates the primary phase of fixed-wing pilot training, introduction to fighter fundamentals training, and undergraduate navigator training within the Air Force.



Specifically, this recommendation provides for the realignment of Moody Air Force Base by relocating

- The Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK., and
- The Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

It also provides for the realignment of Randolph Air Force Base by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

 **Sec. 128: Moody AFB, GA and Randolph AFB, TX**
DoD Justification

- Align and consolidate the Air Forces' primary phase of undergraduate flight training
- Reduce excess/unused basing capacity
- Enhance jointness for undergraduate navigator training
- Improve military value

GOBRA

- \$71.7 million One-time costs
- 4 Year Payback
- (\$174.2) million 20-year Net Present Value
- 840 Military and 214 Civilians

 Page 3

The DoD justified this recommendation on the basis that it

- Aligns and consolidates the Air Forces' primary phase of undergraduate flight training.
- Reduces excess/unused basing capacity
- Enhances jointness for undergraduate navigator training.
- Improves military value.

The one-time cost to implement this recommendation is \$ 71.7 million which will ~~never~~ be repaid from savings in four years. The net present value of the savings for this recommendation through 2025 is \$ 174.2 million..

A total of 1054 people are affected by this recommendation.

Staff determined the Secretary of Defense did not deviate from BRAC criteria in his realignment concept.

However, language in the recommendation which relocates Introduction to Fighter Fundamentals training for pilots, instructor pilots, weapon systems officers, and navigators to various active duty Air Force installations does deviate from final criteria 1 and 3 in terms of their impact on mission capabilities and future total force requirements.

The Commission staff assesses that the deviations can be corrected by modifying the means of execution of the Secretary's intent. Specifically, by modifying the end state installations of the Fighter Fundamentals training programs cited by the Secretary.

Mister Chairman, this concludes my presentation. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.



Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

A Motion to Amend
Education and Training Joint Cross Service Group Recommendation 14,
Undergraduate Pilot and Navigator Training,
appearing at Chapter IV, Section 128 of the Bill.

Deletes distribution of IFF program to multiple sites.

Offered by: -----

Seconded by: -----

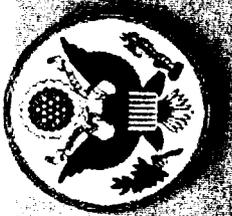
Approved Disapproved

I move:

- that the Commission find that when the Secretary of Defense made Education and Training Joint Cross Service Group Recommendation 14, Undergraduate Pilot and Navigator Training, he substantially deviated from Final Selection Criteria 1, 3, 4 and 5 and the Force Structure Plan;
- that the Commission strike the language "relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Randolph Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; and relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX.", replace it with "relocate Introduction to Fighter Fundamentals Training for Pilots, Introduction to Fighter Fundamentals Training for Weapons Systems Officers and Introduction to Fighter Fundamentals Training for Instructor Pilots to a location to be specified in a later amendment to the recommendations of the Secretary of Defense.", and;

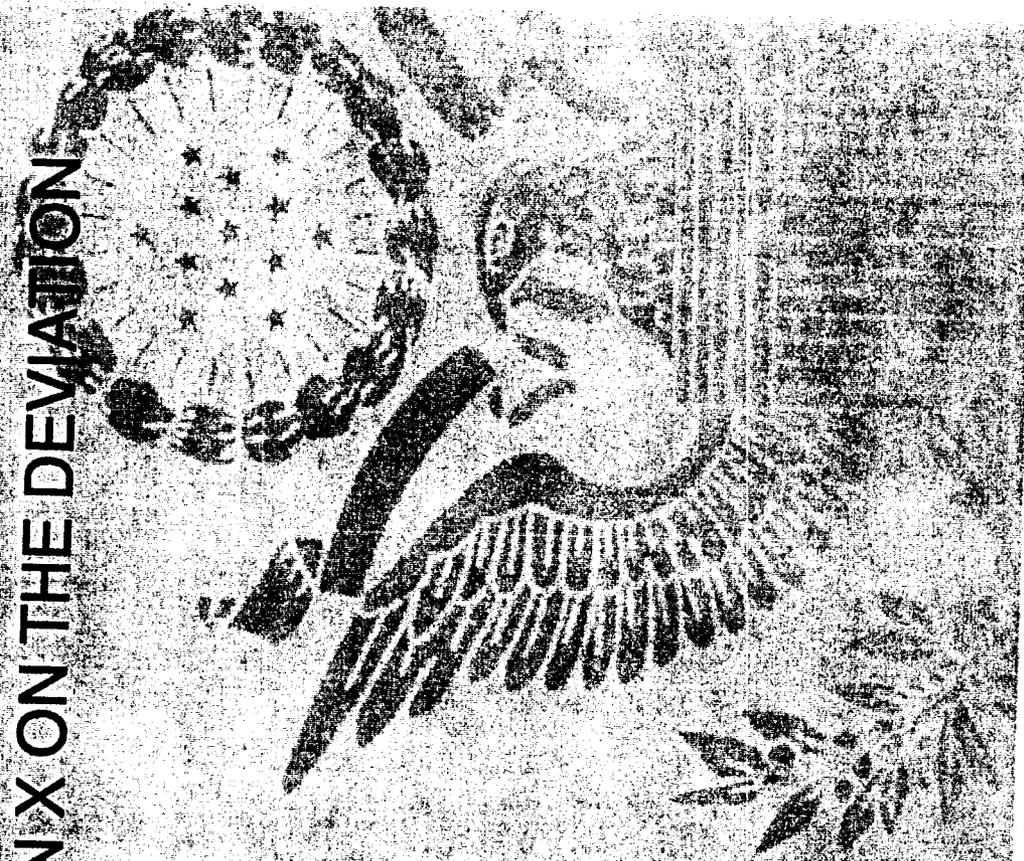
DCN: 11921

- that the Commission find this change and the recommendation as amended are consistent with the Final Selection Criteria and Force Structure Plan.



BACKUP SLIDES

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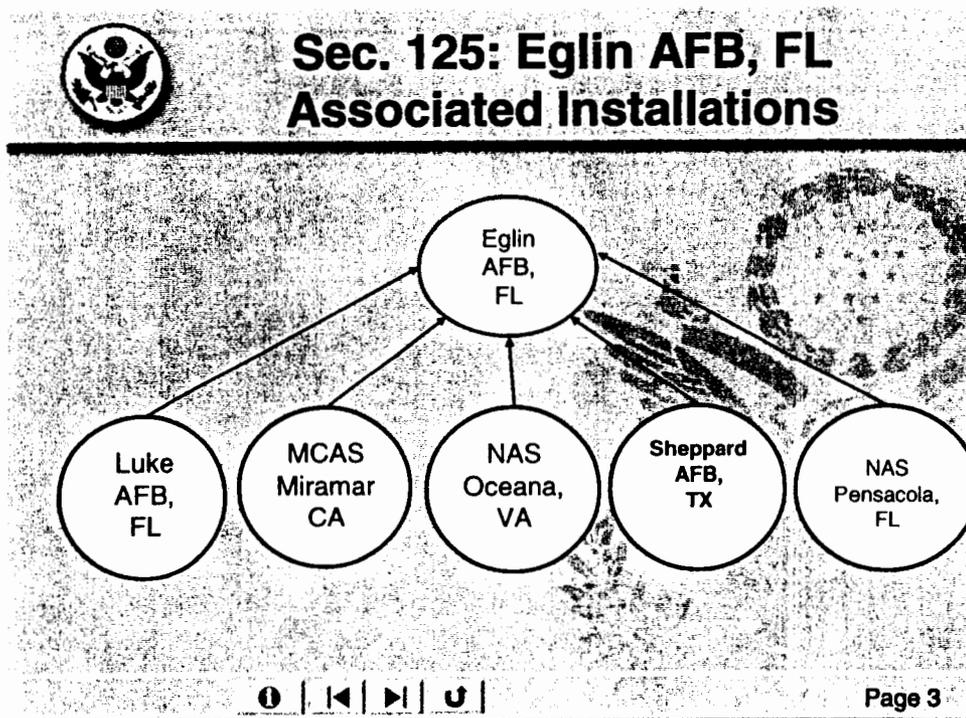




Sec. 125: Eglin AFB, FL (Savings) / Cost

COBRA DATA	
	DoD COBRA Run
One Time Cost	\$199.1M
Net Implementation	\$209.6M
Annual Recurring	\$3.3M
Payback Period	Never
Net Present Value at 2025	\$226.3M





Recommendation 125 proposes the establishment of an initial training site for the Joint Strike Fighter at Eglin Air Force Base, Florida.

This recommendation provides for the relocation of:

- instructor pilots and operations support personnel from:
 - Luke Air Force Base;
 - Miramar Marine Corps Air Station;
 - Oceana Naval Air Station; and
 - Sheppard Air Force Base; and,
- maintenance technicians and support personnel from:
 - Pensacola Naval Air Station.



Sec. 125: Eglin AFB, FL DoD Justification

- Establishes an initial joint training site to teach aviators and technicians how to safely operate and maintain a new joint aircraft.
- Brings a joint perspective to the use of a new weapon system while preserving service unique requirements.

COBRA:

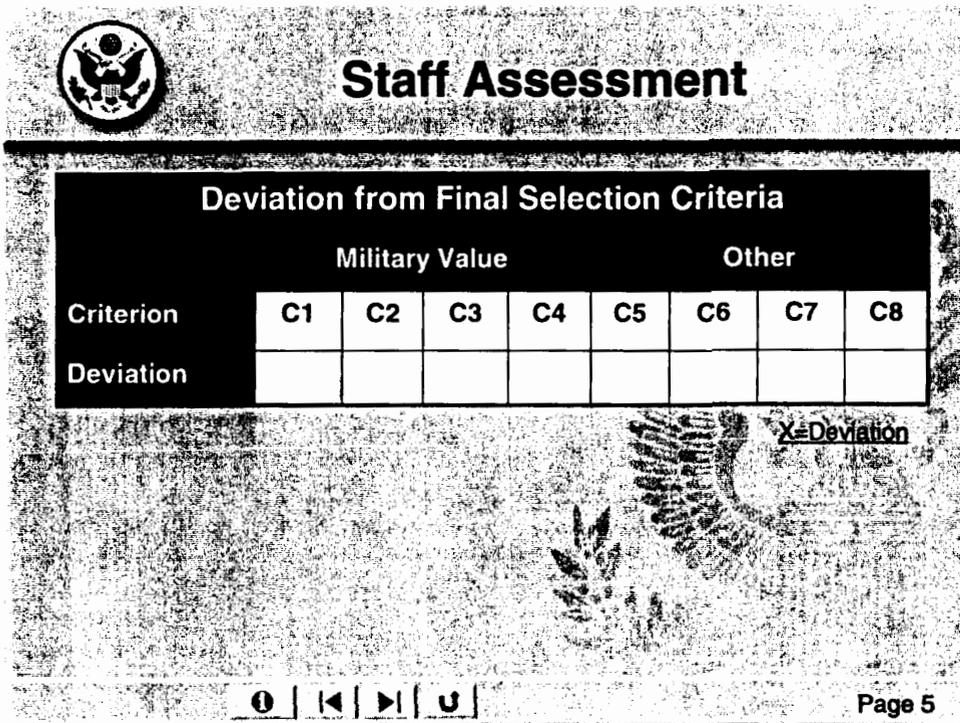
- \$199.1 Million One-time costs
- Payback: Never
- \$226.3 Million 20-year Net Present Value
- 790 Military and 21 Civilians

Page 4

The DoD justified this recommendation on the basis that an initial joint training site for the strike fighter program will enhance safe operations, improve maintenance, and enhance joint use of this new aircraft.

The one-time cost to implement this recommendation is \$ 199.1 million which will never be repaid from savings. The net present value of the cost for this recommendation through 2025 is \$ 226.3 million..

A total of 811 personnel (790 military and 21 civilians) are affected by this recommendation.



Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value					Other		
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

Page 5

Staff determined the Secretary of Defense did not deviate from BRAC criteria in making this recommendation.

Mister Chairman, this concludes my presentation regarding military postgraduate education. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.



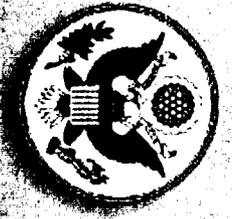
Sec. 128: Moody AFB, GA and Randolph AFB, TX

DOD Recommendation

1. Realign Moody AFB, GA as follows:

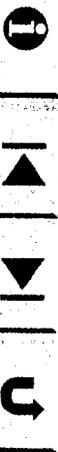
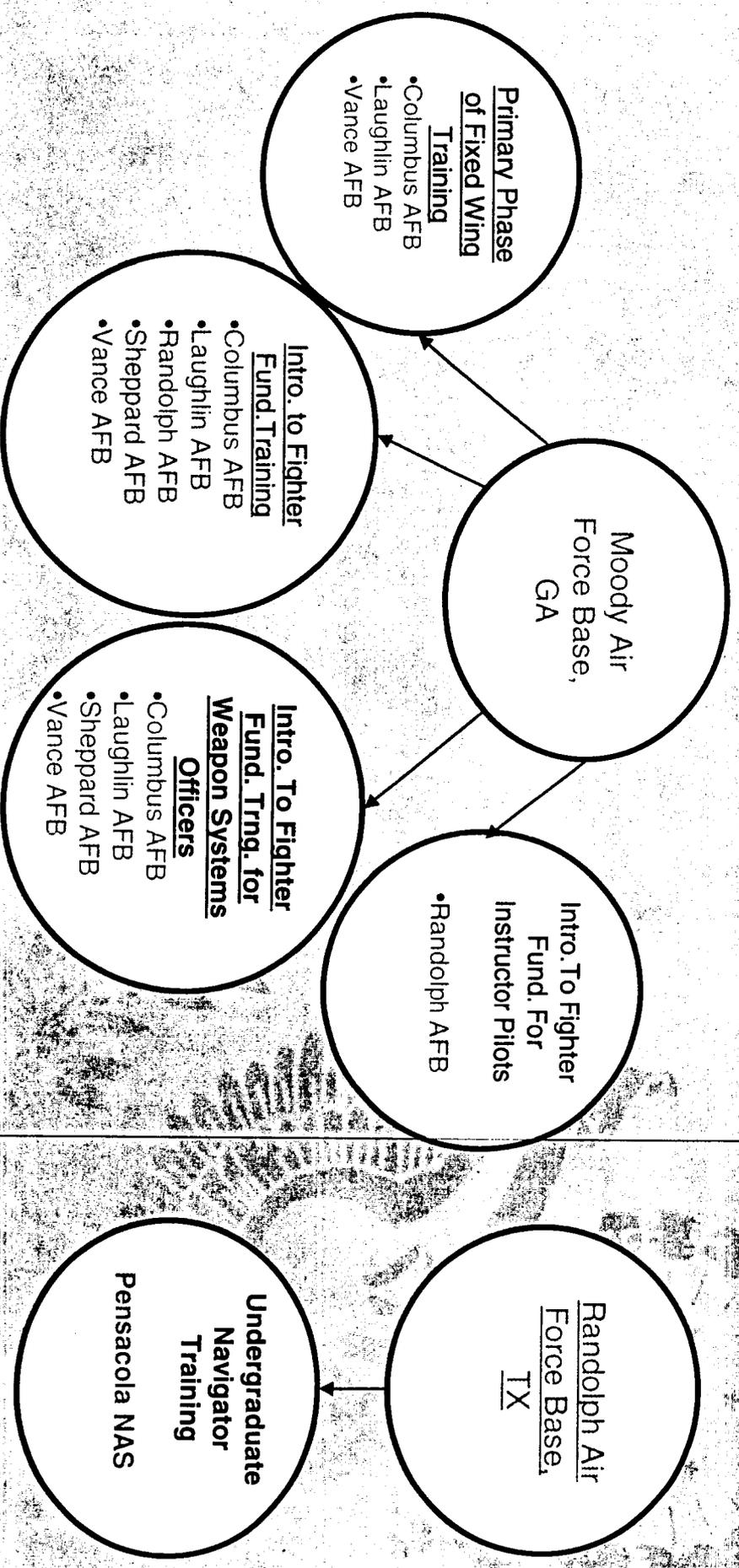
- relocate the Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

2. Realign Randolph AFB, TX by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.



Sec. 128: Moody Air Force Base, GA and Randolph AFB, TX

Associated Installations





Sec. 128: Moody AFB, GA and Randolph AFB, TX

DOD Justification

- Align and consolidate the Air Forces' primary phase of undergraduate flight training.
- Reduce excess/unused basing capacity
- Enhance jointness for undergraduate navigator training.
- Improve military value.

COBRA:

- \$71.7 million One-time costs
- 4 Year Payback
- (\$174.2) million 20-year Net Present Value
- 840 Military and 214 Civilians



Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value					Other		
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation





Sec. 128: Moody AFB, GA and Randolph AFB, TX

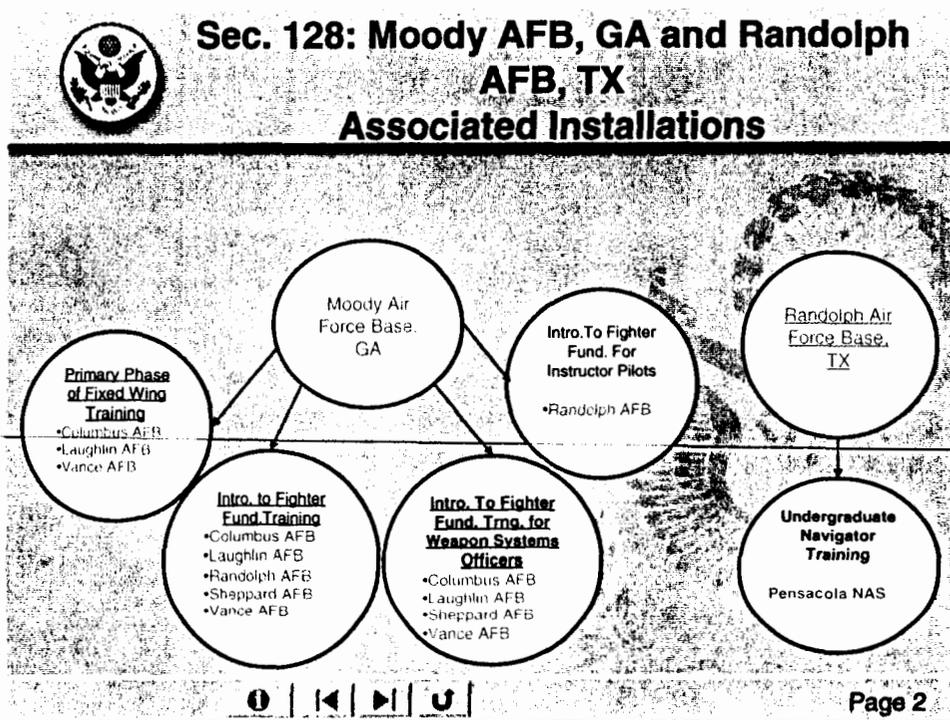
DoD Recommendation

1. Realign Moody AFB, GA as follows:

- relocate the Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

2. Realign Randolph AFB, TX by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

Recommendation 128 relocates the primary phase of fixed-wing pilot training, introduction to fighter fundamentals training, and undergraduate navigator training within the Air Force.



Specifically, this recommendation provides for the realignment of Moody Air Force Base by relocating

- The Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS; Laughlin AFB, TX; and, Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for pilots to Columbus AFB, MS; Laughlin AFB, TX; Randolph AFB, TX; Sheppard AFB, TX; and Vance AFB, OK.
- The Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus AFB, MS; Laughlin AFB, TX; Sheppard AFB, TX; and Vance AFB, OK., and
- The Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph AFB, TX.

It also provides for the realignment of Randolph Air Force Base by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

 **Sec. 128: Moody AFB, GA and Randolph AFB, TX**
DoD Justification

- Align and consolidate the Air Forces' primary phase of undergraduate flight training.
- Reduce excess/unused basing capacity.
- Enhance jointness for undergraduate navigator training.
- Improve military value.

COBRA:

- \$71.7 million One-time costs
- 4 Year Payback
- (\$174.2) million 20-year Net Present Value
- 840 Military and 214 Civilians

Net Impl Costs \$1.6M
Ann. Net Savings \$18.3M

 Page 3

The DoD justified this recommendation on the basis that it

- Aligns and consolidates the Air Forces' primary phase of undergraduate flight training.
- Reduces excess/unused basing capacity
- Enhances jointness for undergraduate navigator training.
- Improves military value.

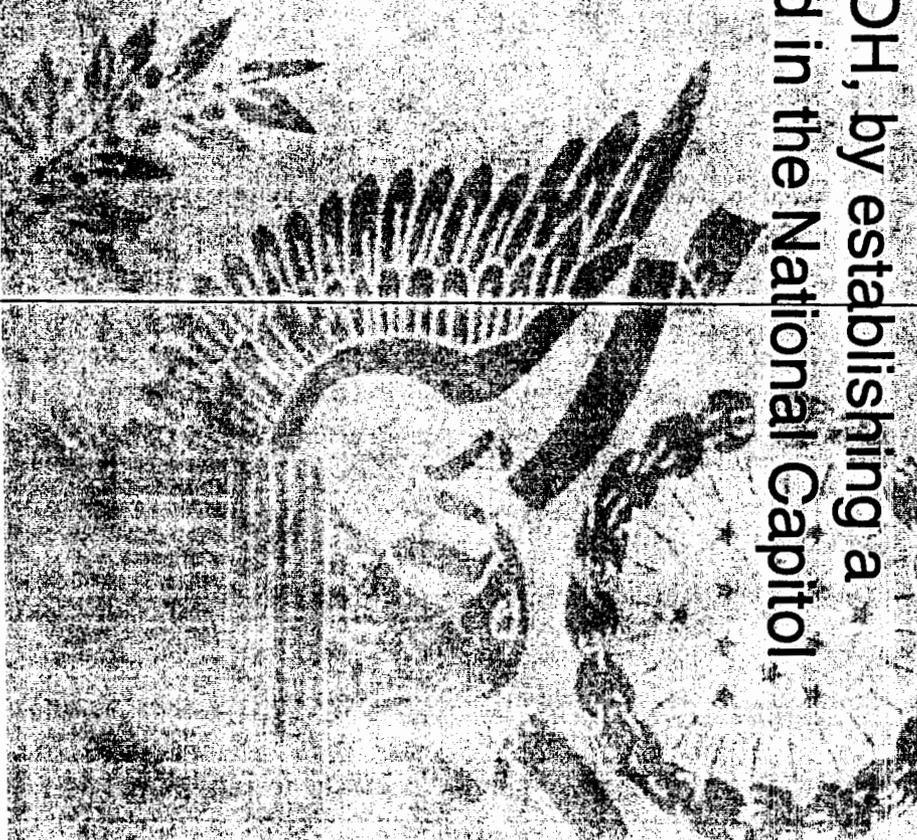
The one-time cost to implement this recommendation is \$ 71.7 million which will ~~never~~ be repaid from savings in four years. The net present value of the savings for this recommendation through 2025 is \$ 174.2 million..

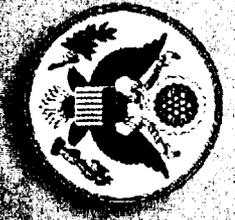
A total of 1054 people are affected by this recommendation.



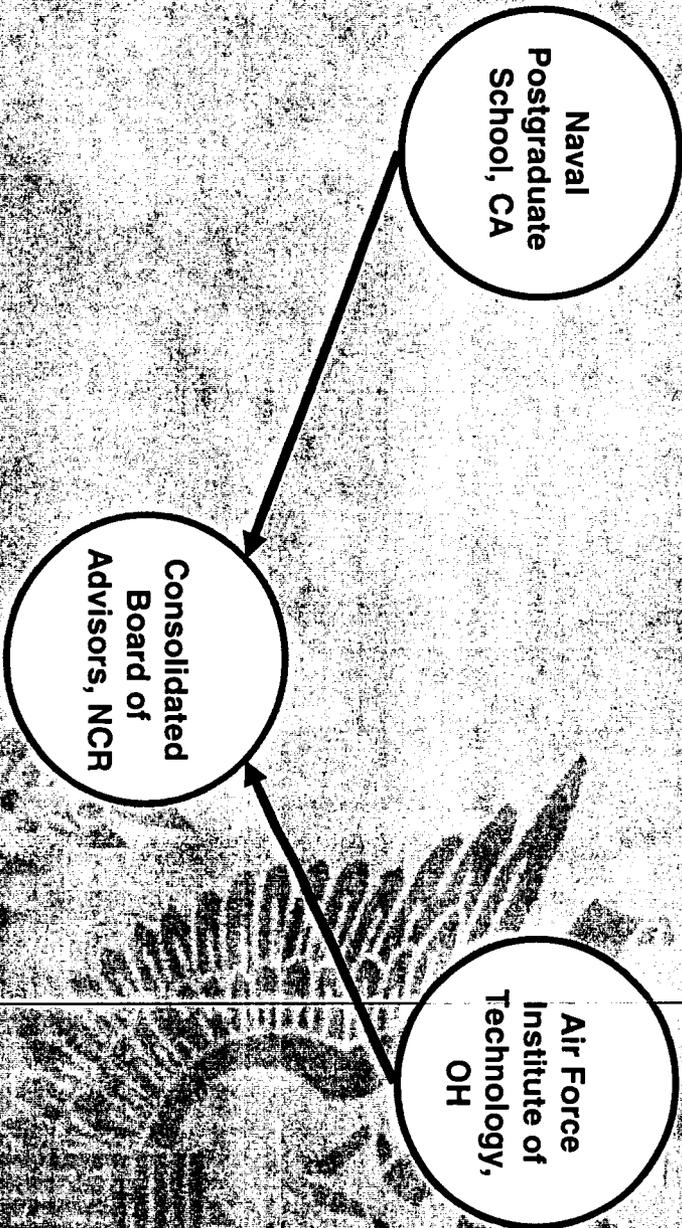
Additional Recommendation 6: Realign Postgraduate Education

- a. Realign the Naval Postgraduate School, CA and the Air Force Institute of Technology, OH, by establishing a single board of advisors located in the National Capitol Region





Additional Recommendation 6: Realign Postgraduate Education Affected Installations

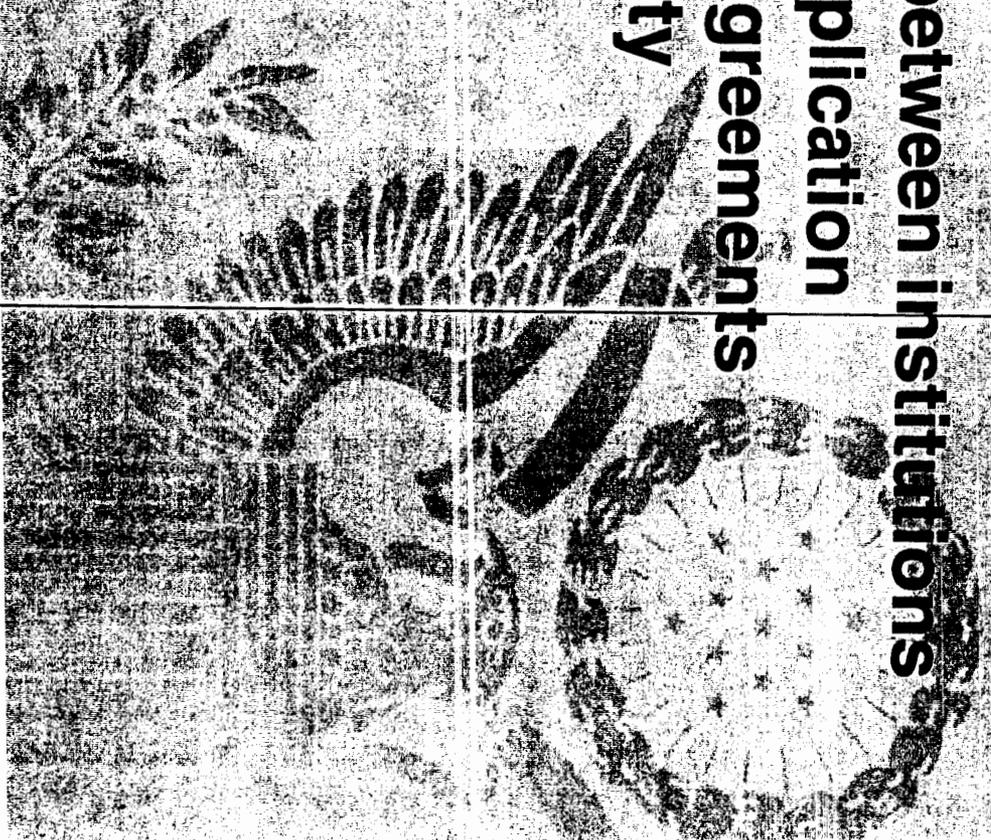




**Additional Recommendation 6:
Realign Postgraduate Education
Justification**

- **Increases cooperation between institutions**
- **Eliminate curriculum duplication**
- **Enhances cooperative agreements**
- **Eliminate excess capacity**

COBRA:

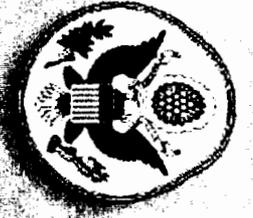




Additional Recommendation 6: Realign Postgraduate Education Issues

- C1.**
- Lack of collaboration in research and curriculum offerings

- C4.**
- Both institutions offer courses readily available in the private sector. Expanding non-resident instruction will reduce operating costs

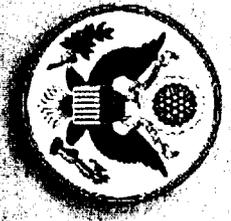


Staff Assessment

Deviation from Final Selection Criteria

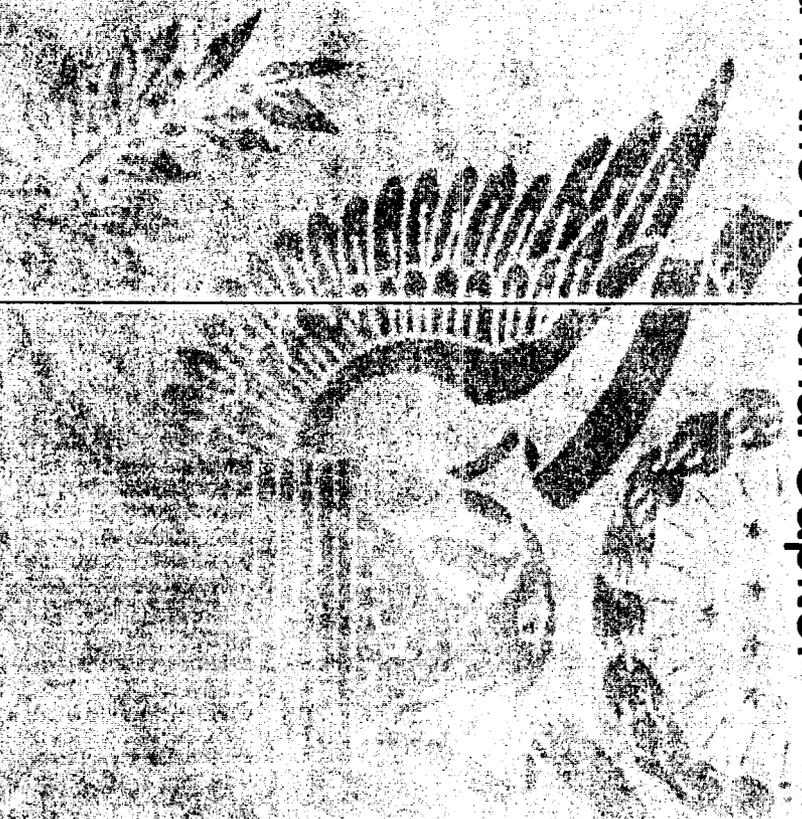
Criterion	Military Value					Other		
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation



Additional Recommendation 6: Realign Postgraduate Education

- a. Realign the Naval Postgraduate School, CA and the Air Force Institute of Technology, OH, by establishing a single board of advisors located in the National Capitol Region





Sec. 197: Scope

Three scenarios were analyzed

1. Consolidating the Naval Postgraduate School with the Air Force Institute of Technology at Wright Patterson Air Force Base,
2. Consolidating the Air Force Institute of Technology with the Naval Postgraduate School and the Defense Language Institute at Monterey, California, and
3. Privatizing postgraduate education conducted at the Air Force Institute of Technology, and consolidating support operations at the Naval Postgraduate School and Defense Language Institute.



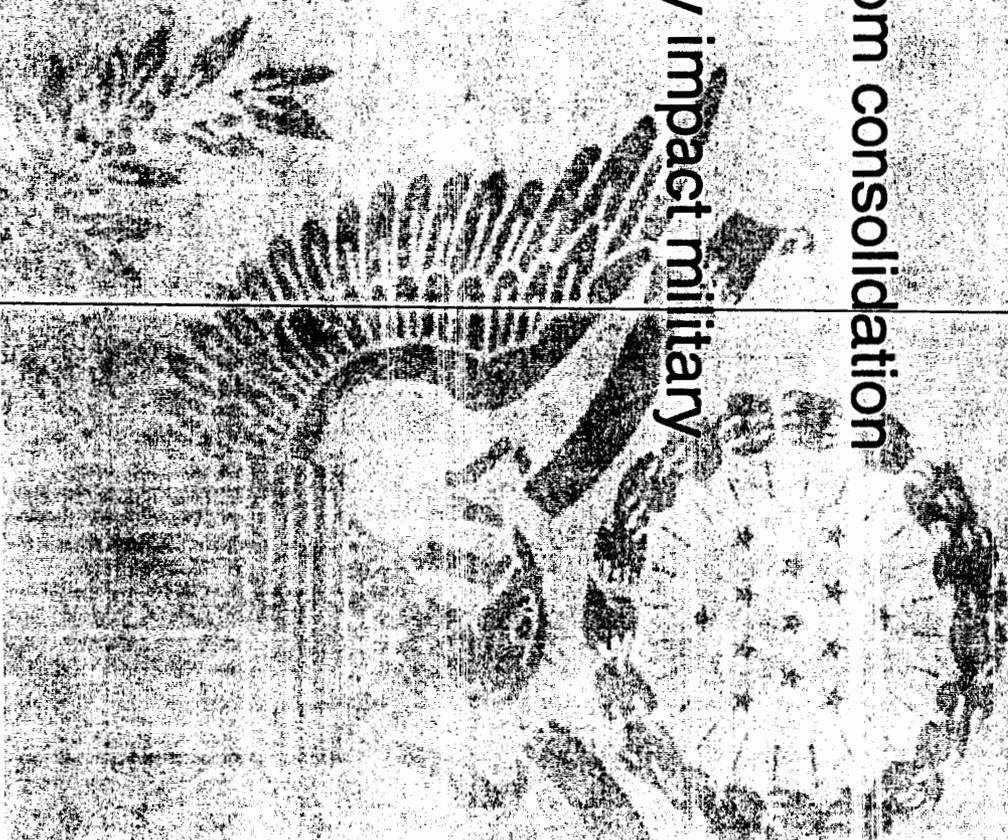
Sec. 197: COBRA Data

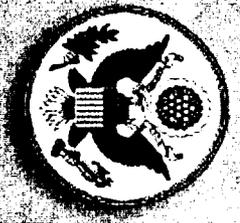
- The One-time costs, payback years, net present value of savings for the scenarios considered varied depending on
 - Where the schools were combined,
 - How many students were relocated,
 - How much faculty was realigned, and
 - The amount estimated for military construction



Sec. 197: Military Postgraduate Education Issues (cont.)

- Economies can be realized from consolidation
- Consolidation could negatively impact military postgraduate education
 - Accreditation issues
 - Loss of research projects
 - Loss of faculty





Sec. 197: Postgraduate Education Issues (cont.)

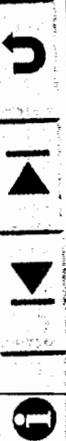
- The Military value of the schools can be improved and economies realized without consolidation.
- Recently, the schools have developed an alliance to improve postgraduate program coordination.
 - Agreements
 - More needs to be done
- An empowered Alliance could provide the needed transformational emphasis to address the real challenges.
 - Duplication in curriculums between the schools
 - Under-emphasized collaboration opportunities
 - Research that could be shared,
 - Unused capacity.

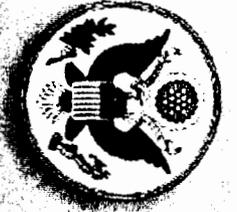
Sec. 197: Postgraduate Education Consideration



In summary

- The Defense Language Institute should be operated and managed separately.
- The postgraduate education programs operated by the Navy and Air Force are important to our national defense.
- The services need to begin managing postgraduate education with a different joint perspective.
- Consolidation of the schools pose risk to the continued success of the programs.
- A Joint Board of Governors for the Naval Postgraduate School and Air Force Institute of Technology would meet transformational needs.





Additional Recommendation 6: Realign Postgraduate Education

COBRA DATA

	Scenario 1	Scenario 2	Scenario 3
One Time Cost	\$428.6 M	\$121.0 M	\$66.3 M
Net Implementation Cost/Savings	\$417.0 M	(\$133.9 M)	(\$172.9 M)
Annual Recurring Cost/Savings	(\$7.3 M)	(\$18.0 M)	(\$19.5 M)
Payback Period	100+ years	Immed.	Immed
Net Present Value at 2025 Cost/Savings	\$311.0 M	(\$301.6 M)	(\$353.7 M)



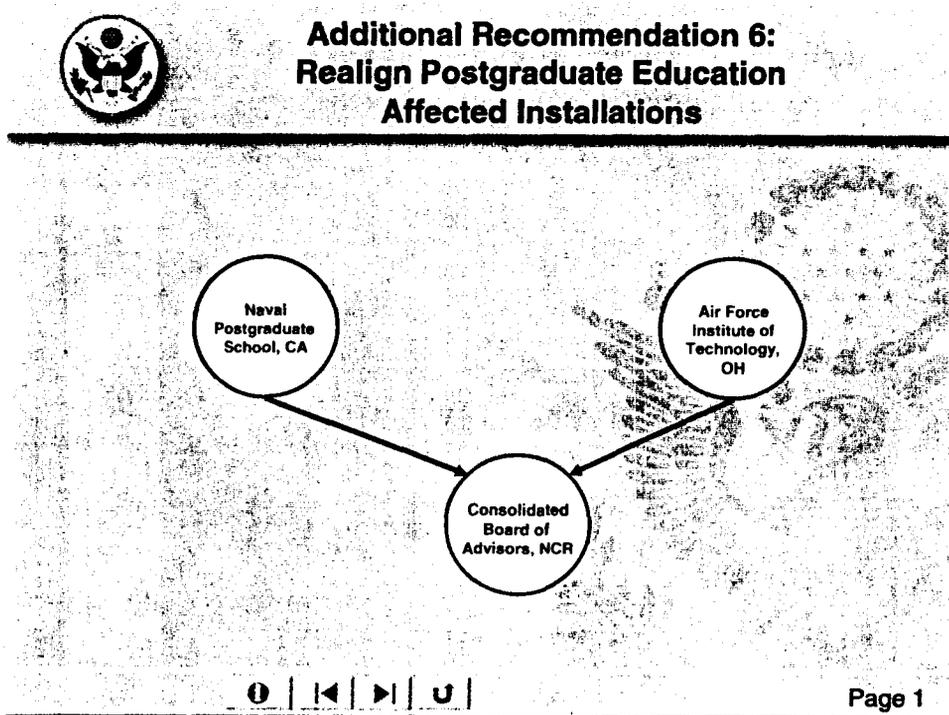
Additional Recommendation 6: Realign Postgraduate Education

- a. Realign the Naval Postgraduate School, CA and the Air Force Institute of Technology, OH, by establishing a single board of advisors located in the National Capitol Region



Mr. Chairman and Commissioners,

This presentation provides the results of our analysis of a recommendation added by the Commission, at its July 19th hearing. It concerns postgraduate and language education programs operated by the Departments of the Navy, Air Force, and Army.



This recommendation proposes that a single board be established for the Naval Postgraduate School and Air Force Institute of Technology for curriculum and collaboration matters. This board would be empowered to direct changes at the schools.

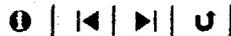
Our analysis also included the Defense Language Institute. However, we do not believe that the curriculums or management operations at DLI lend themselves to consolidation with the postgraduate schools.



Additional Recommendation 6: Realign Postgraduate Education Justification

- **Increases cooperation between institutions**
- **Eliminate curriculum duplication**
- **Enhances cooperative agreements**
- **Eliminate excess capacity**

COBRA:



This recommendation is justified on the basis that increased coordination and cooperation between the Naval Postgraduate School and the Air Force Institute of Technology would eliminate curriculum duplication, enhance cooperative agreements for instruction and research, and eliminate excess capacity.

There is no COBRA data to present for this recommendation. Its cost, we believe, will be modest, and involve primarily travel expenses and honorarium fees. The benefits and savings in instructional, research, and operating costs, however, could be substantial.

**Additional Recommendation 6:
Realign Postgraduate Education
Issues**

C1.

- Lack of collaboration in research and curriculum offerings

C4.

- Both institutions offer courses readily available in the private sector. Expanding non-resident instruction will reduce operating costs

Page 1

This slide
summarizes
the issues
associated
with this
recommendation.

In December of 2002, the Secretaries of the Air Force and Navy developed a Memorandum of Understanding, commonly called the Educational Alliance, to improve coordination between the Naval Postgraduate School and the Air Force Institute of Technology. Joint boards for meteorology, space, acquisition, and aeronautical engineering were established, and some programs in these areas were consolidated.

However, primarily because the Alliance has no enforcement powers, little else has been achieved despite the fact that the group's studies identified

- Significant duplication in curriculums between the schools,
- Under-emphasized collaboration opportunities,
- Research that could be shared,
- And significant unused capacity.

Under its present charter, the joint service educational alliance has no authority to impose change regardless of the findings of its study groups. As a result, the tough issues - - curriculum duplication- - under-emphasized collaboration opportunities- - and excess capacity - that could result in significant savings and improvement remain.

STAFF ASSESSMENT FOUND NO DEVIATION
FROM THE FINAL SELECTION CRITERIA AND
FORCE STRUCTURE PLAN FOR THIS
RECOMMENDATION



Additional Recommendation 6: Realign Postgraduate Education

- a. Realign the Naval Postgraduate School, CA and the Air Force Institute of Technology, OH, by establishing a single board of advisors located in the National Capitol Region



Mister Chairman, this concludes my presentation ~~(regarding military postgraduate education)~~ I'll gladly address any questions that you ~~(or the other Commissioners may)~~ have prior to any motions you might make.



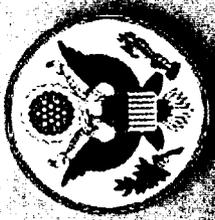
Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value					Other		
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

DCN: 11921

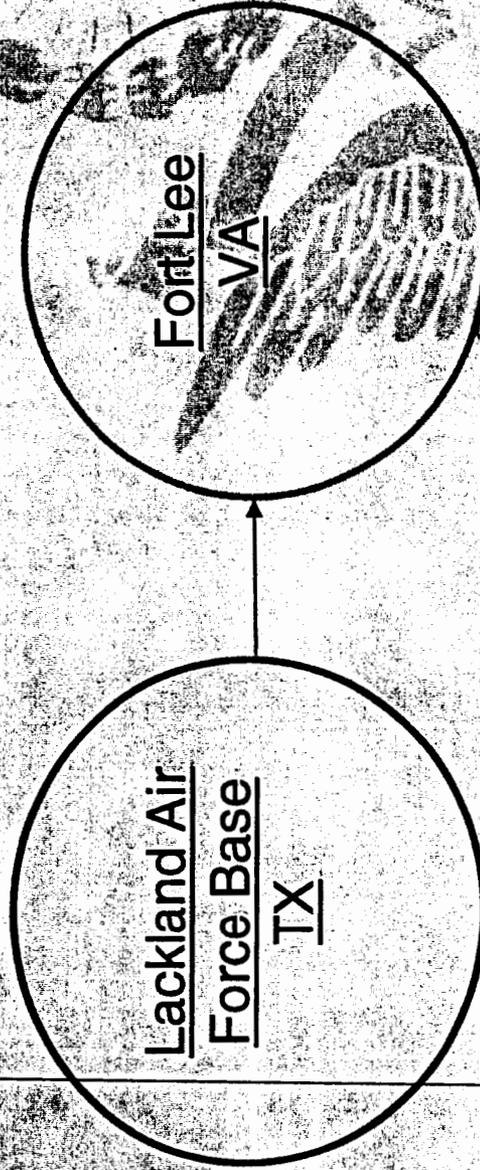
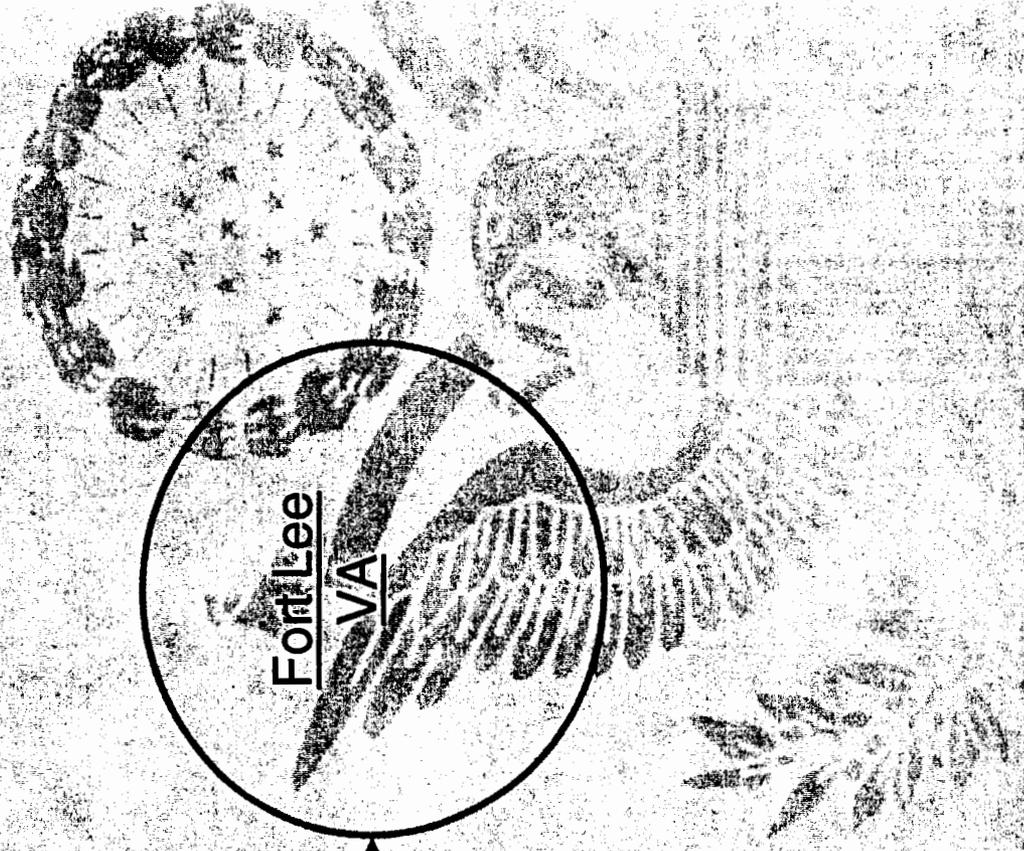
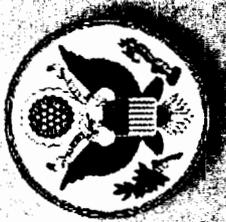


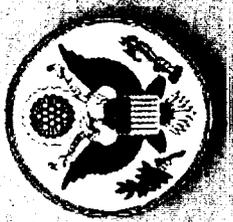
Sec. 123: Fort Lee, VA DoD Recommendation

Realign Lackland AFB, TX, by relocating Culinary training to Ft. Lee, VA, establishing a Joint Center of Excellence for Culinary Training.



Sec. 123: Fort Lee, VA Associated Installations





Sec. 123: Fort Lee, VA

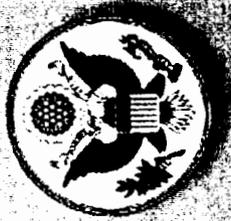
DoD Justification

DCN: 1192

- Eliminates redundancy
- Consolidates like schools while preserving service unique culture
- Consolidating like training produces the greatest overall military value through increased training efficiency at a lower cost.

COBRA:

- \$5.0 M One-time costs
- 4 Year Payback
- (\$16.1) M 20-year Net Present Value
- 276 Military and 0 Civilians



Staff Assessment

DCN: 1192

Deviation from Final Selection Criteria

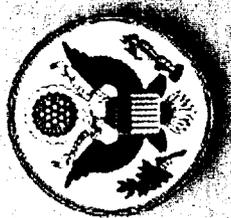
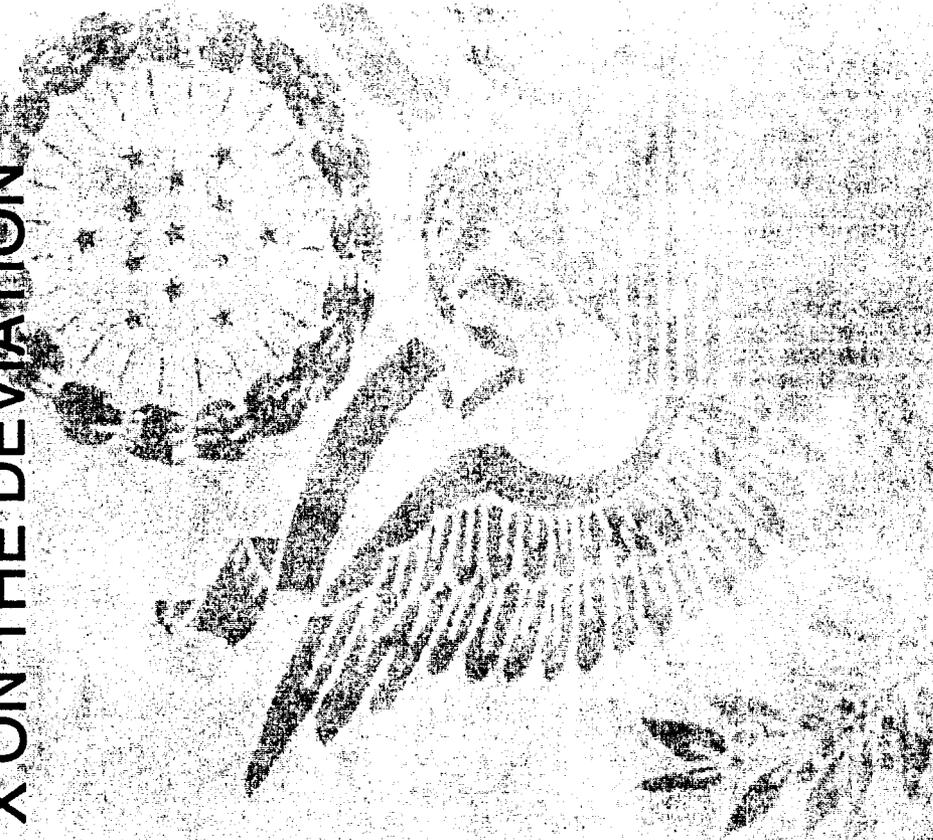
Military Value Other

Criterion	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

BACKUP SLIDES

- USE ONLY IF YOU ENTER AN X ON THE DEVIATION LIST

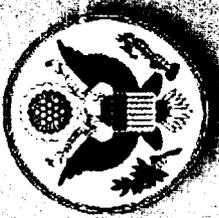




Sec. 123: Fort Lee, VA Cost & Savings (C5)

	DoD COBRA Run	R&A COBRA Run
One Time Cost	\$5.0 M	\$27.0 M
Net Implementation Cost	\$2.9 M	\$21.0 M
Annual Recurring (Savings)	(\$1.4 M)	(\$1.07 M)
Payback Period	4 years	41 years
Net Present Value at 2025	(\$16.1 M)	10.6 M

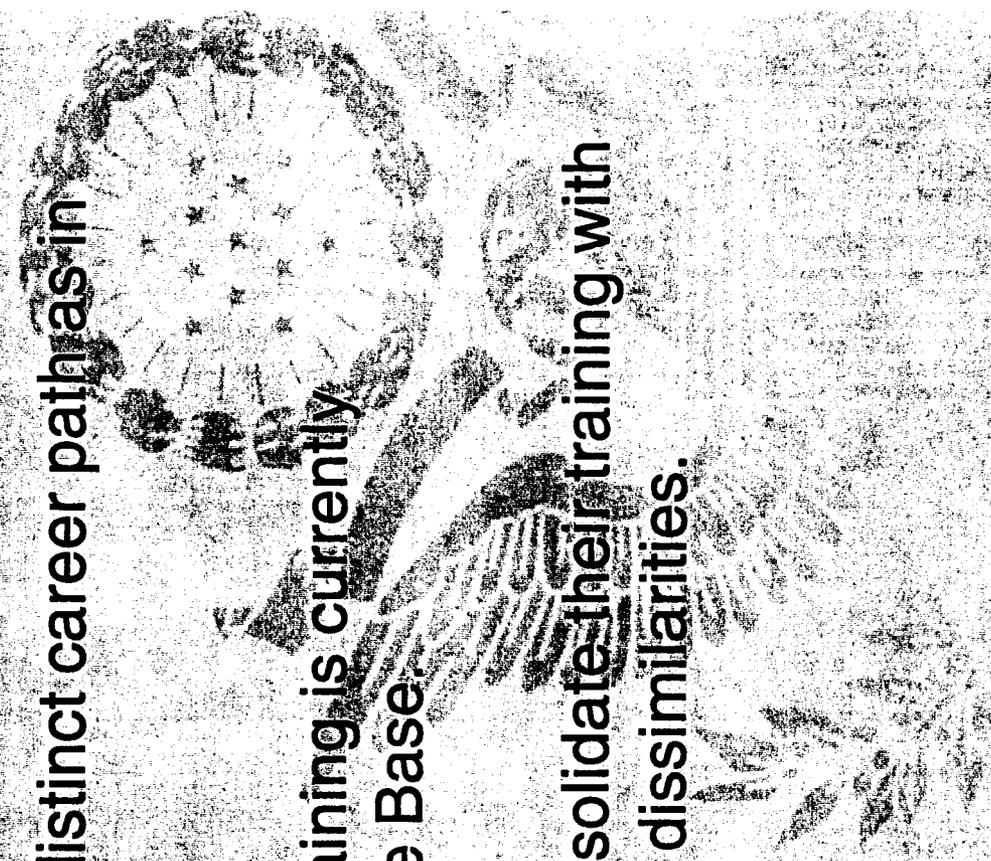


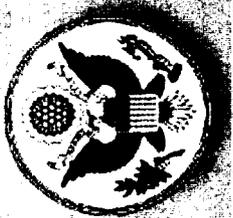


Sec. 123: Fort Lee, VA Issues

DCN: 11921

- (C-1) Air Force Culinary not a distinct career path as in the Navy.
- Navy and Air Force Culinary training is currently combined at Lackland Air Force Base.
- The Navy is planning to de-consolidate their training with the Air Force due to curriculum dissimilarities.





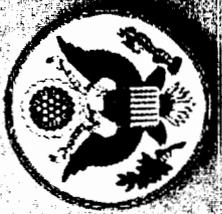
Sec. 123: Fort Lee, VA Issues (cont.)

DCN: 1192

(C-5) After many years of being consolidated with the Air Force, the Navy is moving its culinary training from Lackland Air Force Base to Great Lakes Naval Base.

- **Differences in service unique cultural issues cited as reason.**
- **Navy has authorized the expenditure of \$ 1.4 million for renovation of facilities to house culinary training.**
- **Canceling contracts let for the Navy's move to Great Lakes would incur a \$500 thousand one-time cost to DoD that is not included in the COBRA for this recommendation.**





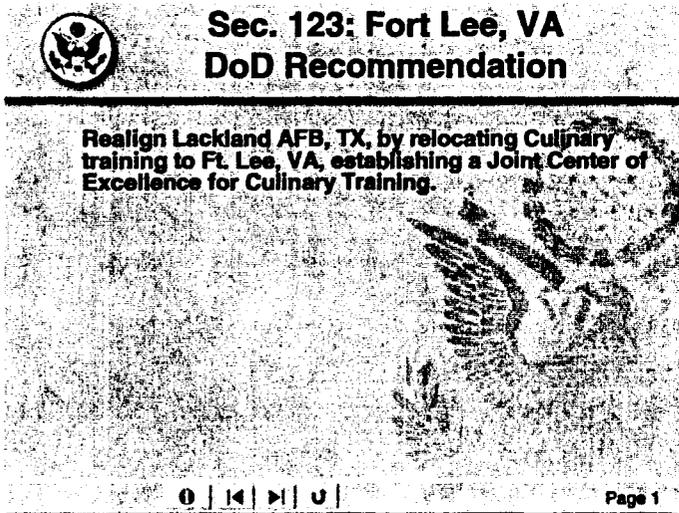
Sec. 123: Fort Lee, VA Issues (cont.)

DCN 1192

(C-5) DoD's original COBRA analysis shows that \$4.02 million in military construction funds are required for this action.

Ft. Lee officials provided detailed data and engineering estimates, by building, that shows there is a MILCON requirement of \$25.05 million.

- OSD could not confirm or refute the accuracy of the Fort Lee estimate, but reiterated that only the DoD data is certified.
- If the Fort Lee estimate is correct, the payback period increases from 1 to 41 years, and the NPV of the action, through 2025, changes from a savings of \$16.1 million to a cost of \$10.6 million.
- If the actual MILCON requirement is halfway between the DoD and Fort Lee estimates (\$15M) then a saving from this action is eradicated.



Mr. Chairman and Commissioners,

Recommendation 123 proposes the establishment of a joint center of excellence for culinary training at Fort Lee, VA.

The diagram features a circular icon of an eagle with wings spread, perched on a shield, located in the top left corner. To its right is the section header "Sec. 123: Fort Lee, VA Associated Installations". Below this header, two circles are connected by a horizontal line. The left circle contains the text "Lackland Air Force Base TX". The right circle contains the text "Fort Lee VA" and a stylized eagle graphic. At the bottom of the diagram, there is a navigation bar with icons for home, back, forward, and refresh, followed by the text "Page 2".

This recommendation provides for the relocation of instructors and students from the Air Force Culinary School at Lackland Air Force Base, TX to Fort Lee, VA.

**Sec. 123: Fort Lee, VA
DoD Justification**

- Eliminates redundancy
- Consolidates like schools while preserving service unique culture
- Consolidating like training produces the greatest overall military value through increased training efficiency at a lower cost

COBRA:

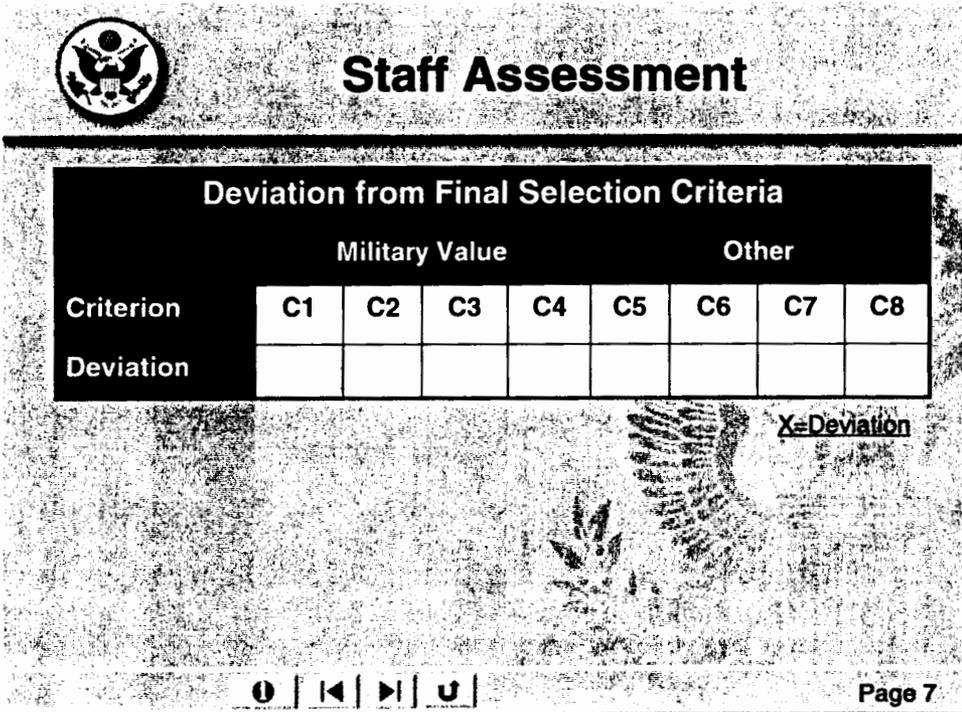
- \$5.0 M One-time costs
- 4 Year Payback
- (\$16.1) M 20-year Net Present Value
- 276 Military and 0 Civilians

Page 3

The DoD justified this recommendation on the basis that a center of excellence for culinary training will eliminate redundancy in training similar skills, consolidate like training at one location to produce the greatest overall military value through increased training efficiency at a lower cost, and consolidate like schools while preserving service unique culture.

The one-time cost to implement this recommendation is \$ 5.0 million, with a payback period of 4 years. The net present value of savings from this recommendation through 2025 is \$ 16.1 million.

A total of 276 personnel (all military) are affected by this recommendation.



Staff Assessment

Deviation from Final Selection Criteria

Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X=Deviation

Page 7

Staff determined the Secretary of Defense did not deviate from the BRAC criteria in making this recommendation.

Mister Chairman, this concludes my presentation. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.