

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF JANUARY 05, 2005

The Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Mr. Dominguez, presided over the 38th meeting of the E&T JCSG as acting chair. Attendee List is at Attachment 1. Col Dan Woodward, Chief of the Forces Division in J8 and the Joint Staff lead for BRAC, briefed E&T JCSG Principals on the process to solicit and forward specific Combatant Commander comments on BRAC scenarios to the appropriate Joint Cross Service Groups and Military Departments (Attachment 2). So far, five E&T JCSG scenarios have been commented upon by at least one COCOM. J-8 is requesting the E&T JCSG to provide feedback on COCOM comments by February 15, 2005. BG Maffey, the J-7 Principal to the E&T JCSG, said his office would collect comments from E&T subgroups and forward to Col Woodward. Subgroups can provide comments by memo. After Col Woodward departed, Mr. Dominguez commented upon the status of E&T Subgroups' Scenario Data Calls and presented some administrative business. Subgroups were reminded to ensure Scenario Development information was treated appropriately and provided only to those individuals who have a need-to-know and have signed a non-disclosure statement. For future meetings, paper copies of the presentations will not be provided at the meetings.

BG Maffey and Col Lynes briefed the Professional Development Education (PDE) Subgroup status update (Attachment 3). All proposed candidate recommendations should be complete and ready to brief to the JCSG by 27 January. A summary of the discussion follows.

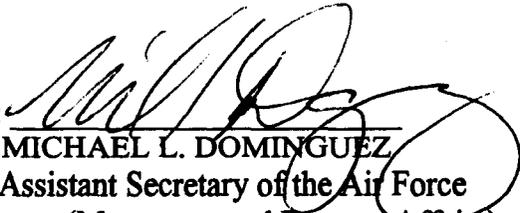
- Conflicting scenarios exist in each PDE category; the subgroup asked for clarification on whether the E&T JCSG would forward a single scenario or multiple scenarios for ISG consideration when several alternatives were reviewed. The E&T JCSG indicated, when possible, the best options from all the alternatives explored by the subgroups would be forwarded to the ISG as a candidate recommendation. However, there could be situations when more than one option is forwarded (e.g. flight training).
- PDE also surfaced an issue regarding MILCON costs associated with E&T JCSG Scenario 0025: "Realign Senior Service Colleges in place." The Army and Air Force reported no costs; while the Navy reported \$21.3M with this status quo scenario. There was concern that since the Process for Accreditation of Joint Education (PAJE) trips to the United States Army War College and the Air War College identified physical plant shortcomings that must be addressed prior to their next accreditation trips; potential cost savings from avoided MILCON may not be captured.
 - The input for all three Services should be zero. The costs associated with addressing any shortcomings prior to accreditation are not BRAC-related. In order to capture the associated costs, the scenario would have to provide a new mission for the gaining installation then the losing installations would provide any MILCON funds allocated in the FYDP as cost avoidance.

- The final issue surfaced concerned E&T JCSG Scenario 0012 “Realign Defense Resource Management Institute (DRMI) with Defense Acquisition University (DAU) at Fort Belvoir.” The subgroup anticipates potential pushback from OSD(C)/CFO regarding realignment of DRMI from USD(C)/CFO control to USD (AT&L) control. This scenario would provide a 20 year NPV of -7.2 with a ROI of 3 years. Key elements of one time costs included a required civilian RIF, moving of civilian personnel and disposal of all unique pieces of Lab equipment. Steady-state savings included lower civilian salaries (lower locality rates) and reduced overhead. Criteria 6-8 analysis revealed no significant issues to adversely affect this scenario as a candidate recommendation. The subgroup will complete analysis for realignment and report back to the E&T JCSG.
- PDE then briefed the Criteria 5-8 analysis for 4 scenarios. The first three (Scenarios 0003, 0022 and 0023) were alternatives for Graduate Education. The fourth scenario was a stand alone for other full-time education.
 - E&T JCSG Scenario 0003 “Privatize PDE function at NPS and AFIT.” Both AFIT and NPS state that their respective institutions offer military-specific degrees that cannot be obtained from civilian universities across the nation. Service subject matter experts assigned to the PDE Subgroup indicated most can be obtained at civilian institutions. One-time costs include personnel (e.g., civilian RIF and early retirement actions), overhead and movement (e.g., civilian PCS and IT movement costs) and disposal of all unique pieces of Lab equipment (e.g., linear accelerators, radars, wind tunnels and mainframe restart). Steady-state savings are recurring saving consisting of personnel, O&M, and overhead (lower cost of living). It takes 1 year in this scenario to recoup investment costs. Net Present Value (NPV) is depicted as a number in COBRA and in this case represents a cost in FY05 dollars. For Criteria 6 (Economic Impact), there was nothing significant to derail this scenario, but the 2.3% increase in unemployment for Monterey Region is noted. No issues were found for Criteria 7 (Community Infrastructure) or Criteria 8 (Environmental Profile).
 - The E&T JCSG asked the subgroup to check if costs to change the fundamental business practices that this scenario would drive had been captured in the analysis. If not, include these in a new COBRA run.
 - Additionally, the E&T JCSG recommend the subgroup note in their analysis that 2,828 military personnel would be in civilian community environments without the support of a base infrastructure. There could be tangible and intangible costs associated with this action that would be hard to capture.
 - *The E&T JCSG approved this scenario as a candidate recommendation.*
- Criterion 5-8 for E&T JCSG Scenario 0022 “Disestablish AFIT graduate education function at Wright-Patterson AFB. Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA.” AFIT is composed of three departments: Graduate Education, Professional Continuing Education (PCE – courses of 20 weeks or less) and AFIT/CI. This scenario only affects the Graduate Education requirements of the Air Force and the Navy; the Army is already privatized. One-

time costs were calculated at \$62.6M. Key elements of one-time costs include MILCON, personnel, overhead, moving and other (e.g., furniture, fixtures, environmental mitigation costs). The key elements of savings included BOS savings and civilian salaries by eliminating 53 positions. Additional savings are possible if the Air Force projected 71% increase in throughput (1,097 students) is not realized. Two issues were noted in the analysis of Criteria 6-8. In Criteria 7 (Community Infrastructure), the Monterey community has adequate medical capabilities, but most local providers do not accept TRICARE payments. Currently students and faculty must drive long distances to locate TRICARE (medical) providers. Adding the significant Air Force student load to the community will only magnify this long standing quality of life issue. The Environmental Profile (Criteria 8) revealed NPS has only 16 unrestricted acres for development, which might impact construction of the 58,000 square foot building and parking facility. Navy is verifying if these are contiguous areas and the impact on MILCON requirements for the Instruction Building and parking garage. *E&T JCSG agreed with the subgroup analysis and disapproved this scenario as a candidate recommendation.*

- E&T JCSG Scenario 0023 “Consolidate NPS & AFIT with Service Academies”. Based on a return on investment (ROI) of 100+ years for the Air Force and never for the Navy and a \$300M MILCON requirement for both Service, this scenario was impractical as a candidate recommendation. *E&T JCSG agreed with the subgroup analysis and disapproved this scenario as a candidate recommendation.*

The next scheduled meeting of the E&T JCSG is Wednesday, January 6, 2005.

Approved: 

MICHAEL L. DOMINGUEZ
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)
Acting Chairman, Education & Training
Joint Cross-Service Group

Attachments:

1. List of Attendees, January 05, 2005
2. J8 Briefing Slides
3. E&T JCSG Briefing Slides

Copies:

1. OSD BRAC Office

DCN: 11931

Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

2. E&T JCSG Coordination Team
3. DoD IG

Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

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**BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
January 5, 2005**

Attendees

Members:

- Mr. Michael L. Dominguez, Assistant Secretary of the Air Force (Manpower and Reserve Affairs)
- VADM G. Hoewing, USN, Chief Navy Personnel (N1)
- BG Tom Maffey, USA, JCS VDJ-7
- BGen Thomas Conant, USMC, Deputy Director, Training and Education Command
- Mr. James Gunlicks, Army G-3 Training (DAMO-TR)

Others:

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness
- Mr. Bob Howlett, E&T JCSG Coordination Team
- Ms. Nancy Weaver, E&T JCSG Coordination Team
- Ms. Marsha Warren, Ctr., E&T JCSG Coordination Team
- Col Joanna Shumaker, USAF, AF DPX
- RADM George Mayer, USN, Chairman, Flight Training Subgroup
- CAPT Bill Wilcox, USN, N1D
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Col James Briggs, USAF, AETC/DOO, Specialized Skill Training Subgroup
- Col Jerry Lynes, USMC, Division Chief, Joint Education & Doctrine, J-7
- CAPT Cathy Osman, USN, JCS/J-7, JEB
- Col Sam Walker, USAF, E&T JCSG, PDE Subgroup
- Col Bob Yauch, USAF, PDE Subgroup
- Major J. Silberfarb, USMC, PDE Subgroup
- CPT William Taylor, USA, J-7, PDE Subgroup
- Mr. Bob Harrison, DAMO-TR
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DoD/IG
- Capt Ernest Wearren, USAF, AF-BRAC Office
- Col Dan Woodward, Chief of the Forces Division, J8 & Joint Staff BRAC-POC



Professional Development Education

Overview

- **Scenario Candidate Recommendation Timeline**
- **Criteria 5-8 Summary**
 - **E&T JCSG 003** — Privatize PDE function at NPS and AFIT
 - **E&T JCSG 0022** — Consolidate AFIT & NPS PDE Functions at NPS
 - **E&T JCSG 0023** — Consolidate NPS & AFIT with Service Academies
 - **E&T JCSG 0012** — Realign Defense Resource Management Institute (DRMI) with DAU at Fort Belvoir



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INSTALLATIONS RECOMMENDED FOR ADDITION TO THE SECDEF LIST

RECOMMENDED INSTALLATION:

Naval Postgraduate School (NPS), CA
Air Force Institute of Technology (AFIT), Ohio
Defense Language Institute, Monterey, CA

RATIONALE FOR RECOMMENDATION:

This recommendation will consolidate the Professional Development Education (PDE) currently provided by the Air Force Institute of Technology (AFIT), the Naval Postgraduate School (NPGS), and the Army's Defense Language Institute (DLI). This recommendation will provide significant savings and efficiencies to the Department of Defense by (1) eliminating duplicate masters program courses, (2) reducing infrastructure and operating support requirements, and (3) consolidating command and instructional staff. The consolidation will also enhance the military value of DOD facilities in the Monterey California area.

ASSOCIATED DOD RECOMMENDATIONS:

DOD did not recommend any changes to its PDE programs, although several scenarios were developed and analyzed. The most far-reaching of these scenarios (which was removed from the DOD list only days before finalization) recommended the elimination of all postgraduate education courses from the NPS curriculum and reliance on public universities/colleges for these education needs.

RELEVANT COST DATA:

COBRA data for consolidation of the NPGS and AFIT programs shows a savings of only \$29 million in the period FY 06-11. We do not know what additional savings would result for the inclusion of DLI in the consolidation. However, we believe the data used by DOD in its analysis has caused a serious understatement of savings. For example,

- Data provided by the Air Force projected a 71% increase in student throughput for the analysis period;
- MILCON costs for the consolidation far exceed the guidance shown in the DOD Facilities Pricing Guide; and,
- Only 53 civilian and no military personnel spaces were eliminated by the analysis.

DID DOD EXPLORE THIS SCENARIO?

Scenario E&T-0022 recommended the consolidation of AFIT and NPGS courses. However, the scenario did not include DLI despite its close proximity to NPGS. Scenario E&T-0022 was eliminated from consideration in favor of a more preferred scenario that proposed the complete privatization of all post-graduate education.

On May 2, 2005, the Navy in an Executive session of the IEC, recommended that all education scenarios be withdrawn from the BRAC process because "...education is a core competency of the Department and relying on the private sector to fulfill that requirement is too risky."

OTHER FACTORS:

- This recommendation only affects the Graduate Education requirements of the services. It does not affect the
 - Army War College
 - Naval War College
 - Air University
 - Command and General Staff College
 - National War College
 - Naval and Air Force

This recommendation combines parts of several scenarios explored by DOD. The idea is to establish a Joint Center of Excellence for postgraduate education in Monterey California (see attached chart). This center would consolidate AFIT, NPS, and DLI courses at the facilities currently operated by the Navy and DLI. Establishing such a Center is in keeping with DOD's emphasis on creating maximum military synergy. Significant savings would be achieved through:

- Establishing a single BOS structure for the Center. This would result in significant savings through the elimination of support personnel at PGS/DLI and AFIT.
- Combining core curriculum courses that are now taught at both the PGS and AFIT. This would allow a reduction in staff positions and significant cost savings.
- Additional savings would be realized through reduced instructional development costs.

**BRAC 2005 Infrastructure Executive Council (IEC)
Meeting Minutes of April 18, 2005**

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

Mr. Philip Grone, Deputy Under Secretary of Defense (I&E), opened the meeting by summarizing the agenda. Mr. Grone also mentioned that all three Military Departments had recently provided the Secretary of Defense with an overview of their BRAC efforts.

Mr. Grone then turned the meeting over to Dr. William Winkenwerder, Assistant Secretary of Defense (Health Affairs), who briefed the IEC on the Uniformed Services University of Health Services (USUHS). His brief emphasized concerns over the candidate recommendation that would close the university, making the following points:

- Future wars demand highly trained specialists that USUHS currently provides.
- USUHS is a world-class platform that has not achieved its potential.
- USUHS's mission, capabilities and potential are vital to DoD.
- Retaining USUHS is necessary to ensure that the National Military Medical Center created by the merger of Bethesda and Walter Reed is a world-class medical center.

After Dr. Winkenwerder's brief, IEC members discussed the financial benefits of closing USUHS and Lt Gen George Taylor, Chairman of the Medical Joint Cross-Service Group (JCSG), offered details on the group's analysis that support the university's closure. He summarized by stating that the issue comes down to whether the benefit that USUHS could bring to the new National Military Medical Center would outweigh the savings that the Department would forego if it retains USUHS.

Mr. Grone continued the brief by reviewing the proposed BRAC Commission Schedule, noting that all of the Commission's meetings are public events (except for the classified information discussions) and they must publish their meeting schedule in the Federal Register 15 days in advance of all meetings. Mr. Grone also briefed IEC members on the BRAC rollout plan, highlighting the emerging themes and required actions. Several IEC members raised suggestions for the themes, focusing on strengthening the explanation of military value and the way in which the Department ensured it retained a surge capability. Mr. Grone used the attached slides (11-18) to review details of the BRAC Report Outline, Quantifying Results, and Tasks Remaining.

Mr. Grone began the Decision Brief by introducing five candidate recommendations for discussion that were resubmissions to the IEC. A summary of them and the IEC's decisions follow:

- TECH-0005R - Joint Center for Rotary Wing RDAT&E: Approved
- TECH-0018DR - Joint Center for Weapons and Armaments: Approved
- TECH-0042AR - C4ISR RDAT&E Consolidation (DoN): Approved
- HSA-0031 - Consolidate Civilian Personnel Offices: Approved
- E&T-0046R - Consolidate Undergraduate Flight Training: Approved

The Army then briefed candidate recommendation USA-0036R that would close Red River Army Depot and moves the depot maintenance functions to Anniston, Tobyhanna, and Letterkenney. The IEC approved this candidate recommendation.

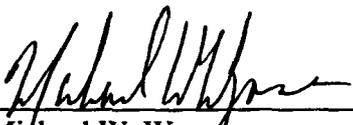
The Navy briefed candidate recommendation DON-0165R that would close MCLB Barstow and relocate depot maintenance functions to Jacksonville, Anniston, and Albany. The Industrial Joint Cross Service Group originally developed the functional elements of this recommendation. The Navy indicated that while it analyzed this scenario at the behest of the IEC, so that it could see the full effect of a closure as opposed to just the Industrial piece presented previously, the Department of the Navy opposes the closure of Barstow because it is the only multi-commodity depot in the western United States. The IEC engaged in an extensive discussion on the pro and cons of the recommendation, but did not reach consensus. Supply and Storage candidate recommendation 0051 (Wholesale Storage and Distribution) was presented as the update to S&S-0048 that would be required if the IEC approved the closure of Barstow. Since the recommendation to close Barstow remained unresolved, the IEC put consideration of S&S-0051 on hold.

Mr. Grone proceeded to review the following independent candidate recommendations that have a negative Net Present Value (NPV) (i.e. recommendations that after 20 years still do not achieve net savings) (slide 33):

- E&T-0052 - Joint Strike Fighter Initial Joint Training Site: Approved
- USA-0046v3 - Realign Fort Benning by relocating Drill Sergeant School to Fort Jackson, and activating a Brigade Combat Team at Fort Benning: Withdrawn; the Army expressed plans to recast this recommendation without the activation of a Brigade Combat Team at Fort Benning.
- USA-0224 - Realign Fort Hood, Texas by relocating a Brigade Combat Team, Headquarters, and Sustainment Brigade to Fort Carson, Colorado: Approved
- USA-0040 - Realign Fort Bragg NC by relocating the 7th Special Forces Group to Eglin AFB to create needed capacity in training resources and facilities for the activation of the 4th Brigade Combat Team at Fort Bragg: Approved

- USA-0221 Realign Fort Riley, Kansas by relocating combat arms brigade elements to Fort Bliss, Texas: Approved

The IEC then briefly discussed five Air Force recommendations (slides 40-44) that currently have a negative NPV. The IEC agreed that the Air Force should review these candidate recommendations and if they result in a savings, be resubmitted to the IEC for approval. The AF indicated that they have new information that demonstrates these recommendations in fact have positive NPV.

Approved: 
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:

1. List of Attendees
2. Briefing slides entitled "Base Realignment and Closure 2005, Infrastructure Executive Council" dated April 18, 2005

**Infrastructure Executive Council Meeting
April 18, 2005**

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Hon Francis J. Harvey, Secretary of the Army
- Gen Richard B. Myers, Joint Chiefs of Staff
- Gen John P. Jumper, Chief of Staff of the Air Force
- Hon Gordon R. England, Secretary of the Navy
- ADM Vern Clark, Chief of Naval Operations
- Gen Michael Hagee, Commandant of the Marine Corps

Alternates:

- The Hon Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics for Mr. Michael L. Dominguez, Acting Secretary of the Air Force
- GEN Richard A. Cody, Vice Chief of Staff of the Army for GEN Peter J. Schoomaker, Chief of Staff of the Army

Others:

- Hon William Haynes, DoD General Counsel
- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Dr. William Winkenwerder, Assistant Secretary of Defense (Health Affairs)
- Dr. Craig College, Deputy Assistant Secretary of the Army
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Lt Gen George Taylor, Chairman, Medical JCSG
- VADM Donald C. Arthur, Surgeon General of the Navy and Chief of Staff of the Navy Bureau of Medicine and Surgery
- RADM Evan M. Chanik, Director, J-8
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- BG Frank Helmick, Military Assistant to the Deputy Secretary of Defense
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Charles Abell, Chairman, Education and Training JCSG
- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG

- Mr. Dick McGraw, Special Assistant to the Secretary of the Defense
- Mr. B. J. Penn, Assistant Secretary of Navy for Installations and Environment
- Mr. Dave Patterson, Special Assistant to the Deputy Secretary of Defense
- Mr. Bob Earl, Special Assistant to the Secretary of the Defense and the Secretary of the Navy
- Mr. Gary Motsek, Chairman, Armaments and Munitions, Industrial JCSG
- Col Louis Neeley, Executive Secretary for the Supply & Storage JCSG



BRAC 2005

Briefing to the
Infrastructure Executive Council

April 18, 2005

Education & Training Joint Cross Service Group

E&T 0046R: Realign Moody AFB's UFT/IFF and Consolidate UNT at NAS Pensacola



**Mr. Charles S. Abell
Chair, E&T JCSG
18 Apr 05**



Original E&TCR-0046 Cooperative

<p>Candidate Recommendation (Summary): Realign several locations to consolidate UPT at Columbus AFB, NAS Corpus Christi, NAS Kingsville, Laughlin AFB, NAS Meridian, Sheppard AFB, and Vance AFB; UNT at NAS Pensacola, and URT at Fort Rucker.</p>											
<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization ✓ Eliminates redundancy ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ UPT: <ul style="list-style-type: none"> • Vance AFB 2nd of 11 • Laughlin AFB 3rd of 11 • NAS Meridian 4th of 11 • NAS Kingsville 6th of 11 • Columbus AFB 7th of 11 ✓ URT: Ft. Rucker 1st of 2 ✓ UNT: Pensacola 1st of 11 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">✓ One-time cost</td> <td style="text-align: right;">\$399.770M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$197.945M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td style="text-align: right;">\$35.744M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">10 years</td> </tr> <tr> <td>✓ NPV savings</td> <td style="text-align: right;">\$151.112M</td> </tr> </table>	✓ One-time cost	\$399.770M	✓ Net Implementation cost	\$197.945M	✓ Annual Recurring savings	\$35.744M	✓ Payback Period	10 years	✓ NPV savings	\$151.112M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Reduces Excess Capacity: 50.12% to 28.85% ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79% ✓ Criteria 7: No Issues ✓ Criteria 8: No impediments
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|------------|---|-------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Rec'd | ✓ De-conflicted w/JCSGs |
| ✓ COBRA | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDepts |



E&TCR-0046R; Cooperative

Candidate Recommendation (abbreviated): Realign Moody Air Force Base, Georgia, as follows: relocate Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS, Laughlin AFB, TX, & Vance AFB, OK; relocate IFF for Pilots to Columbus AFB, MS, Laughlin AFB, TX, Randolph AFB, TX, Sheppard AFB, TX, & Vance AFB, OK; relocate IFF for WSO to Columbus AFB, MS, Laughlin AFB, TX, Sheppard AFB, TX, & Vance AFB, OK; & relocate IFF for Instructor Pilots to Randolph AFB, TX. Realign Randolph AFB, TX, by relocating UNT to NAS Pensacola, FL.

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Payback ... Head-to-Head

	<u>Candidate E&T-0046 (Original)</u>	
	<u>w/o Manpower Takes</u>	<u>w/Manpower Takes</u>
✓ One-time cost	\$399.770M	\$405.397M
✓ Net Implementation cost	\$197.945M	\$121.869M
✓ Annual Recurring savings	\$35.744M	\$58.079M
✓ Payback Period	10 years	5 years
✓ NPV savings	\$151.112M	\$438.451M
	<u>Candidate E&T-0046A (AF Proposal)</u>	
✓ One-time cost		\$248.88M
✓ Net Implementation cost		\$102.17M
✓ Annual Recurring savings		\$17.94M
✓ Payback Period		13 years
✓ NPV savings		\$63.45M
	<u>Candidate E&T-0046R (All USN / USAF Submitted Costs, Savings, & Personnel Included)</u>	
✓ One-time cost		\$80.53M
✓ Net Implementation cost		\$45.16M
✓ Annual Recurring savings		\$8.19M
✓ Payback Period		11 years
✓ NPV savings		\$35.40M
	<u>Candidate E&T-0046R (JCSG Rationalized Cost, Savings, & Personnel)</u>	
✓ One-time cost		\$69.605M
✓ Net Implementation cost		\$0.508M
✓ Annual Recurring savings		\$18.300M
✓ Payback Period		4 years
✓ NPV savings		\$176.227M

DCN: 11831



INFRASTRUCTURE ANALYSIS TEAM
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RP-0587
IAT/VJM
2 May 2005

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 14 APRIL 2005

Encl: (1) DON Analysis Group Brief to IEG of 14 April 2005

1. The forty-third deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1015 on 14 April 2005 in room 4D584 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Co-Chair; Gen William L. Nyland, USMC, Co-Chair; Ms. Ariane Whittemore, alternate for VADM Justin D. McCarthy, USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Kevin J. Cosgriff, USN, Member; LtGen Richard L. Kelly, USMC, Member; LtGen Michael A. Hough, Member; Mr. Michael F. Jaggard, alternate for Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC), Representative. The following members or representatives of the Functional Advisory Board (FAB) were present: VADM Gerald L. Hoewing, USN; VADM Donald C. Arthur, Jr., MC, USN; RADM Jay Cohen, USN; RADM(sel) Alan S. Thompson, SC, USN; Ms. Susan C. Kinney; Mr. George Ryan; RDML Mark Hugel, USN; Col Jeffrey Bearor, USMC; and, Mr. Thomas Grewe. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. David W. LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; Col Joseph R. Kennedy, USMCR; CAPT Gene A. Summerlin, USN; CAPT Christopher T. Nichols, USN; CAPT Eric Myhre, SC, USN; CAPT Matthew A. Beebe, CEC, USN; CAPT Jan G. Rivenburg, USN; Mr. Robert G. Graham; LtCol Mark S. Murphy, USMC; CDR Judith D. Bellas, NC, USN; LCDR Paul V. Neuzil, USN; LCDR Vincent J. Moore, JAGC, USNR; and, Capt James A. Noel, USMC. All attendees were provided enclosure (1).

2. Ms. Davis discussed summary COBRA data, Criterion 6, 7, and 8 analyses, and Candidate Recommendation Risk Assessment (CRRA) for fenceline closure scenarios, beginning with DON-0161B (close NSA Corona, CA). Ms. Davis advised the IEG that COBRA data for this scenario has been substantially revised from that presented to the DAG due to an adjustment in the SRM rate, leading to a

Subj: REPORT OF IEG DELIBERATIONS OF 14 APRIL 2005

significant reduction in steady-state savings and 20-year NPV savings. The scenario now shows a Payback in 15 years vice six years. See slide 6 of enclosure (1). She further advised the IEG that the IAT is continuing to refine data for this scenario and that based on comparison with data from similar scenarios, it is thought likely that additional billet eliminations can be found, leading to increased savings.

3. Ms. Davis displayed the CRRA for DON-0161B and informed the IEG that the updated COBRA data has resulted in the score for Executability Risk being changed from the score shown to the DAG at its last deliberative session. The score has increased to "6", because the investment that would now be required for this scenario would not be recoverable in less than four years, and because the ratio of 20-year NPV savings to initial cost is now less than three to one. In addition, there would be some job losses caused in the community, and environmental mitigation at the receiving site would be required but possible.

Warfighting/readiness risk was scored as "1". The reliance of this scenario on TECH-0018D and TECH-0054 as enabling scenarios is noted in the "Issues" block. See slide 7 of enclosure (1). Ms. Davis stated that Criteria 6, 7, and 8 analyses for DON-0161B shows no significant economic, community, or environmental impacts resulting from this scenario. The IEG determined that this scenario is viable based on the likelihood that additional analysis will result in increased savings, and because of synergies resulting from closure of the fenceline and co-location of NSA Corona activities with NAS Point Mugu technical functions and Fleet operational units, and approved preparation of a final CR package.

4. Ms. Davis next discussed summary COBRA data, Criterion 6, 7, and 8 analyses, and CRRA for DON-0070C (close Naval Postgraduate School (NPS) Monterey, CA, and enclave Fleet Numeric Meteorology and Oceanography Center (FNMO) and Naval Research Laboratory Detachment (NRL Det) at NPS Annex). She advised the IEG that this scenario and its enabler, E&T-0003R, now provide for full privatization of the graduate education function. The movement of personnel of an Army tenant, the Training and Doctrine Command Analysis Center (TRAC), is covered under the DON scenario, which shows an immediate Payback and 20-year NPV savings of \$1.12 billion with one-time costs of \$69.6 million. See slide 9 of enclosure (1). Ms. Davis displayed the CRRA for this scenario and informed the IEG that the DAG has scored Executability Risk as "2" because of the relatively high job loss at the losing community, and Warfighting/Readiness Risk as "2" because of reduced flexibility inherent in the privatization

Subj: REPORT OF IEG DELIBERATIONS OF 14 APRIL 2005

process. She stated that the unknown executability of the DON vision of a partnership with a major university is noted in the "Issues" block. See slide 10 of enclosure (1). She advised the IEG that Criterion 6 analysis shows job loss of greater than two percent at the losing economic region, and that Criterion 7 and 8 analyses show no significant community or environmental impacts. The IEG approved preparation of a final candidate recommendation (CR) package for DON-0070C.

5. Ms. Davis then advised the IEG that OSD has returned E&T-0004R, a CR for relocation of Navy Supply Corps School (NSCS), Athens, GA, to Newport, RI, and closure of the NSCS fenceline, to DON. She reminded the IEG that it previously reviewed summary COBRA data, Criteria 6, 7, and 8 analyses, and the CRRA for DON-0126 (close NSCS fenceline and relocate NSCS and Center for Service Support to NAVSTA Newport) during its deliberative session on 17 March 2005. She stated that COBRA data has been adjusted from that previously presented because the annual student population at NAVSTA Newport is significantly smaller than had been reflected in past data runs, affecting BOS calculations, and now shows one-time costs of \$23.6 million leading to 20-year NPV savings of \$40.9 million and a five-year Payback. See slide 12 of enclosure (1). The IEG determined that the changes to the COBRA data are not significant enough to affect the viability of this scenario, particularly given the synergies that will be created by co-location with other training activities at NAVSTA Newport, and approved preparation of a CR package for DON-0126R.

6. Ms. Davis next discussed summary COBRA data, Criterion 6, 7, and 8 analyses, and CRRA for DON-0172 (close the Inland area of Naval Weapons Station (NAVWPNSTA) Seal Beach, Concord Detachment, CA). She advised the IEG that the DAG had invited a representative from TRANSCOM's Surface Distribution and Deployment Command (SDDC) to participate in its deliberations and had been informed by their representative that DOD does not require the Inland area to maintain munitions throughput capacity at the Tidal area of NAVWPNSTA Det Concord, even in the event of a contingency requiring maximum usage of available assets. She reminded the IEG that the Inland area had been previously determined to be excess to DON needs and displayed summary COBRA data showing that DON-0172 has a one-year Payback and 20-year NPV savings of \$199.7 million after one-time costs of \$13.95 million. See slide 13 of enclosure (1). Ms. Davis displayed the CRRA for this scenario, noting that the DAG scored Executability Risk as "1" because environmental mitigation is required but possible, and Warfighting/Readiness Risk as "2"

Subj: REPORT OF IEG DELIBERATIONS OF 6 JANUARY 2005

important for the various DON bodies dealing with BRAC scenarios and JCSG members to keep in mind during their deliberations the positive effects of fenceline closures enabled by JCSG scenarios, note these effects in their supporting documentation, and work to enable close coordination of scenario development between services and JCSGs. Ms. Davis also stated that the ISG was aware of this issue, although no discussion of a process to integrate the effects of JCSG scenarios and fenceline closure scenarios had yet taken place.

12. As further illustration of fenceline closure issues, Ms. Davis briefed scenarios that enable the closure of the Naval Postgraduate School (NPS) fenceline in Monterey, CA. E&T-0003 privatizes graduate education and E&T-0012 and TECH-0020 relocate two of the larger NPS tenants (the Defense Resource Management Institute (DRMI) and Naval Research Laboratory (NRL), respectively), and DON-0070 closes the installation. E&T-0003 has fairly high One-Time costs as a result of moving students to private institutions but has considerable financial value because of billet eliminations and shows a Payback in one year. E&T-0012 shows a three-year Payback. TECH-0020 has high One-Time costs and low savings, and never shows a Payback. DON-0070 has high One-Time costs but high savings from the elimination of billets and base operating expenses, and thus shows a Payback in two years. The costs for DON-0070 are driven in large part by the purchase of a supercomputer for the Fleet Numeric Meteorology and Oceanography Center (FNMOC), a NPS tenant that would be relocated to Stennis Space Center, MS. Combined, these scenarios show an immediate Payback and 20-year NPV savings of over \$1 billion. See slide 26 of enclosure (1). Ms. Davis noted that this analysis was provisional in that it did not account for the transfer of Navy-unique graduate education functions to a receiving site, and because DON does not have access to the Navy portion of JCSG COBRA data. The IEG discussed the issue of the supercomputer for FNMOC (which is also used by the NRL Detachment). Ms. Davis informed the IEG that the cost was justified by the reporting activity under the rationale that the computer must be in continuous operation for FNMOC to perform its critical mission of delivering weather forecasting products to the fleet. She advised the IEG that the DAG was continuing to research whether this cost was justified.

13. Ms. Davis then discussed DON-0071, a fenceline closure of NPS enabled by E&T-0023 (relocation of the graduate education function to the U.S. Naval Academy (USNA) in Annapolis, MD). E&T-0012 and TECH-0020 are also enabling scenarios for this scenario and have the same cost effects. IT and computer costs

Subj: REPORT OF IEG DELIBERATIONS OF 17 FEBRUARY 2005

highlighted three issues with respect to DON-0070A (close Naval Post Graduate School Monterey, CA). First, DON will work to identify Navy military unique graduate level courses that are not available at civilian institutions and recommend to the Education and Training JCSG that the training function for those courses be relocated to NAVSTA Newport, RI. Second, DON is recommending that Fleet Numerical Meteorology and Oceanography Command and the Naval Research Lab (NRL) detachment remain together at an enclave at Monterey to maximize synergies from co-location of these assets. The Technical JCSG is currently recommending that the NRL detachment be relocated to Stennis Space Center, MS. Third, the Army may plan to relocate its Track Analysis detachment (an office that supports Army students enrolled in Navy military unique courses) to NAVSTA Newport. Concerning DON-0161 (close NSWC Corona Division), Ms. Davis informed that IEG that she has forwarded a letter to the Technical JCSG suggesting alternate receiving sites for NSWC Corona assets since the proposed receiving sites appear to separate functions.

12. With respect to DON-0162 (close NAS Pt Mugu, CA), the IEG discussed the need to locate a suitable receiving site for E-2 Hawkeye assets and the significant cost to replicate the surface launch test facility. The IEG noted that realignment to a NAF may present a better option than closure of NAS Pt. Mugu, and that additional information is required from cognizant DON commanders to inform the analysis. Ms. Davis noted that DON-0163 (closure of NAES Lakehurst) remains an unlikely candidate since no JCSG scenario appears to relocate the primary function. Ms. Davis stated that a letter will be forwarded to advise the Industrial and Technical JCSGs that NAES Lakehurst may present a viable receiving site. The IEG re-emphasized that analysis of DON-0169 (close NSWC Indian Head, MD) requires consideration of COCOM concerns with regard to the Chemical-Biological Incident Response Force (CBIRF). Additionally, Ms. Davis noted that JCSG functional realignments do not remove all assets from NSWC Indian Head, and that splitting the industrial (production) function from the technical (RDT&E) function may negatively impact the energetics function.

12. The IEG next reviewed fenceline scenarios to close Potomac Annex, Arlington, VA (DON-0072A), and Arlington Service Center (ASC), Arlington, VA (DON-0164). Ms. Davis noted that DON-0072A is linked to a Medical JCSG scenario (MED-0030) to disestablish the Uniformed Services University of Health Sciences (USUHS). DON-0164 is enabled by an HSA JCSG scenario (HSA-0046) that relocates Defense Information Systems Agency (DISA) from the



Department of the Navy
DON Analysis Group

Close Naval PG School Monterey Update

- **CR E&T-0003 Privatize Graduate Education**
 - 1 Feb 05 DON requests amendment, maintain 8 unique programs
 - Refine to maintain militarily unique courses
 - 16 March provided DON requirements to JCSG
- **Fleet Numerical Meteorology and Oceanography Center**
 - Detached from main campus
 - Technical JCSG proposes move of NRL Detachment to Stennis
 - No operational reason to move FNMOC
 - DON plans to Enclave FNMOC, enclave of NRL would also make sense

Scenario	Billets Elim	Billets Moved	One-Time Costs	Steady- State Savings	Payback Years	20 Year NPV
E&T-0003 (Privatize Grad Ed)	1,155	1,731	49.11	-47.45	1	-561.34
E&T-0003R (Military Unique to Newport)	1,031	1,855	83.00	-34.78	2	-368.9
DON-0070 (Enclave FNMOC & NRL)	984	2,083	93.28	-68.91	Immediate	-798.48

Awaiting JCSG action

Subj: REPORT OF IEG DELIBERATIONS OF 17 MARCH 2005

2. Ms. Davis used slide 9 of enclosure (1) to update the IEG concerning analysis of the DON Munitions Storage and Distribution Function. She informed the IEG that at various deliberative sessions since 17 February 2005, the DAG approved an overall analytical approach based on munitions throughput and storage, issued data calls to refine existing data and ascertain Service requirements and supplemental capacity and military value data, developed the military value scoring plan and conducted capacity analysis. Ms. Davis noted that the DAG's munitions throughput capacity analysis indicated a requirement for all existing sites (i.e., no apparent excess capacity) while munitions storage capacity analysis revealed some apparent excess capacity. She noted that further analysis is required to ensure that munitions storage capacity is examined in light of the storage capacity necessary to support required throughput.

3. Ms. Davis informed the IEG that the DAG will next apply the military value scoring plan to the activities in this function. The DAG will invite the Military Surface Deployment and Distribution Command (SDDC), an element of United States Transportation Command's (TRANSCOM) and appropriate Army representatives to a future deliberative session to ensure a comprehensive deliberative review of the storage requirements and capacity. The DAG will also consider the City of Concord, CA request for closure of Naval Weapons Station (NAVWPNSTA) Seal Beach Detachment Concord, CA. See slide 9 of enclosure (1). Ms. Davis noted that the DAG determined that the tidal portion of NAVWPNSTA Seal Beach Detachment Concord is required to accommodate the munitions throughput requirement. She noted that additional coordination with TRANSCOM and Army is necessary to determine the need for the inland portion. The IEG noted that review of the operational movement and storage of ordnance must be done on an integrated, rather than independent basis.

4. Ms. Davis used slide 11 of enclosure (1) to update the IEG concerning scenarios affecting the Naval Postgraduate School (NPGS), Monterey, CA. DON-0070, a fenceline scenario that closes NPGS is based on JCSG scenarios E&T-0003 (privatize DOD postgraduate education), E&T-0012 (relocate Defense Resource Management Institute programs to Defense Acquisition University at Fort Belvoir, VA) and TECH-0020 (relocate Naval Research Lab (NRL) Detachment to Stennis Space Center, MS). She reminded the IEG that on 1 February 2005 DON requested that the Education and Training (E&T) JCSG amend E&T-0003 to provide for relocation of DON unique military sub-elements (courses) of degree programs to NAVSTA Newport, RI. As a result, the E&T JCSG developed E&T-0003R that permits DON to relocate designated programs/courses

Subj: REPORT OF IEG DELIBERATIONS OF 17 MARCH 2005

to NAVSTA Newport. She noted that with the assistance of the Naval Education and Training Command (NETC), the DAG refined the requirement (i.e., 60 DON-unique Post Graduate courses in eight program curricula) and provided this and other input to the E&T JCSG staff on 16 March 2005. Ms. Davis advised the IEG that she would forward a letter to the E&T JCSG suggesting potential rewording for E&T-0003R and providing a formal transmittal of DON requirements for relocating these courses.

5. Ms. Davis noted that at various deliberative sessions in February and March 2005, the DAG reviewed options for the Fleet Numerical Meteorology and Oceanography Center (FNMOC) and NRL Detachment at Monterey. The DAG noted that FNMOC is detached from the main campus and collocated with the NRL Detachment, which the Technical JCSG proposes to relocate to Stennis Space Center under TECH-0020. The DAG determined that there is no operational reason to relocate FNMOC and noted that enclaving both FNMOC and NRL detachment made sense and appeared to be feasible. The IEG noted that the Technical JCSG now appears willing to support maintaining the NRL Detachment at an enclave in Monterey vice relocating it to Stennis Space Center. The IEG reviewed the COBRA data for DON-0070 (incorporates E&T-0003R and enclaves FNMOC and NRL Detachment) and noted that it indicates one-time costs of \$93.28 million, an immediate Payback, and 20-year net present value (NPV) savings of \$798.48 million. Ms. Davis noted that the DAG would bring DON-0070 back to the IEG when the JCSGs have made final decisions regarding E&T-0003, E&T-0003R and TECH-0020.

6. The IEG next reviewed scenarios that affect Navy Supply Corps School (NSCS), Athens, GA. DON-0126 closes the base operations at NSCS and incorporates DON-0126B (relocates NSCS and the Center for Service Support (CSS) from NSCS, Athens to NAVSTA Newport, RI). Ms. Davis noted that the E&T JCSG, which has responsibility for analyzing NSCS, concurred with the DAG's evaluation of DON-0126B and relocation of NSCS. The COBRA results for the combined DON-0126 indicates one-time costs of \$23.02 million, Payback in three years, and NPV savings of \$56.82 million. See slide 12 of enclosure (1). The IEG reviewed the Selection Criteria 6-8 analyses for the combined DON-0126 and noted that it would result in a 0.86 percent decrease in economic area employment in the losing economic region but would have no significant community impacts. No additional Criterion 8 impacts were identified at NAVSTA Newport, however, the rehabilitation of historical buildings at NSCS may require consultation with the Georgia State Historic Preservation Office (SHPO).

PROPOSAL

PURSUE TRANSFORMATION OF NAVAL POSTGRADUATE SCHOOL AND DEFENSE LANGUAGE INSTITUTE TO A NATIONAL SECURITY RESEARCH UNIVERSITY

Introduction:

The City of Monterey has worked, using legislated authority for a demonstration project, with the Navy and Army since 1995 to reduce operations and maintenance costs for the military installations that support the Naval Postgraduate School (NPS) and the Defense Language Institute (DLI). Municipal services have been provided during the project at costs substantially less than when the work was provided by a combination of federal civilian workforce and the private sector. The project's effectiveness was validated by an Army Audit Agency review/audit of operations in December 2000 that found the City was providing higher quality services 41% less costly than the previous in-house workforce, contractor and Inter-Service Support Agreement strategy used by the Army. Based on the Monterey demonstration project's success, authorization for two, similar projects at Army installations is included in the Fiscal Year 2005 National Defense Authorization Act.

Successfully providing high-quality, better-value municipal services to the Army Presidio of Monterey and Naval Postgraduate School has made the City of Monterey a recognized national leader in partnering with DoD to reduce installation operations and maintenance costs and increases mission effectiveness. The City feels confident that further cost reductions and mission enhancement can be achieved through innovative real estate and organizational changes to DoD operations in the City of Monterey.

Discussion:

In 1995, after closure of Fort Ord, the Navy proposed a transfer of real estate and mission responsibilities for the Defense Language Institute/Presidio of Monterey from the Army to the Navy. This would have made a single Service, the Navy, responsible for installation and professional military educational services on the Monterey Peninsula. Due to an inability of the Army and Navy to reconcile Executive Agent responsibilities for DLI or the costing details of the installation transfer, action on the proposal was not completed (in spite of considerable discussion, encouraging negotiation and general agreement on the value of combining individual Service installation, real estate and mission responsibilities under a single Service). Although there have been occasional subsequent discussions of the initiative, no further progress has been made. The base realignment and closure (BRAC) 2005 process offers another opportunity to consider transformational process to force organizational and real estate changes at Monterey Peninsula military installations that can further reduce operations and maintenance costs, while increasing mission effectiveness.

Three approaches to reduce operations and maintenance costs are discussed in the following. Two could also streamline provision of academic services now provided by NPS and DLI. The three options conform to the Secretary of Defense's policy guidance for BRAC 2005 as stated in his November 15, 2002, Kick Off Memorandum:

"BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency. ... A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post-Cold War force structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-service basis and, therefore, did not result in the joint examination of functions that cross services."

Following are three potential options to help realize the Secretary's desire for increased cross-servicing of military installations and are listed in an ascending hierarchy of financial and operational significance.

1. Consolidate Real Property Operations under one Service on the Monterey Peninsula. This option is similar to the earlier Navy proposal to have one Service in charge of real property operations on the Monterey Peninsula. The advantage of this option would be the elimination of one Service's installation overhead operations and associated costs.
2. Create a National Security Research University and Designate an "Executive Agent" or create a DoD field activity. This option would include option #1 actions, but then go further to reorganize NPS and DLI academic operations into a *National Security Research University* under a DoD Executive Agent or as a DoD field activity. In addition to eliminating one Service's overhead operations, the creation of a *National Security Research University* would allow consolidation of duplicative general-support and academic-support operations, such as student records maintenance, information services, reproduction operations, etc. Both NPS and DLI currently have civilian and military instructor personnel and maintain academic instruction and support operations in separate facilities. This scenario would also enhance current State Department and Department of Homeland Defense initiatives at NPS. This scenario would be fully responsive to the combatant commander's needs for integrated applied research and professional military education necessary to pursue the War on Terrorism and other National Security and Intelligence initiatives.
3. Create a National Security Research University, Close the NPS and POM, and "Lease Back" Academic, Operational and Support Facilities. This option would create a *National Security Research University* DoD field activity as in #2, but would close the NPS and POM via the BRAC 2005 process and then "lease back" required academic, operational and support facilities. Using this strategy, the City of Monterey would acquire the NPS and POM real estate and negotiate a lease back agreement with the *National Security Research University* Executive Agent for required facilities at the NPS and POM. Negotiations between the City and the Executive Agent could include a development entity that might potentially consolidate NPS and DLI operations into a smaller, more modern facility footprint than currently exists in exchange for the right to redevelop excess real estate for missions that support and complement DoD such as Homeland Security and State Departments' needs for applied research and professional education. Under this scenario, the City would continue to provide municipal services to the consolidated campuses. This scenario would maximize mission value while minimizing base operations costs.

Conclusions:

With the assistance of the City of Monterey, further, significant reductions of DoD operations and maintenance costs and enhancements to joint operations at military installations on the Monterey Peninsula are achievable. The City is prepared to partner with DoD to transform its installations on the Monterey Peninsula at whatever level DoD chooses to implement.

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BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF February 10, 2005

The Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Mr. Dominguez, presided over the 46th meeting of the E&T JCSG as acting chair. Attendee List is at Attachment 1. The following is a summary of discussions (Briefing slides at attachment 2):

- Mr. Dominguez opened the meeting by welcoming participants. Subgroups were asked to identify to the E&T JCSG the minimum critical knowledge base needed to support the anticipated post 16 May through November 2005 workload. Early requirement identification should help prevent critical manpower shortfalls during critical peak periods. Subgroups were also tasked to re-look scenarios and resurface any scenario that was a good idea but was put aside because of low pay back or large one-time costs.
- The Professional Development Education Subgroup (BG Maffey and Col Lynes) provided an update to E&T – OO32 “Realign SLCs under National Defense University (NDU) and Co-locate at Fort McNair”; E&T 0058, “Realign USAWC with USACGSC and co-locate at Fort Leavenworth” and E&T-0025, “Realign SSC in place” with updated/corrected data. The new information included the standard 3.5/1 student/faculty ratio for Senior Service Colleges (SSCs) and 4.0/1 student faculty ratio at the Immediate Service Colleges as well as assured the 60/40 host Service/non-host Service ratio. The subgroup used the Army War College student/faculty to administrative support ratio (3.4 to 1) as the minimum baseline. Also, \$50M was removed from the analyses since it was erroneously included in previous PDE Subgroup COBRA runs as MILCON cost avoidance dollars as indicated in the Army FYDP 2011 for the Army War College. *(Note: guidance provided in the OSD BRAC Policy Memo #3 – Selection Criteria 5 (COBRA), page 6, which discusses Military Construction Cost Avoidances.) E&T JCSG agreed with the updates; decisions made at the 2 Feb meeting were not impacted. The subgroup was asked to include “Loss of Service Academic synergies” as an impact on the quint-chart.*
- The Flight Training Subgroup (RADM Mayer) briefed updated information on two approved candidate recommendations. A MILCON scrub and personnel refinements were performed on E&T-0046 “Realign and Consolidate DoD Undergraduate Pilot and NAV/NFO/CSO Training.” Revisions were presented to the E&T JCSG along with rationale for the difference in Service provided and subgroup tailored information. The subgroup rationalized MILCON adjustments based on overall impacts of the scenario actions associated with each installation. *The E&T JCSG*

agreed with the Flight Training Subgroup rationale and approved the updated analysis. The Subgroup then briefed the E&T JCSG-directed modifications to E&T-0052, “Joint Strike Fighter (JSF) Flying Training Center “Stand Alone” Option (Eglin AFB),” which merged with SST’s E&T-0055 “Joint Strike Fighter Integrated Training Center (ITC) (Eglin AFB, FL). E&T-0055 was deactivated and the title and candidate recommendation description was changed for E&T-0052 to include maintenance training into an Initial Training Site and a new COBRA analysis was performed. Additionally, the 19 May 2003 DUSD(I&E) memorandum was presented to clarify the original intent for the E&T JCSG to follow the Integrated Training Center concept when selecting the initial training site. Based on this background information, the Flight Training Subgroup will review their analysis and provide updated information at the next E&T JCSG meeting.

- The Specialized Skill Training Subgroup (Brig Gen Hostage) recommended E&T-0041 “Consolidated Navy/Marine Crypto/Intelligence Training at (Dam Neck, VA)” for deactivation due to the minimal efficiencies achieved by consolidation and low pay back. Additionally, the Navy indicated (through the Navy E&T JCSG Principal) this potentially enabling scenario was not necessary since the Navy no longer had plans to close Corry Station, FL. The Subgroup then provided an update on scenarios under E&T JCSG over-watch authority. The E&T JCSG approved over-watch of 15 DON scenarios: two were approved as Candidate Recommendations and forwarded to the IEC through the ISG (informational) by the Navy; three were deactivated; and 10 are pending. On 10 November 2004, the E&T JCSG approved over-watch of 15 Army scenarios which were being considered by Army TABS. As presented 21 December 2004, the E&T JCSG concurred with the resulting four USA scenarios. Each CR realigned an Army-specific school along with other operational units from one Army installation to another Army installation to maintain/enhance existing Army synergies. The Army TABS office completed CR coordination with OGC through the E&T JCSG (as directed by the OSD BRAC-Office). As per OSD BRAC guidance, the E&T JCSG forwarded these four USA CRs for ISG review at the 18 Feb meeting. Subsequently, OSD BRAC notified the E&T JCSG that these four candidate recommendations should be renumbered and entered into the ISG Tracker as E&T JCSG scenarios. The E&T JCSG:

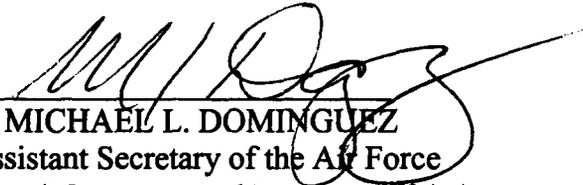
- ***Approved deactivation of E&T-0041 “Consolidated Navy/Marine Crypto/Intelligence Training at (Dam Neck, VA)”***
- ***Complied with OSD BRAC guidance by entering USA-0002, “33 Maneuver Center”, USA-0004 “82 Net Fire Center”, USA-0051 “85 Combat Service Support Center” and USA-0137 “Realign Aviation Logistics School” into the ISG Tracker with E&T JCSG numbers (E&T-0061, E&T-0062, E&T-0063, and E&T-0064, below).***
- ***Approved deactivation of these renumbered E&T JCSG scenarios primarily because they were not joint-centric, were contrary to preferred E&T JCSG scenarios, and/or were inextricably linked to Army***

operational decisions which were beyond the purview of the E&T JCSG. Additionally, E&T JCSG could not substantiate military value or capacity analysis since Army-data was used to perform these analyses.

- *E&T-0061, “Net Fires Center”*
 - *E&T-0062, “Realign Aviation Logistics School”*
 - *E&T-0063, “Maneuver Center”*
 - *E&T-0064, “Combat Service Support Center”*
- The first seven E&T JCSG candidate recommendations are scheduled to be briefed at the 11 Feb ISG meeting. The proposed briefing was reviewed with no comments.

The next scheduled meeting of the E&T JCSG is Thursday, February 17, 2005.

Approved:


MICHAEL L. DOMINGUEZ
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)
Acting Chairman, Education & Training
Joint Cross-Service Group

Attachments:

1. List of Attendees, February 10, 2005
2. Briefing Slides

Copies:

1. OSD BRAC Office
2. E&T JCSG Coordination Team
3. DoD IG



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Professional Development Education Update

Agenda

- **Candidate Recommendation Timeline Update**
- **PDE Issues Overview**
- **Updated JPME/PME Scenario Comparisons**



PDE SUBGROUP Scenario Timeline

(Graduate Education/OFTE)

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	ISG Approval
0003	Privatize PDE Function conducted at AFIT and NPS	1 DEC	1 DEC	13 DEC	14 Dec	27 Dec	27 Dec	27 Dec	26 Jan	11 Feb
0012	Realign DRMI with DAU at Ft. Belvoir, VA	23 NOV	23 NOV	13 DEC	28 Dec	28 Dec	28 Dec	28 Dec	27 Jan	11 Feb
0013	Re-locate DCAI to Ft. Belvoir, VA	23 NOV	23 NOV	4 JAN	6 Jan	11 Jan	11 Jan	11 Jan	DEACTIVATED / 12 Jan	
0014	Establish Joint Center of Excellence for Religious SST/PDE Functions (Ft. Jackson)	1 DEC	1 DEC	27 DEC	4 Jan	11 Jan	11 Jan	11 Jan	27 Jan	11 Feb
0015	Establish Joint Center of Excellence for Legal SST/PDE Functions (Maxwell AFB)	1 DEC	1 DEC	13 DEC	26 Jan	26 Jan	26 Jan	26 Jan	DEACTIVATED / 26 Jan	
0022	Consolidate AFIT and NPS PDE Function at NPS	1 DEC	1 DEC	13 DEC	14 Dec	28 Dec	28 Dec	28 Dec	ON HOLD PENDING #0003	
0023	Consolidate NPS and AFIT with Service Academies	6 DEC	6 DEC	17 DEC	29 Dec	06 Jan	6 Jan	DEACTIVATED / 5 Jan		



PDE SUBGROUP Scenario Timeline

(JPME / PME)

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	ISG Approval
0024	Realign Service ILC & SSC with Service Academies	6 DEC	6 DEC	15 Jan	17Jan	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0025	Realign SSCs in Place	1 DEC	1 DEC	13 DEC	15 Dec	2 Feb	2 Feb	2 Feb	14 Feb	25 Feb
0026	Consolidate SLCs at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0027	Consolidate SLCs at Quantico	1DEC	1 DEC	17 DEC	21 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0028	Consolidate SLCs at Ft. Eustis	1DEC	1 DEC	20 DEC	29 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0032	Realign SLCs under NDU and co-locate at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	2 Feb	2 Feb	2 Feb	14 Feb	25 Feb
0033	Realign SLCs under NDU and co-locate at Quantico	1DEC	1 DEC	13 DEC	15 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0034	Realign SLCs under NDU and co-locate at Ft. Eustis	1DEC	1 DEC	20 DEC	21 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0035	Realign SSCs under NDU and co-locate at Quantico	30 NOV	1 DEC	17 DEC	20 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0036	Realign SSCs under NDU and co-locate at Ft. Eustis	30 NOV	1 DEC	17 DEC	20 Dec	2 Feb	2 Feb	2 Feb	DEACTIVATED / 12 Jan	
0058	Realign USAWC with USACGSC and co-locate at Ft. Leavenworth	30 NOV	1 DEC	13 DEC	15 Dec	15 Dec	15 Dec	15 Dec	14 Feb	25 Feb



ON: 11931

PDE ISSUES

- **Scenarios in Tension**
 - **Update: Closed**

- **MILCON for SSC's**
 - **Update: Closed**

- **Potential DRMI/DAU Disconnect**
 - **Update: Closed**

- **Lincoln Hall at Ft McNair**
 - **Update: Being worked.**



JPME/PME Scenario Comparisons

JPME/PME Scenarios	Mil Val Score	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 032, Realign SLCs under NDU and co-locate at Ft McNair	50.1	85.2M	-21.5M	2	-210.5M	225	14.6M
E&T 025, Realign SSCs in Place	---		None	Never	6M		



Candidate E&T-0032

Candidate Recommendation: Realign Carlisle Barracks, PA; Maxwell Air Force Base, AL; Naval Station Newport, RI; and Marine Corp Base Quantico by moving the United States Army War College, Air War College, College of Naval Warfare, and Marine Corps War College to Fort McNair, Washington D.C. and realigning under the National Defense University.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Maximize professional development, administrative, and academic synergies by combining similar education programs under one administration ✓ Merges common support functions and reduces resource requirements. ✓ NCR - Strategic Center of Excellence 	<ul style="list-style-type: none"> ✓ MCB Quantico 62.8 ✓ Ft. Leavenworth 59.8 ✓ Maxwell AFB 54.1 ✓ Carlisle Barracks 53.8 ✓ NAVSTA Newport 52.7 ✓ Ft. McNair 50.1 ✓ Ft. Eustis 23.2
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ▪ One-time cost: \$85.2M ▪ Net implementation savings: \$21.9M ▪ Annual recurring savings: \$21.5M ▪ Payback time: 2 Years ▪ NPV (savings): \$210.52M 	<ul style="list-style-type: none"> ▪ Criterion 6: <ul style="list-style-type: none"> ▪ Newport -927 (407 Direct; 520 Indirect) -0.11% ▪ Montgomery 742 (440 Direct; 302 Indirect) -0.36% ▪ Harrisburg -1299 (747 Direct; 552 Indirect) -0.34% ▪ Criterion 7: No Issues ▪ Criterion 8: Potential Impact on Air Quality; new Source Review required due to new construction; Air Conformity Analysis required due to severe Nonattainment for Ozone. No State Implementation Plan growth allowance has been allocated. Major impact on Land Use; reports 0 unconstrained acres available for development.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Summary - - Issues in Resolution

- **Ft McNair certified data**
- **Buildable acres at Ft McNair**
- **Criteria 8 -- Environmental Impact issues at Ft McNair**
- **Service functional manpower contributions (Faculty/Admin)**

Scenario no.	Subgroup	Status	Candidate Recommendations
			were not considered in the analysis that must be preserved.
E&T-0031 – Relocate DLIFLC to Ft Meade	SST	Deactivated	E&T Disapproved 12 Jan 05. No costs savings according to Army input.
E&T-0032 -- Realign SLCs under NDU and co-locate at Ft McNair	PDE	Deactivated	E&T approved 2 Feb 05. IEC disapproved 21 Mar 05.
E&T-0033 – Realign SLC under NDU and collocate MCB Quantico, VA	PDE	Deactivated	E&T disapproved 2 Feb 05. Although Quantico has higher MV – analysis showed a longer ROI and less long term savings.
E&T-0034 – Realign SLCs under NDU and co-locate at Ft Eustis	PDE	Deactivated	E&T disapproved 2 Feb 05. Low MV scores – long ROI and less long term savings.
E&T-0035 – Realign SSC under NDU and co-locate MCB Quantico, VA	PDE	Deactivated	E&T disapproved 2 Feb 05. Although Quantico has higher MV – analysis showed a longer ROI and less long term savings.
E&T-0036 – Realign SScs under NDU and co-locate Ft Eustis	PDE	Deactivated	E&T disapproved 2 Feb 05. Low MV scores – long ROI and less long term savings.
E&T-0037 – Establish Joint Range- East	Ranges Tng	Deactivated	E&T agreed w/Range Subgroup request to merge with 0038 on 3 Mar 05
E&T-0038 – Establish Joint Range - West	Ranges Tng	Deactivated	E&T agreed w/Range Subgroup request to merge with 0037 on 3 Mar 05
E&T-0038A – Establish three Joint Range coordination Center East, Central, West	Ranges Tng	Deactivated	E&T approved 10 Mar. ISG disapproved 8 Apr.
E&T-0039 – Establish Joint Center of Excellence for Driver Training at Panama City FL.	SST	Deactivated	E&T JCSG approved, 6 Jan 05. ISG reconsidered and disapproved 24 Mar based on COCOM non-concur
E&T-0040 – Establish Joint Center of Excellence for Intelligence Training at Goodfellow AFB, TX	SST	Deleted	E&T deleted 12 Jan 05. Army deactivated USA 0049/0050, and 060 which combined Army Intel & signals -- little synergy between Intel and signals. E&T 0040 enabling scenario with no efficiencies as a stand alone.
E&T-0041 – Consolidate Cryptology and Intelligence Training for Navy and Marine Corps at Dam Neck, VA	SST	Deactivated	E&T disapproved on 10 Feb 05 due to minimal efficiencies achieved by consolidation and low pay back.
E&T-0042 -- Consolidate Cryptology and Intelligence Training for Army and Air Force	SST	Deactivated	E&T disapproved 13 Jan 05. Review 24 Mar per ISG direction. No savings and lack of synergy between USAF/USA programs.
E&T-0043 – Realign Defense Language Institute Foreign Language Center	SST	Deactivated	E&T (12 Jan 05)



Candidate E&T-0032

Candidate Recommendation: Realign Carlisle Barracks, PA; Maxwell Air Force Base, AL; Naval Station Newport, RI; and Marine Corp Base Quantico by moving the United States Army War College, Air War College, College of Naval Warfare, and Marine Corps War College to Fort McNair, Washington D.C. and realigning under the National Defense University.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Maximize professional development, administrative, and academic synergies by combining similar education programs under one administration ✓ Merges common support functions and reduces resource requirements. ✓ NCR - Strategic Center of Excellence 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ MCB Quantico 62.8 ✓ Ft. Leavenworth 59.8 ✓ Maxwell AFB 54.1 ✓ Carlisle Barracks 53.8 ✓ NAVSTA Newport 52.7 ✓ Ft. McNair 50.1 ✓ Ft. Eustis 23.2
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ▪ One-time cost: \$85.2M ▪ Net implementation savings: \$21.9M ▪ Annual recurring savings: \$21.5M ▪ Payback time: 2 Years ▪ NPV (savings): \$210.52M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ▪ Criterion 6: <ul style="list-style-type: none"> ▪ Newport -927 (407 Direct; 520 Indirect) -0.11% ▪ Montgomery 742 (440 Direct; 302 Indirect) -0.36% ▪ Harrisburg -1299 (747 Direct; 552 Indirect) -0.34% ▪ Criterion 7: No Issues ▪ Criterion 8: Potential Impact on Air Quality; new Source Review required due to new construction; Air Conformity Analysis required due to severe Nonattainment for Ozone. No State Implementation Plan growth allowance has been allocated. Major impact on Land Use; reports 0 unconstrained acres available for development.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Summary - - Issues in Resolution

- **Ft McNair certified data**
- **Buildable acres at Ft McNair**
- **Criteria 8 -- Environmental Impact issues at Ft McNair**
- **Service functional manpower contributions (Faculty/Admin)**

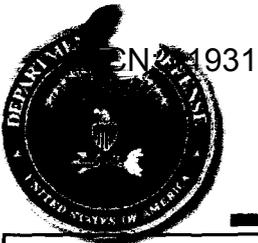


Candidate E&T-0058

Candidate Recommendation: Relocate the United States Army War College to Ft. Leavenworth, KS and realign the United States Army War College United States and United States Army Command and General Staff College as the Land Warfare University.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Officer Strategic and Operational Education. ✓ Promotes Training Effectiveness and Functional Efficiencies 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Ft. Leavenworth 59.8 ✓ Carlisle Barracks 53.8 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>▪ One-time cost:</td> <td style="text-align: right;">\$43.4M</td> </tr> <tr> <td>▪ Net implementation savings:</td> <td style="text-align: right;">\$89.6M</td> </tr> <tr> <td>▪ Annual recurring savings:</td> <td style="text-align: right;">\$19.6M</td> </tr> <tr> <td>▪ Payback time:</td> <td style="text-align: right;">2 Years</td> </tr> <tr> <td>▪ NPV (savings):</td> <td style="text-align: right;">\$223.1M</td> </tr> </table>	▪ One-time cost:	\$43.4M	▪ Net implementation savings:	\$89.6M	▪ Annual recurring savings:	\$19.6M	▪ Payback time:	2 Years	▪ NPV (savings):	\$223.1M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ▪ Criterion 6: <ul style="list-style-type: none"> ▪ Harrisburg-Carlisle, PA MSA: -1299 (747 Direct; 552 Indirect) -0.34% ▪ Criterion 7: No Issues ▪ Criterion 8: No Impediments
▪ One-time cost:	\$43.4M										
▪ Net implementation savings:	\$89.6M										
▪ Annual recurring savings:	\$19.6M										
▪ Payback time:	2 Years										
▪ NPV (savings):	\$223.1M										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Candidate E&T-0025

Candidate Recommendation: Realign Carlisle Barracks, PA; Maxwell Air Force Base, AL; Naval Station Newport, RI; and Marine Corp Base Quantico by realigning the United States Army War College, Air War College, College of Naval Warfare, and Marine Corps War College to under the National Defense University.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Provide administrative and academic synergies by combining similar education programs under one administration ✓ Sustains Service Center of Excellence for officer development 	<ul style="list-style-type: none"> ✓ MCB Quantico 62.8 ✓ Ft. Leavenworth 59.8 ✓ Maxwell AFB 54.1 ✓ Carlisle Barracks 53.8 ✓ NAVSTA Newport 52.7 ✓ Ft. McNair 50.1
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ▪ One-time cost: \$0.0 ▪ Net implementation savings: None ▪ Annual recurring savings: None ▪ Payback time: Never ▪ NPV (savings): None 	<ul style="list-style-type: none"> ▪ Criterion 6: No Losses ▪ Criterion 7: No Issues ▪ Criterion 8: No Impediments

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



**Education & Training
Joint Cross Service Group
Flight Training Subgroup**

Update

Candidate Recommendations

E&T 0046, Cooperative

&

E&T 0052, Joint Strike Fighter (JSF) Initial Training Site



E&T JCSG-FT Remaining Issues

- “Do a MILCON Scrub...on E&T CR 0046”
 - Cost for Service submitted List of MILCON Requirements \$479.13M
 - FT Subgroup Tailored List of MILCON Requirements \$303.52M

- Personnel refinements ... re-ran COBRA to exclude Contractors
 - “Quint Charts” reflect cost adjustments ...

Payback before Adjustments:

✓ One-time cost	\$592.30M
✓ Net Implementation cost	\$389.86M
✓ Annual Recurring savings	\$55.05M
✓ Payback Period	21 years
✓ NPV savings	\$81.38M

Payback after Adjustments

✓ One-time cost	\$399.83M
✓ Net Implementation cost	\$187.21M
✓ Annual Recurring savings	\$55.05M
✓ Payback Period	10 years
✓ NPV savings	\$-130.98M

E&T Scenario 0046

Cooperative: Realign and Consolidate DoD Undergraduate Pilot and NAV/NFO/CSO Training



IN: 1931

Candidate E&T 0046

Candidate Recommendation (Summary): Realign several locations to consolidate UPT at Columbus AFB, NAS Corpus Christi, NAS Kingsville, Laughlin AFB, NAS Meridian, Sheppard AFB, and Vance AFB; UNT at NAS Pensacola, and URT in Fort Rucker.

<u>Justification</u>	<u>Military Value</u>										
<ul style="list-style-type: none"> ✓ Establishes baseline with Inter-Service Training Review Organization ✓ Eliminates redundancy ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft 	<ul style="list-style-type: none"> ✓ UPT: <ul style="list-style-type: none"> • Vance AFB 2nd of 11 • Laughlin AFB 3rd of 11 • NAS Meridian 4th of 11 • NAS Kingsville 6th of 11 • Columbus AFB 7th of 11 ✓ URT: Ft. Rucker 1st of 2 ✓ UNT: Pensacola 1st of 11 										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>✓ One-time cost</td> <td>\$592.30M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td>\$389.86M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td>\$55.05M</td> </tr> <tr> <td>✓ Payback Period</td> <td>21 years</td> </tr> <tr> <td>✓ NPV savings</td> <td>\$81.38M</td> </tr> </table>	✓ One-time cost	\$592.30M	✓ Net Implementation cost	\$389.86M	✓ Annual Recurring savings	\$55.05M	✓ Payback Period	21 years	✓ NPV savings	\$81.38M	<ul style="list-style-type: none"> ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79% ✓ Criteria 7 - No Issues ✓ Criteria 8 - No impediments
✓ One-time cost	\$592.30M										
✓ Net Implementation cost	\$389.86M										
✓ Annual Recurring savings	\$55.05M										
✓ Payback Period	21 years										
✓ NPV savings	\$81.38M										

✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG/MilDep Rec'd	✓ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/MilDeps



Personnel Changes Summary

Scenario: E&T 0046 Cooperative	Start*	Finish*	Change	Delta		
Installation				Mil Civ Studs		
NAS Whiting Field	1,853	572	-1,281 (-69%)	-320	-36	-829
NAS Meridian	1,639	2,136	497 (30%)	158	11	337
NAS Corpus Christi	3,604	3,829	225 (06%)	163	-20	89
NAS Kingsville	804	1,083	279 (35%)	95	14	170
NAS Pensacola	14,613	15,118	505 (03%)	123	30	352
Columbus AFB	1,779	1,780	1 (00%)	-22	204	-125
Moody AFB	4,213	3,864	-349 (-08%)	-164	0	-151
Laughlin AFB	2,221	2,002	-219 (-10%)	-41	-190	41
Randolph AFB	8,976	7,783	-1,193 (-13%)	-309	-332	-477
Sheppard AFB	9,123	9,736	613 (07%)	186	302	125
Vance AFB	1,164	1,175	11 (01%)	-21	17	53
Fort Rucker	7,799	8,417	618 (08%)	188	35	395

* Start and Finish values include non-BRAC programmed installation population (Personnel and BOS) changes so only BRAC related changes reflected in the change column

Education & Training Joint Cross Service Group

E&T JCSG Principals Meeting

January 5, 2005



Mr. Mike Dominguez
Acting Chairman, E&T JCSG

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LT CIV



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Agenda

- **E&T JCSG Overview**
- **J-8 COCOM Overview**
- **Subgroup Briefings**
 - **Professional Development Education**
- **Summary**
 - **Next meeting — Thursday, 6 Jan 1300 in 3E869**



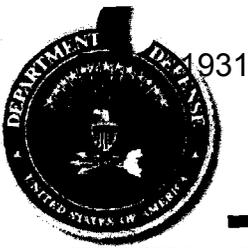
E&T JCSG Schedule – January

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
					1 New Year's Day	2
3	4 E&T POC Mtg	5 E&T JCSG 1300-1700	6 E&T JCSG 1300-1700	7 ISG Mtg 1030-1200	8	9
10	11 E&T POC Mtg	12 E&T JCSG 1300-1700	13 E&T JCSG 1300-1700	14 ISG Mtg 1530-1700 (E&T JCSG Briefs)	15	16
17 <i>MLK Day</i>	18 E&T POC Mtg	19 E&T JCSG 1300-1700	20 <i>Inauguration</i>	21 ISG Mtg 1030-1200	22	23
24	25 E&T POC Mtg	26 E&T JCSG 1300-1700	27 E&T JCSG 1300-1700	28 ISG Mtg 1030-1200	29	30
31						3



E&T JCSG Schedule - February

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
	1	2 E&T JCSG 1300-1700	3 E&T JCSG 1300-1700	4 ISG Mtg 1030-1200	5	6
7	8 E&T POC Mtg	9 <i>E&T JCSG</i> <i>1300-1700</i>	10 E&T JCSG 1300-1700	11 ISG Mtg 1030-1200	12	13
14	15 E&T POC Mtg	16 <i>E&T JCSG</i> <i>1300-1700</i>	17 E&T JCSG 1300-1700	18	19	20
21 President's Day	22 E&T POC Mtg	23 <i>E&T JCSG</i> <i>1300-1700</i>	24 E&T JCSG 1300-1700	25 ISG Mtg 1030-1200	26	27
28						



E&T JCSG Scenario Data Call

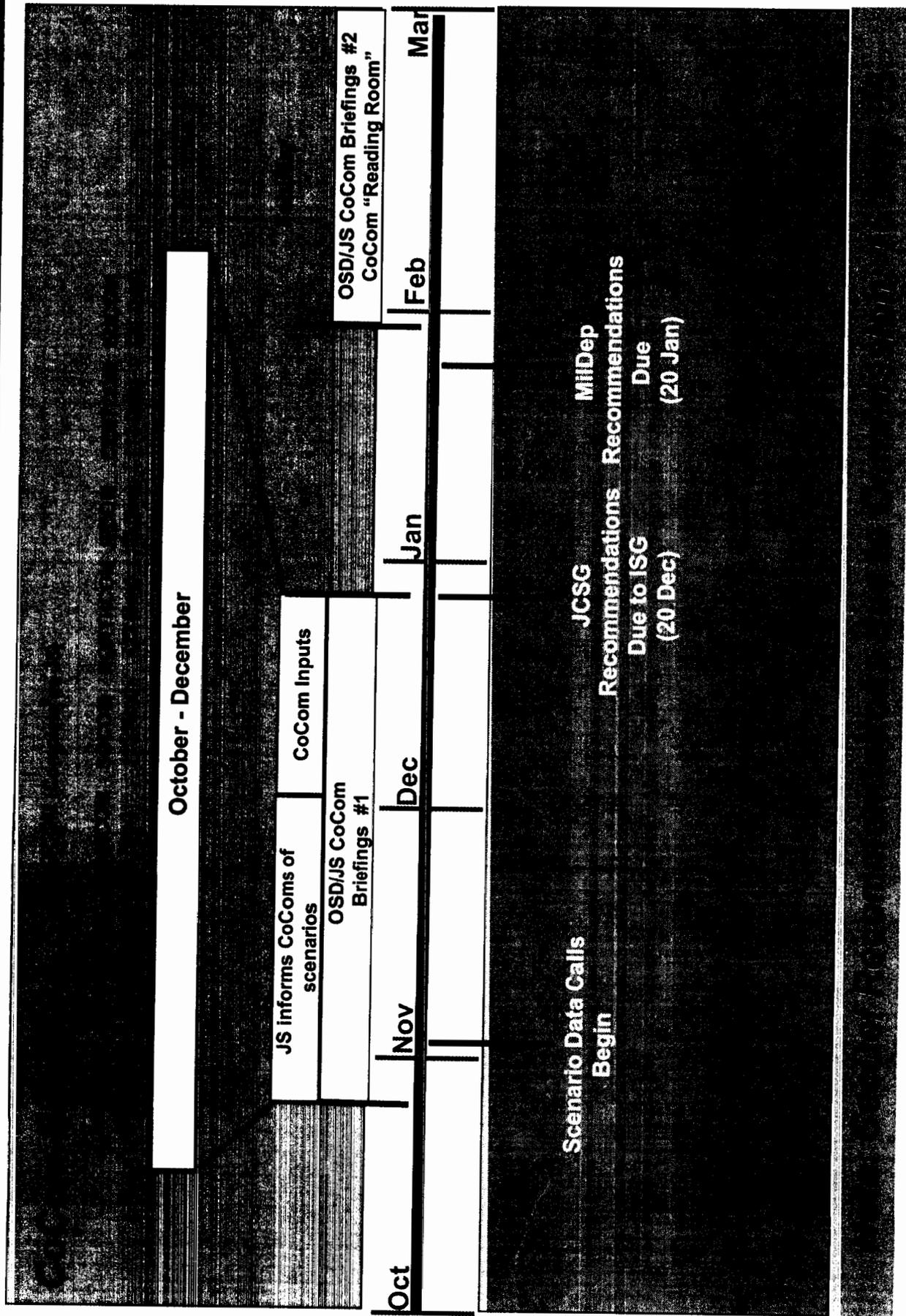
Subgroup Scenario Data Call Overview

	Active Scenarios	Pending Scenario Data Calls	<i>Army Submitted /Returned/ Overdue</i>	<i>Navy Submitted /Returned/ Overdue</i>	<i>Air Force Submitted /Returned/ Overdue</i>
FT	9	0	4/4/0	7/5/2	8/2/6
PDE	17*	0	15/14/1	17/17/0	17/17/0
SST	19	0	13/11/2	10/8/0	13/9/1
Ranges					
<i>Training</i>	3	1**	2/2/0	2/2/0	2/2/0
<i>T&E</i>	2	0	2/2/0	2/0/2	2/2/0
TOTALS	51	0	36/33/3	38/32/4	42/32/7

- PDE shares 2 scenarios with SST
- Ranges Urban Ops not required at this time

CoCom/Building Timeline

DCN: 11931



CoCom Scenario Review...ROE

- CoCom input a valued part of the process
- Must be held as if a SAP
 - Involve/inform legal advisors
 - BRAC discussions must remain with individuals accountable under BRAC non-disclosure
 - High side e-mail only; cover sheets; positive control
 - May wish to involve Components (via BRAC channels)
- Living process...this is just a snapshot

CoCom Inputs...ROE

- Submit input NLT 7 Dec 04 to appropriate JS POC
 - Concerns, mission impact, alternatives...if any
 - DJ8, VCJCS and CJCS carry forward
 - May nominate trusted agent (O-6 or higher) to discuss specific scenarios
- Roadshow II (Feb/Mar) will provide feedback

CoCom JS Points of Contact

■ GO/FO

- Primary: VADM Bob Willard, DJ8
- Alternate: MG Ken Hunzeker, VDJ8

■ Field Grade

- Primary: Col Dan Woodward, Ch, Forces Div
- Alternate: CMDR John Lathroum, AO, Forces Div

Actions Pending/Complete

Phase One				Phase Two	
CoCom	Com Brief	Paired Scenarios Provided	Full Scenarios Provided	CoCom F.B.	Last Scen Updt
NORTHCOM	22 Nov	10 Nov	10 Nov	X	27 Dec
JFCOM	2 Dec	16 Nov	19 Nov	X	16 Dec
STRATCOM	****	10 Nov	10 Nov	X	2 Dec
TRANSCOM	3 Nov	3 Nov	10 Nov	X	2 Dec
PACOM	25 Oct	9 Nov	9 Nov	X	16 Dec
SOCOM	15 Nov	15 Nov	15 Nov	X (X2)	16 Dec
SOUTHCOM	1 Nov	1 Nov	10 Nov	X	2 Dec
EUCOM	21 Dec	N/A	29 Nov	Pending	
CENTCOM	13 Dec	N/A	2 Dec	Pending	

Complete
 Scheduled
 Unscheduled

**** Cnx at request of ComSTRATCOM (previously briefed as J8)

E+T Pairings

DCN: 11931

- **SOCOM**

- 0030

- **JFCOM**

- 0009, 0010, 0037, 0038

- **DJS Tasker Pending**

- JS POCs directed and MilDeps requested to provide DJ8 info on actions taken with justification



Professional Development Education

DCN: 11931

Overview

- **Scenario Candidate Recommendation Timeline**
- **Criteria 5-8 Summary**
 - **E&T JCSG 003** — Privatize PDE function at NPS and AFIT
 - **E&T JCSG 0022** — Consolidate AFIT & NPS PDE Functions at NPS
 - **E&T JCSG 0023** — Consolidate NPS & AFIT with Service Academies
 - **E&T JCSG 0012** — Realign Defense Resource Management Institute (DRMI) with DAU at Fort Belvoir



11931

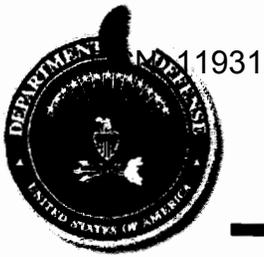
PDE Subgroup Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6 & 7	Criteria 8	Legal Rev	JCSG Final Approval
0003	Privatize PDE Function conducted at AFIT and NPS	1 DEC	1 DEC	13 DEC	14 Dec	27 Dec	27 Dec	27 Dec	26 Jan	27 Jan
0012	Realign DRMI with DAU at Ft. Belvoir, VA	23 NOV	23 NOV	13 DEC	28 Dec	28 Dec	28 Dec	28 Dec	26 Jan	27 Jan
0013	Re-locate DCAI to Ft. Belvoir, VA	23 NOV	23 NOV	4 JAN	6 Jan	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0014	Establish Joint Center of Excellence for Religious SST/PDE Functions (Ft. Jackson)	1 DEC	1 DEC	27 DEC	29 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0015	Establish Joint Center of Excellence for Legal SST/PDE Functions (Maxwell AFB)	1 DEC	1 DEC	13 DEC	29 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0022	Consolidate AFIT and NPS PDE Function at NPS	1 DEC	1 DEC	13 DEC	14 Dec	28 Dec	28 Dec	28 Dec	26 Jan	27 Jan
0023	Consolidate NPS and AFIT with Service Academies	6 DEC	6 DEC	17 DEC	29 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0024	Realign Service ILC & SSC with Service Academies	6 DEC	6 DEC	17 DEC	28 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0025	Realign SSCs in Place	1 DEC	1 DEC	13 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan



PDE Subgroup Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6 & 7	Criteria 8	Legal Rev	JCSG Final Approval
0026	Consolidate SLCs at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0027	Consolidate SLCs at MCB Quantico	1DEC	1 DEC	17 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0028	Consolidate SLCs at Ft. Eustis	1DEC	1 DEC	20 DEC	29 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0032	Realign SLCs under NDU and co-locate at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0033	Realign SLCs under NDU and co-locate at MCB Quantico	1DEC	1 DEC	13 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0034	Realign SLCs under NDU and co-locate at Ft. Eustis	1DEC	1 DEC	20 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0035	Realign SSCs under NDU and co-locate at MCB Quantico	30 NOV	1 DEC	17 DEC	20 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0036	Realign SSCs under NDU and co-locate at Ft. Eustis	30 NOV	1 DEC	17 DEC	20 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0058	Realign USAWC with USACGSC and co-locate at Ft. Leavenworth	30 NOV	1 DEC	13 DEC	15 Dec	15 Dec	15 Dec	15 Dec	26 Jan	27 Jan



E&T JCSG-PDE ISSUES

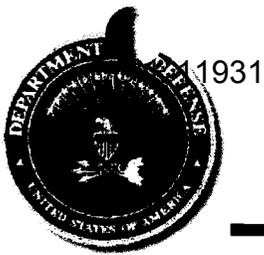
- **“Scenarios in Tension”**
- **Army / AF MILCON for SSCs ?**
- **Potential DRMI / DAU Disconnect**



11931

E&T JCSG-PDE ISSUES

- “Scenarios in Tension” exist in each PDE category
- E&T JCSG has two choices in regard to “Scenarios in Tension”
 - Select a single scenario to send forward
 - Forward multiple scenarios for ISG consideration



E&T JCSG-PDE ISSUES

- Scenario 12: Realign DRMI with DAU at Ft Belvoir
- Potential pushback from OSD(C)/CFO regarding realignment (???)
- Potential to change scenario from realignment to relocation

DRMI

- USD(C)/CFO Supervision
- **Mission:** DRMI provides integrated, professional education to selected military and civilian personnel involved in resource allocation and management functions

DAU

- USD(AT&L) Supervision
- **Mission:** DAU shall educate and train professionals for effective service in the defense acquisition system; to achieve more efficient and effective use of available acquisition resources



Privatize PDE Function at AFIT and NPS (E&T-0003)

DCN: 11931

<p>Scenario</p> <ul style="list-style-type: none"> ▪ Disestablish PDE Function at Naval Postgraduate School and Air Force Institute of Technology and privatize. ▪ Gaining Installations: None ▪ Losing Installations: Wright-Patterson AFB and NAVPGSCOL Monterey 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Recruit and Train ▪ Principle: Organize ▪ Transformational Options: Privatize Graduate-Level Education
<p>Justification/Impact</p> <ul style="list-style-type: none"> ▪ Eliminates need of education program management at NPS and AFIT ▪ Realize savings through privatizing education function to civilian colleges & universities 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Military Specific Graduate Degrees ▪ Military Specific Support Spaces (TS Level Spaces for example) ▪ Partnership for Peace Program at Monterey, CA ▪ Cost of Privatization



Candidate E&T 0003

Candidate Recommendation: Privatize PDE function at NPS and AFIT.

<u>Justification</u>	<u>Military Value</u>														
<u>Payback</u> <table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">1. One-Time Cost:</td> <td style="text-align: right;">\$47.2M</td> </tr> <tr> <td>2. MILCON:</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>3. NPV/:</td> <td style="text-align: right;">\$-353.3M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td style="text-align: right;">1/2009</td> </tr> <tr> <td>5. Steady State:</td> <td style="text-align: right;">\$-30.8M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td style="text-align: right;">247/757</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td style="text-align: right;">0/0/2,828</td> </tr> </table>	1. One-Time Cost:	\$47.2M	2. MILCON:	\$0	3. NPV/:	\$-353.3M	4. Payback/Break Even Yr:	1/2009	5. Steady State:	\$-30.8M	6. Mil/Civ Reductions:	247/757	7. Mil/Civ/Stu Relocated:	0/0/2,828	<u>Impacts</u> <ul style="list-style-type: none"> ✓ Criteria 6 Job Change - Loss of 5,020 at Monterey, CA and Loss of 2,235 at Dayton, OH ✓ Criteria 7 - No Issues ✓ Criteria 8 - No Issues (No Gaining Locations)
1. One-Time Cost:	\$47.2M														
2. MILCON:	\$0														
3. NPV/:	\$-353.3M														
4. Payback/Break Even Yr:	1/2009														
5. Steady State:	\$-30.8M														
6. Mil/Civ Reductions:	247/757														
7. Mil/Civ/Stu Relocated:	0/0/2,828														

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



11931

Scenario E&T 0003 Privatize PDE function at NPS and AFIT

Criterion 5 - COBRA

5 January 2005



Scenario E&T 0003

Privatize PDE Function at NPS and AFIT

Criterion 6 – Economic Impact

5 January 2005



Scenario Description

- **Action 1: Disestablish NPS at Monterey, CA**
- **Action 2: Disestablish AFIT at Wright-Patterson AFB, OH**
- **Action 3: Privatize AFIT and NPS graduate education function**
- **Action 4: Services will reassign responsibility for programming and funding education at civilian institutions**



1931

C6 – Employment Change

Base	Direct Loss/Gain	Indirect Loss/Gain	Total Loss/Gain	% of ROI Employment
NPS, Monterey	-2,793	-2,619	-5,412	-2.3
Wright-Patterson AFB	-1,248	-987	-2,235	-0.44



NPS Monterey Summary

DCN: 11931

2005-03-24 10:00:00 AM

ECONOMIC IMPACT DATA

Scenario: Privatize PDE function at NPS and AFIT
 Economic Region of Influence(ROI): Salinas, CA Metropolitan Statistical Area
 Base: NAVPGSCOL MONTEREY
 Action: Disestablish NPS at Monterey, CA

Overall Economic Impact of Proposed BRAC-05 Action:

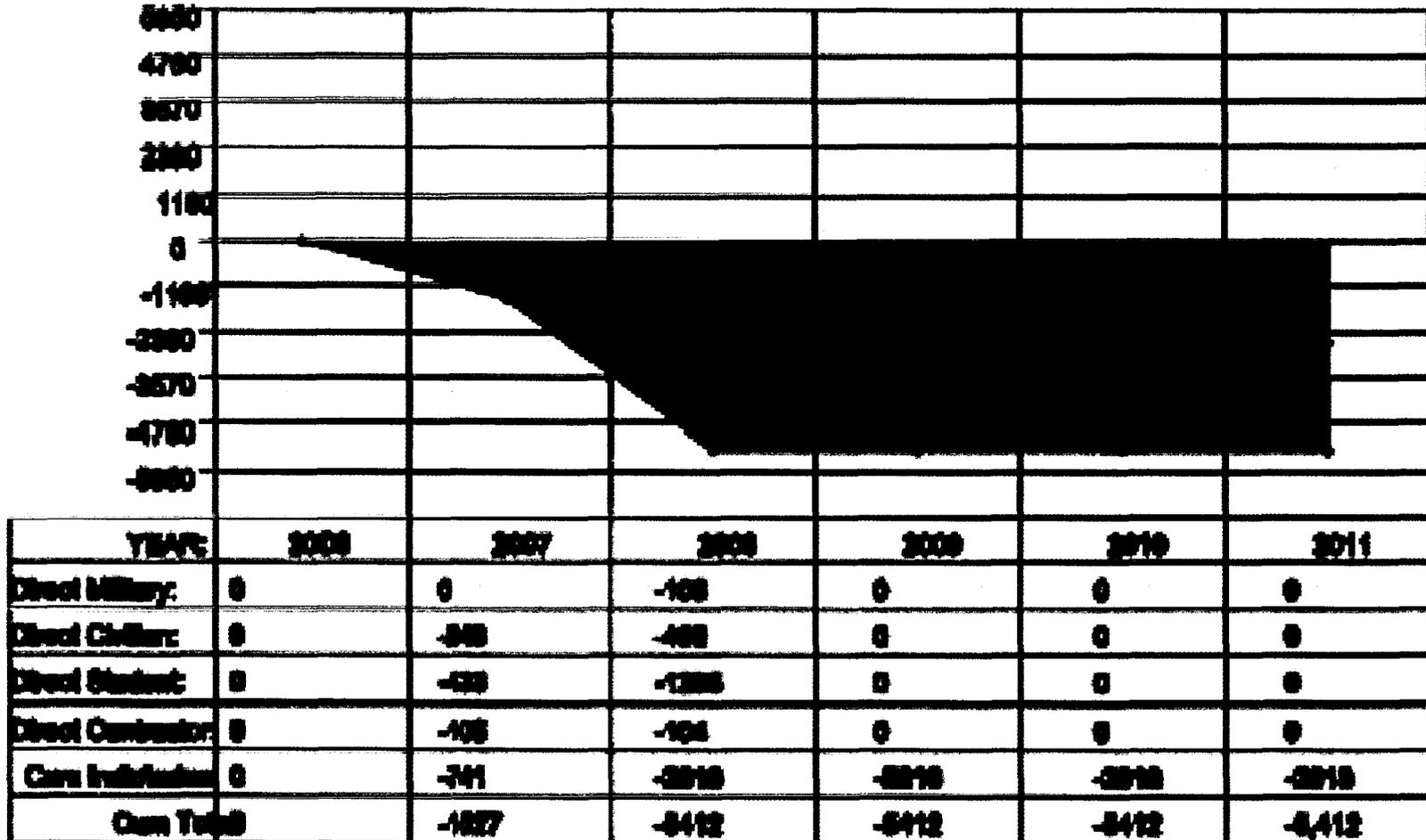
ROI Population (2002):	411,140
ROI Employment (2002):	235,299
Authorized Manpower (2005):	3,307
Authorized Manpower(2005) / ROI Employment(2002):	1.41%
Total Estimated Job Change:	-5,412
Total Estimated Job Change / ROI Employment(2002):	-2.3%



11931

NPS Monterey Job Change

Cumulative Job Change (Gain/Loss) Over Time:



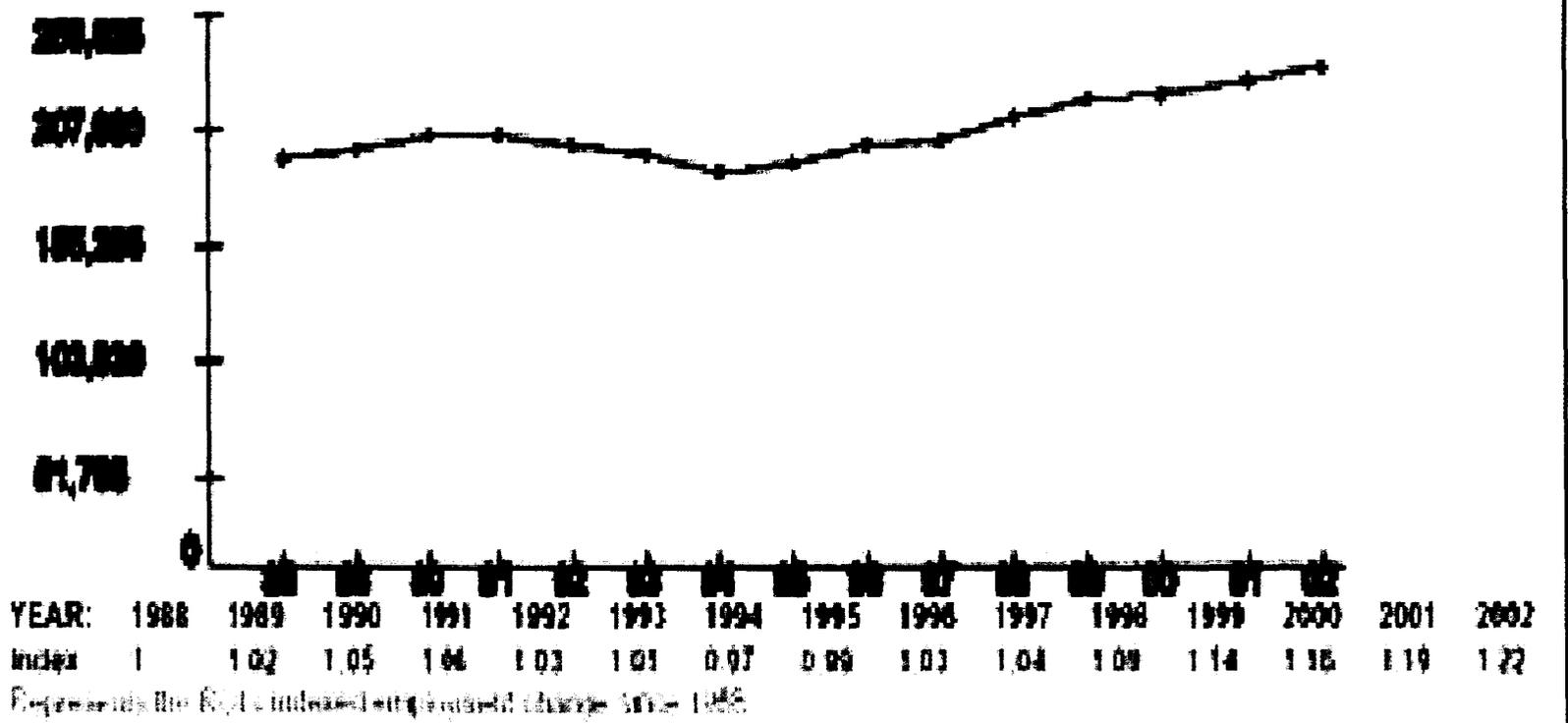


11931

NPS Monterey Employment Trend

Salinas, CA Metropolitan Statistical Area Trend Data

Employment Trend (1988-2002)

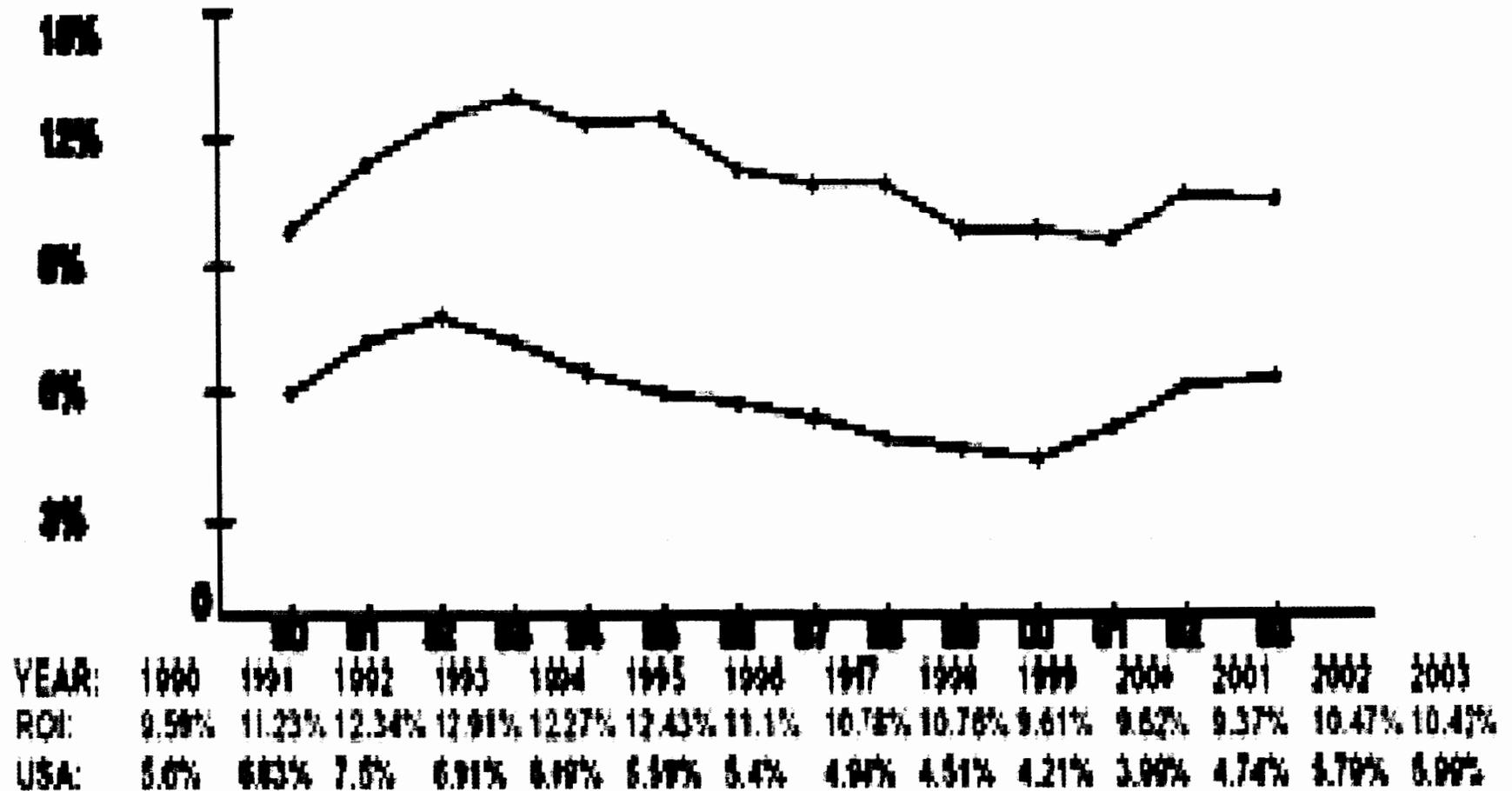




11931

NPS Monterey Unemployment Trend

Unemployment Percentage Trend (1990-2003)

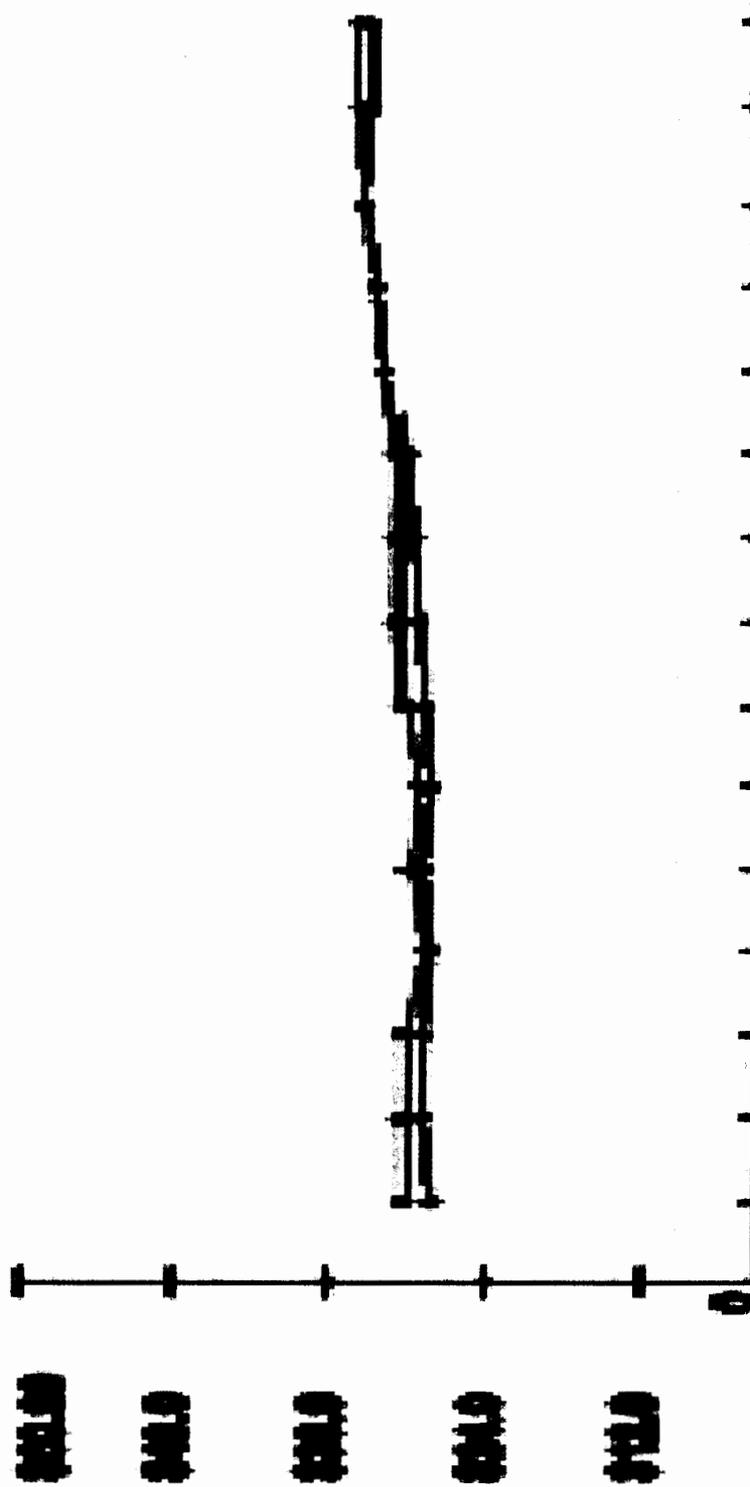




NPS Monterey Per Capita Income Trend

DCN: 11931

Per Capita Income x \$1,000 (1989-2002)



YEAR:

RCM:

USA:

YEAR:	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
RCM:	27.14	28.08	27.3	28.08	28.23	29.10	29.67	29.7	29.35	29.46	29.12	29.07	29.34	31.01
USA:	27.44	27.42	28.01	27.35	27.18	27.53	27.88	28.35	28.04	28.35	28.06	28.19	28.77	31.01

Wright-Patterson AFB Summary

ECONOMIC IMPACT DATA

Scenario: Privatize PDE function at MPS and AFIT
Economic Region of Influence(ROI): Dayton, OH Metropolitan Statistical Area
Base: Wright-Patterson AFB
Action: Disestablish AFIT at Wright-Patterson AFB, OH

Overall Economic Impact of Proposed BRAC-05 Action:

ROI Population (2002):	845,410
ROI Employment (2002):	512,393
Authorized Manpower (2005):	15,885
Authorized Manpower(2005) / ROI Employment(2002):	3.1%
Total Estimated Job Change:	-2,235
Total Estimated Job Change / ROI Employment(2002):	-0.44%



Wright-Patterson AFB Employment Trend

ECN: 11931

Dayton, OH Metropolitan Statistical Area Trend Data

Employment Trend (1988-2002)

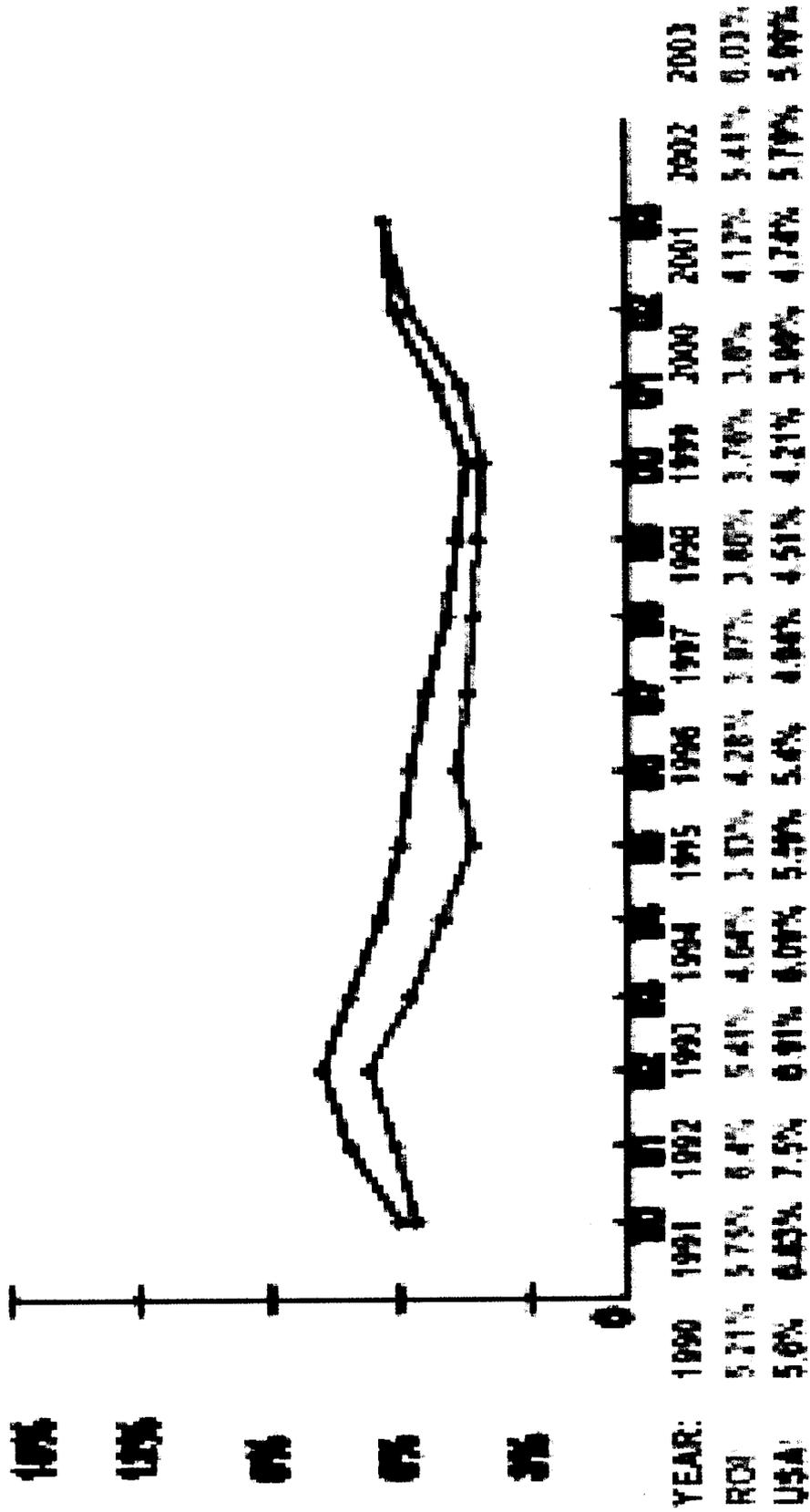


Employment Data for Wright-Patterson AFB (1988-2002)



Wright-Patterson Unemployment Trend

Unemployment Percentage Trend (1990-2003)

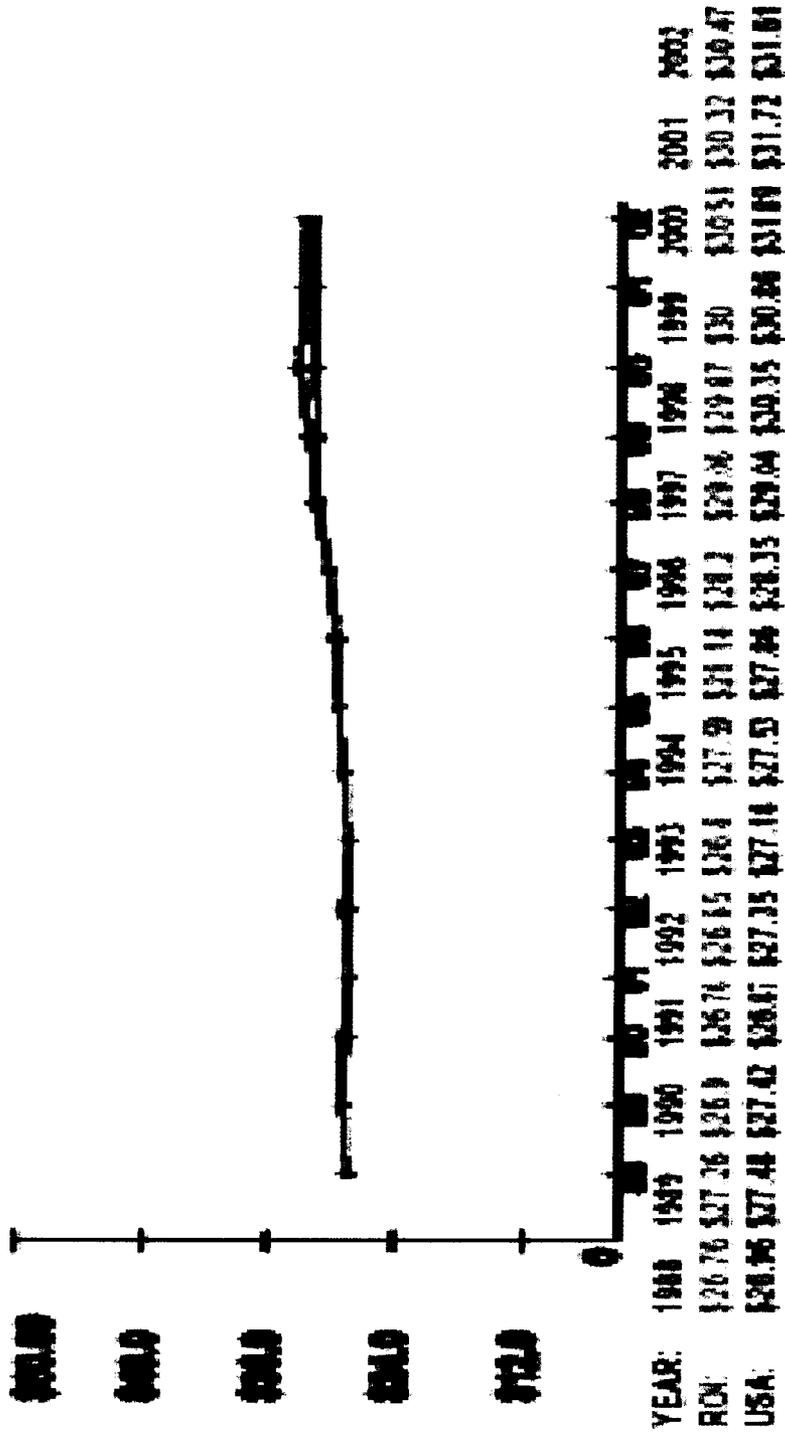




Wright-Patterson Per Capita Income Trend

DCN: 11931

Per Capita Income x \$1,000 (1988-2002)





11931

Scenario E&T 0003 Privatize PDE Function at Naval Postgraduate School (NPS) and Air Force Institute of Technology (AFIT)

Criterion 7 – Community Infrastructure

5 January 2005



Scenario Description

DCN: 11931

- **Action 1: Disestablish NPS at Monterey, CA**
- **Action 2: Disestablish AFIT at Wright-Patterson AFB, OH**
- **Action 3: Privatize AFIT and NPS graduate education function**
- **Action 4: Services will reassign responsibility for programming and funding education at civilian institutions**



11931

C7 Issues - Profiles

- **Issues identified in review of profiles:**
 - **NPS, Monterey, CA**
 - **None**
 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**



C7 Issues – Scenario Data Call

- **Issues identified in scenario data call:**
 - **NPS, Monterey, CA**
 - **None**
 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**



NPS, Monterey, CA - Demographics

Demographics

The following tables provide a short description of the area near the installation/activity. NAVRGSQOL_MONTEREY_CA is 23 miles from Salinas, CA, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Salinas, CAMSA	401,762

The following entities comprise the military housing area (MHA):

County/City	Population
Monterey	401762
San Benito	53234
Santa Cruz	255602
Total	710,598



1931

Wright-Patterson AFB, OH (AFIT) – Child Care/Cost of Living

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 43

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality Pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities.

Median Household Income	(US Avg \$41,994)	\$41,550	Basis: MSA
Median House Value	(US Avg \$119,600)	\$99,000	
GS Locality Pay	("Rest of US" 10.9%)	12.0%	
O-3 with Dependents BAH Rate		\$1,081	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		Yes	



1931

Wright-Patterson AFB, OH (AFII) – Education

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, percentage of certified teachers and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: “MFR” means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information.

If the installation/activity/agency has incomplete information from the local school system in order to accurately compute a score in this area, the number of school districts reporting information will be captured in addition to the computed answer.

		Basis
School District(s) Capacity		
Students Enrolled	140,389	39 of 39 districts
Average Pupil/Teacher Ratio	18.1:1	39 of 39 districts
High School Students Enrolled	43,852	39 of 39 districts
Average High School Graduation Rate (US Avg 67.3%)	85.8%	39 of 39 districts
Average Composite SAT I Score (US Avg 1026)		
Average ACT Score (US Avg 20.8)		
Available Graduate/PhD Programs	10	
Available Colleges and/or Universities	15	
Available Vocational and/or Technical Schools	11	



11931

Wright-Patterson AFB, OH (AFIT) – Employment

Employment

Unemployment and job growth rates provide a relative merit of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided.

The unemployment rates for the last five-years:

	1999	2000	2001	2002	2003
Local Data	3.8%	3.7%	4.3%	5.7%	6.2%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	-.3%	.3%	1.2%	-2.6%	-.3%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA



Wright-Patterson AFB, OH (AFIT) – Safety/Crime/Trans

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002:

Local UCR	4928.7	Basis MSA
National UCR	4118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from Wright-Patterson AFB to nearest commercial airport: 18.6 miles
Is Wright-Patterson AFB served by regularly scheduled public transportation? Yes



11931

Wright-Patterson AFB, OH (AFIT) – Utilities

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes



11931

Scenario E&T 0003

Privatize PDE Function at NPS and AFIT

Criterion 8 – Environmental Profile

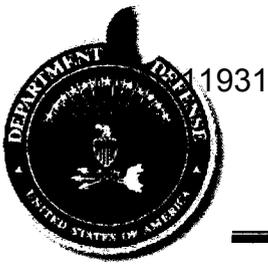
5 January 2005



NPS, Monterey, CA – Installation Environmental Profile

DCN 11931

- **Air Quality:** Is in Attainment for all Criteria Pollutants. Within Maintenance for Ozone (1 hr). No State Implementation Plan growth allowance has been allocated for this installation.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It does not have sites with high archeological potential identified.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** 16 unconstrained acres available for development out of 623 acres. NPS does not have Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Does not have noise contours that extend off the installation's property.



NPS, Monterey, CA – Child Care/Cost of Living

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 7

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality Pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities.

Median Household Income	(US Avg \$41,994)	\$48,305	Basis: MSA
Median House Value	(US Avg \$119,600)	\$265,800	
GS Locality Pay	("Rest of US" 10.9%)	24.2%	
O-3 with Dependents BAH Rate		\$2,291	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		No	



NPS, Monterey, CA – Education

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, percentage of certified teachers and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: “MFR” means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information.

If the installation/activity/agency has incomplete information from the local school system in order to accurately compute a score in this area, the number of school districts reporting information will be captured in addition to the computed answer.

		Basis
School District(s) Capacity	14,973	1 of 25 districts
Students Enrolled	73,812	25 of 25 districts
Average Pupil/Teacher Ratio	20.5:1	25 of 25 districts
High School Students Enrolled	20,336	10 of 10 districts
Average High School Graduation Rate (US Avg 67.3%)	89.1%	10 of 10 districts
Average Composite SAT I Score (US Avg 1026)	922	8 of 10 districts
Average ACT Score (US Avg 20.8)	20	6 of 10 districts
Available Graduate/PhD Programs	6	
Available Colleges and/or Universities	9	
Available Vocational and/or Technical Schools	1	



NPS, Monterey, CA – Employment

Employment

Unemployment and job growth rates provide a relative merit of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided.

The unemployment rates for the last five-years:

	1999	2000	2001	2002	2003
Local Data	9.6%	9.6%	9.4%	10.5%	10.4%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	3.1%	3.0%	.3%	1.0%	.7%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA



NPS, Monterey, CA – Safety/Crime/Trans

Safety/Crime

The local community’s Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002:

Local UCR	3,463.4	Basis: MSA
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAVPGSCOL_MONTEREY_CA to nearest commercial airport: 4.0 miles

Is NAVPGSCOL_MONTEREY_CA served by regularly scheduled public transportation? Yes



NPS, Monterey, CA – Utilities

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes



Wright-Patterson AFB, OH (AFIT) - Demographics

Demographics

The following tables provide a short description of the area near the installation/activity. Wright-Patterson AFB is 15 miles from Dayton, OH, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Dayton-Springfield, OH MSA	950,558

The following entities comprise the military housing area (MHA):

County/City	Population
Clark	144742
Darke	53309
Greene	147886
Montgomery	559062
Preble	42337
Total	947,336



NPS, Monterey, CA – Installation Environmental Profile

DCN: 11931

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Does not have a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** NPS discharges to an impaired waterway. Groundwater contamination is not reported. Surface water contamination is not reported.
- **Wetlands:** Has less 2% wetland restricted acres on the military installation.



AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

- **Air Quality:** Is in Attainment for all Criteria Pollutants. WPAFB is in an area projected or proposed to be designated nonattainment for the 8-hour Ozone or the PM2.5 NAAQS.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It has sites with high archeological potential identified, which do not restrict construction and do not restrict operations.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** WPAFB has Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine Sanctuaries:** Not impacted.
- **Noise:** Has noise contours that extend off the installation's property. Of the 17,124 acres that extend to off-base property, 2,219 acres have incompatible land uses.



AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Has a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** Does not discharge to an impaired waterway. Groundwater contamination is reported. Surface water contamination is not reported.
- **Wetlands:** Has less than 1% wetland restricted acres on the military installation.



1931

Candidate E&T 0003

Candidate Recommendation: Privatize PDE function at NPS and AFIT.

<u>Justification</u>	<u>Military Value</u>														
<p>✓ Eliminates need for education program management at NPS and AFIT.</p> <p>✓ Realize savings through privatizing education function to civilian colleges & universities.</p>	<p>✓ Not Applicable; AFIT and NPS would be privatized (no gaining installations)</p> <p>✓ MVA Scores: NPS (73.7), AFIT (53.4)</p>														
<u>Payback</u>	<u>Impacts</u>														
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$47.2M</td> </tr> <tr> <td>2. MILCON:</td> <td>\$0</td> </tr> <tr> <td>3. NPV/:</td> <td>\$-353.3M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td>1/2009</td> </tr> <tr> <td>5. Steady State:</td> <td>\$-30.8M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td>247/757</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td>0/0/2,828</td> </tr> </table>	1. One-Time Cost:	\$47.2M	2. MILCON:	\$0	3. NPV/:	\$-353.3M	4. Payback/Break Even Yr:	1/2009	5. Steady State:	\$-30.8M	6. Mil/Civ Reductions:	247/757	7. Mil/Civ/Stu Relocated:	0/0/2,828	<p>✓ Criteria 6 Job Change - Loss of 5,020 at Monterey, CA and Loss of 2,235 at Dayton, OH</p> <p>✓ Criteria 7 - No Issues</p> <p>✓ Criteria 8 - No Issues (No Gaining Locations)</p>
1. One-Time Cost:	\$47.2M														
2. MILCON:	\$0														
3. NPV/:	\$-353.3M														
4. Payback/Break Even Yr:	1/2009														
5. Steady State:	\$-30.8M														
6. Mil/Civ Reductions:	247/757														
7. Mil/Civ/Stu Relocated:	0/0/2,828														

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



N: 11931

E&T JCSG-PDE Graduate Education Scenario Comparisons

Grad-Ed Scenarios	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 0003, Privatize PDE function at NPS and AFIT	\$47.2	\$-30.8	1	-353.3	1,004	0
E&T 0022, Consolidate AFIT and NPS PDE functions at NPS	\$62.6	\$-5.2	12	-15.6	53	\$39.6
E&T 0023, Consolidate NPS and AFIT with Service Academies						
Ver. 1 – AF	\$129.2	\$-0.2	100+	123.7	0	\$91.9
Ver. 2 - N	\$381.53	\$9.42	Never	448.58	0	\$235.38

Note: All Dollars Shown in Millions



N: 11931

Consolidate AFIT & NPS PDE Functions at NPS (E&T 0022)

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none"> ▪ Consolidate Air Force Institute of Technology & Naval Postgraduate School at the NPS (Monterey, CA) ▪ Gaining Installations: NAVPGSCOL, Monterey, CA ▪ Losing Installations: Wright-Patterson AFB, OH 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Organize ▪ TO 36: Establish Centers of Excellence for Inter-service education by combining like schools ▪ Considerations <ul style="list-style-type: none"> ▪ Organize #4
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Eliminates need for education program support resources at AFIT ▪ Cross-flow of Navy/AF faculty & support for Service-provided graduate-level programs 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Loss AF synergies; proximity of AFIT to research labs at Wright-Patterson AFB (e.g. Aeronautical Systems Center)

Approved X Disapproved Revised Deferred



Candidate E&T 0022

Candidate Recommendation: Consolidate AFIT & NPS PDE Functions at NPS

<p align="center"><u>Justification</u></p>	<p align="center"><u>Military Value</u></p>														
<p align="center"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td align="right">\$62.6 M</td> </tr> <tr> <td>2. MILCON:</td> <td align="right">\$39.6M</td> </tr> <tr> <td>3. NPV:</td> <td align="right">-\$15.6M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td align="right">12/2020</td> </tr> <tr> <td>5. Steady State:</td> <td align="right">-\$5.2</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td align="right">0/53</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td align="right">150/67/1.09</td> </tr> </table>	1. One-Time Cost:	\$62.6 M	2. MILCON:	\$39.6M	3. NPV:	-\$15.6M	4. Payback/Break Even Yr:	12/2020	5. Steady State:	-\$5.2	6. Mil/Civ Reductions:	0/53	7. Mil/Civ/Stu Relocated:	150/67/1.09	<p align="center"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6 Job Change - Gain of 2,511 at Monterey CA and Loss of 2,454 at Dayton, OH ✓ Criteria 7- No Issues ✓ Criteria 8 - Limited to Only 16 Unrestricted Buildable Acres
1. One-Time Cost:	\$62.6 M														
2. MILCON:	\$39.6M														
3. NPV:	-\$15.6M														
4. Payback/Break Even Yr:	12/2020														
5. Steady State:	-\$5.2														
6. Mil/Civ Reductions:	0/53														
7. Mil/Civ/Stu Relocated:	150/67/1.09														

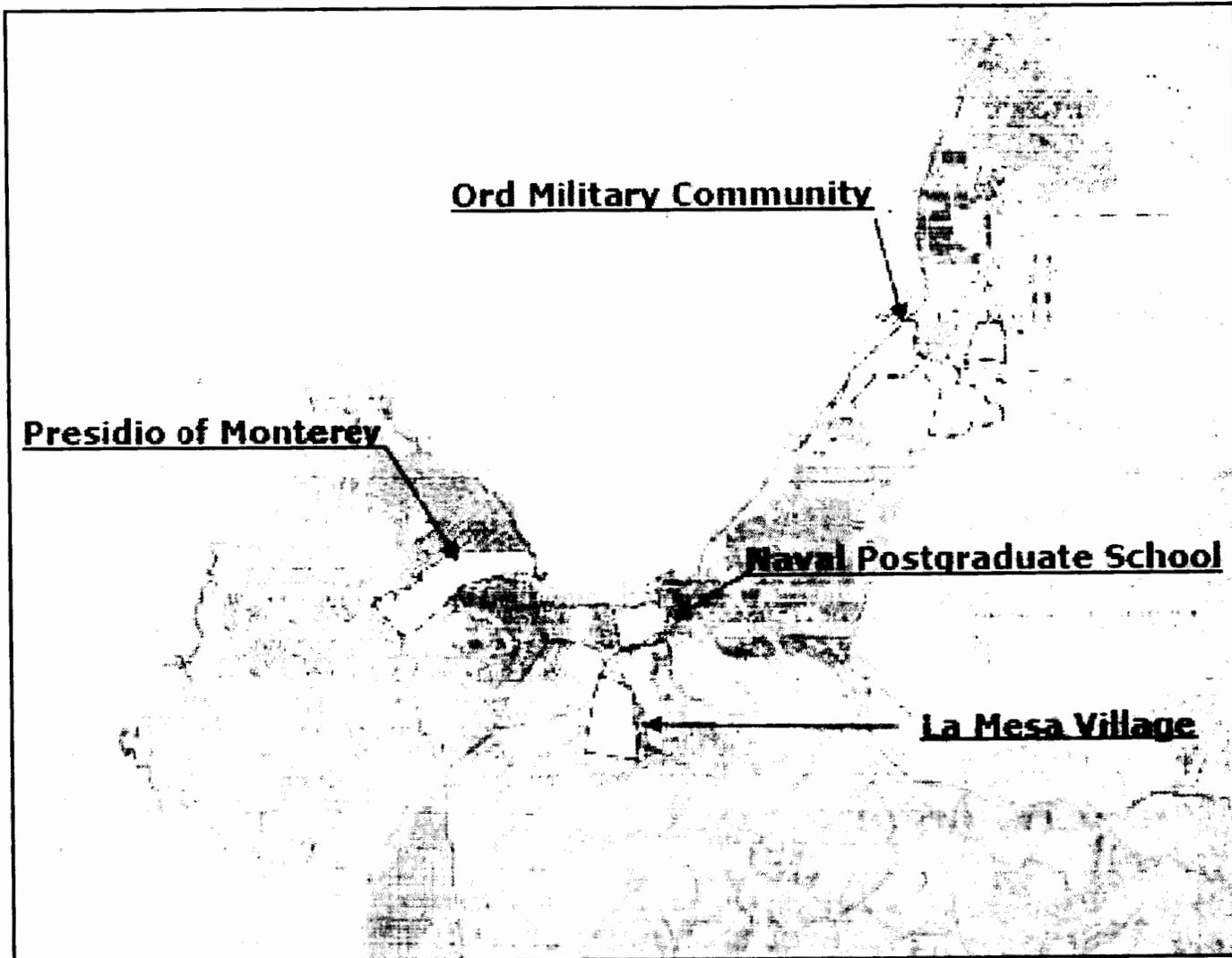
7

- ✓ Strategy ✓ Capacity Analysis / Data Verification JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
- ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps



E&T JCSG-PDE SUBGROUP

The Parks at Monterey Bay Site Map





Scenario E&T 0022

Consolidate AFIT & NPS PDE Functions at NPS

Criterion 5 - COBRA

5 January 2005



Scenario Description

- **Action 1: Disestablish AFIT graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA**



ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T 0022	62.6	-5.2	12	-15.6

All Dollars shown in Millions

Notes: Key Elements of One-Time Costs:

1. MILCON \$39.6M
2. Personnel \$.7 (Mainly RIF of Civilian Positions)
3. Overhead \$4.8M (Program Management Costs)
4. Moving \$7.3M (Freight, Civilian and Military)
5. Other \$10.2M

Key Elements Steady State Savings:

1. Overhead \$4.5M



Disposition of Billets/Positions

Scenario	OFF	ENL	CIV	STU	TOT
E&T 0022	0	0	53		53
Move	149	1	67	1097	1314

- Notes:
1. Movement Consists of Required Specialty Instructors currently at AFIT moving to NPS.
 2. 1,097 represents AF Projected 2009 Student Throughput



One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
E&T 0022	39.5	0.7	4.8	7.3	10.2	62.6	-0.6	62.0

All Dollars Shown in Millions

Notes:

1. "Overhead" consists of Program Management Costs
2. Movement costs are \$3.2M Civilian moves, \$390,000 civilian PPP, \$1.3M Military Moves, \$485,567 Freight, \$1.9M one time moving costs
3. "Other" Consists of \$2.7M for Furniture, Fixtures and Equipment for new Academic Building, \$5M for Temporary Office Space Until MILCON Completion, \$1.5M for Relocations Due to Reorganizations, and \$500,000 Environmental Mitigation Costs all at NPS Monterey. \$500,000 HAP/RSE Costs are Associated with Wright-Patterson AFB.



MILCON Summary

Scenario: E&T 0022 (may need multiple pages if different versions are being displayed)	NPS, Monterey CA (need summary for each receiving location with MILCON)			
Construction FAC Description	UM	New	Rehab	Cost
General Purpose Instruction Building	SF	58,000		24.5
Vehicle Parking, Surfaced	SY	1,400		5.8
Road, Surfaced	SY	5,382		3.0
Indoor Physical Fitness Facility	SF	11,115		2.7
Nursery and Child Care Facility	SF	15,000		3.6
TOTAL				39.6

Note: All Dollars Shown in Millions



Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06-FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T 0022	\$ 30.0	\$ 17.5	\$ 14.8	\$ 62.2	\$ -91.3	\$ -29.1

Notes:

1. O&M: \$18.8M BOS Costs, \$1.2M Sustainment, \$2.0M Recap., \$2.9M Civilian Salary, \$4.8M TRICARE
2. Mil Per. consists of increased BAH costs
3. "Other" Consists of Additional Staff Labor (\$1M/yr), Additional Software Licenses (\$.64/yr), Additional Operating Costs for Telecommunications (\$.14M/Yr), Home to Work Shuttle Service (\$.4M/Yr) and Maintenance Increases (\$.25M/Yr). (\$2.47M*5 Years=\$14.8M)



N-11931

Key Elements of Savings

Scenario: E&T 0022		
Element (* indicates recurring savings will occur to year 2025)	Description	Total Net Savings (\$M) FY06-FY11
BOS*	Reduced Overhead	-44.6
Civilian Salaries*	53 Positions Eliminated	-16.7



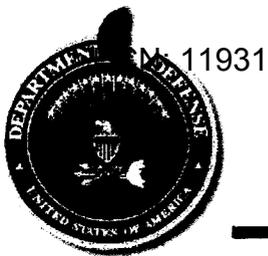
11931

Scenario E&T 0022

Consolidate AFIT & NPS PDE Functions at NPS

Criterion 6 – Economic Impact

5 January 2005



Scenario Description

- **Action 1: Disestablish AFIT graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA**



C6 – Employment Change

Base	Direct Loss/Gain	Indirect Loss/Gain	Total Loss/Gain	% of ROI Employment
Wright-Patterson AFB	-1,367	-1,087	-2,454	-0.48
NPS, Monterey	1,314	1,197	2,511	1.07

AFIT

NPS



Scenario E&T 0022

Consolidate Air Force Institute of Technology (AFIT) and Naval Postgraduate School (NPS)

PDE Functions at NPS

Criterion 7 – Community Infrastructure

5 January 2005



Scenario Description

- **Action 1: Disestablish Air Force Institute of Technology (AFIT) graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Postgraduate School (NPS), Monterey CA**



C7 Issues - Profiles

- **Issues identified in review of profiles:**
 - **NPS, Monterey, CA**
 - **None**
 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**



C7 Issues – Scenario Data Call

- **Issues identified in scenario data call:**
 - **NPS, Monterey, CA**
 - **Limited Child Care Facilities in local community**
 - **Limited (or non-existent) medical providers that accept TRICARE in the local community**
 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**

AFIT

NPS



N: 11931

Draft Deliberative Document –For Discussion Purposes Only –Do Not Release Under FOIA

Scenario E&T 0022

Consolidate AFIT and NPS PDE Functions at NPS

Criterion 8 – Environmental Profile

5 January 2005



NPS, Monterey, CA – Installation Environmental Profile

- **Air Quality:** Is in Attainment for all Criteria Pollutants. Within Maintenance for Ozone (1 hr). No State Implementation Plan growth allowance has been allocated for this installation.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It does not have sites with high archeological potential identified.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** 16 unconstrained acres available for development out of 623 acres. NPS does not have Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Does not have noise contours that extend off the installation's property.



NPS, Monterey, CA – Installation Environmental Profile

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Does not have a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** NPS discharges to an impaired waterway. Groundwater contamination is not reported. Surface water contamination is not reported.
- **Wetlands:** Has less 2% wetland restricted acres on the military installation.



AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

DCN: 11931

- **Air Quality:** Is in Attainment for all Criteria Pollutants. WPAFB is in an area projected or proposed to be designated nonattainment for the 8-hour Ozone or the PM2.5 NAAQS.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It has sites with high archeological potential identified, which do not restrict construction and do not restrict operations.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** WPAFB has Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Has noise contours that extend off the installation's property. Of the 17,124 acres that extend to off-base property, 2,219 acres have incompatible land uses.



AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Has a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** Does not discharge to an impaired waterway. Groundwater contamination is reported. Surface water contamination is not reported.
- **Wetlands:** Has less than 1% wetland restricted acres on the military installation.



11931

Candidate E&T 0022

Candidate Recommendation: Consolidate AFIT & NPS PDE Functions at NPS

<p align="center"><u>Justification</u></p>	<p align="center"><u>Military Value</u></p>												
<p align="center"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td align="right">\$62.6 M</td> </tr> <tr> <td>2. MILCON:</td> <td align="right">\$39.6M</td> </tr> <tr> <td>3. NPV:</td> <td align="right">\$-15.6M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td align="right">12/2020</td> </tr> <tr> <td>5. Steady State:</td> <td align="right">\$-5.2</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td align="right">0/53</td> </tr> </table>	1. One-Time Cost:	\$62.6 M	2. MILCON:	\$39.6M	3. NPV:	\$-15.6M	4. Payback/Break Even Yr:	12/2020	5. Steady State:	\$-5.2	6. Mil/Civ Reductions:	0/53	<p align="center"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6 Job Change - Gain of 2,511 at Monterey CA and Loss of 2,454 at Dayton, OH ✓ Criteria 7- No Issues ✓ Criteria 8 - Limited to Only 16 Unrestricted Build-able Acres
1. One-Time Cost:	\$62.6 M												
2. MILCON:	\$39.6M												
3. NPV:	\$-15.6M												
4. Payback/Break Even Yr:	12/2020												
5. Steady State:	\$-5.2												
6. Mil/Civ Reductions:	0/53												

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Realign DRMI with DAU at Ft. Belvoir, VA (E&T 0012)

<p>Proposal</p> <ul style="list-style-type: none"> ▪ Realign Defense Resource Management Institute with Defense Acquisition University at Ft. Belvoir, VA. ▪ Gaining Installations: Ft. Belvoir, VA ▪ Losing Installations: NPS, Monterey CA 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Organize ▪ TO 35: Integrate military and DoD civilian full-time PDE programs ▪ TO 36: Establish Centers of Excellence for inter-service education by combining or co-locating like schools.
<p>Justification/Impact</p> <ul style="list-style-type: none"> ▪ Aligns similar education activities. ▪ Merges common support function. 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Need to create organization in order to provide administrative support. ▪ Capacity at gaining installation. ▪ TO 13: Rationalize presence in the DC area



Candidate E&T 0012

Candidate Recommendation: Realign Defense Resource Management Institute (DRMI) with DAU at Fort Belvoir

<p><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Aligns similar education activities ✓ Merges common support functions 	<p><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ MVA Scores: NPS (73.7), DAU (49.1) ✓ Military Judgment to move subordinate unit with a similar organization
<p><u>Payback</u></p> <ul style="list-style-type: none"> 1. One-Time Cost: \$2.8M 2. MILCON: \$0M 3. NPV: \$-7.2M 4. Payback/Break Even Yr: 3/2010 5. Steady State: \$-0.7 6. Mil/Civ Reductions: 0/0 7. Mil/Civ/Stu Relocated: 2/26/271 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6 Job Change – Loss of 573 at Monterey CA and Gain of 489 at Ft Belvoir, VA ✓ Criteria 7- No Issues ✓ Criteria 8 – No Issues

- ✓ Strategy ✓ Capacity Analysis / Data Verification JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
- ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDepts



Scenario E&T 0012
Realign Defense Resource Management Institute (DRMI)
with Defense Acquisition University (DAU) at Fort Belvoir

Criterion 5 - COBRA

5 January 2005



11931

Scenario Description

- **Action 1: Realign NPS Monterey by re-locating Defense Resource Management Institute and consolidating DRMI functions under Defense Acquisition University at Ft. Belvoir, VA**
- **Action 2: Realign Defense Acquisition University at Ft. Belvoir, VA to accept DRMI functions.**



11931

ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T 0012	2.8	-0.7	3	-7.2

All Dollars shown in Millions

Notes: Key Elements of One-Time Costs:

1. Personnel \$.16M (Mainly RIF of Civilian Positions)
2. Overhead \$.86M (Program Management Costs)
3. Moving \$1.8MM (Mainly Civilian Moving Costs)

Key Elements Steady State Saving:

1. Civilian Salaries (Net Savings of \$-.2M)
2. BOS Savings (Net Savings of \$-.5M)



DCN: 11931

Disposition of Billets/Positions

Scenario	OFF	ENL	CIV	STU	TOT
E&T 0012	0	0	0	0	0
Move	2	0	26	271	299



11931

One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
E&T 0012	0	0.16	0.8	1.8	0	2.8	.008	2.8

All Dollars Shown in Millions

- Notes:**
1. Personnel Consists of \$.12M Civilian RIF, \$.4M Early Retirement
 2. Overhead Consists of Program Management Costs.
 3. Move Consists of \$1.5M Civilian Moving Costs, \$.2M Freight Costs, \$.1 IT Moving Costs.



11931

MILCON Summary

Scenario: E&T 0012 (may need multiple pages if different versions are being displayed)	None			
Construction FAC Description	UM	New	Rehab	Cost
TOTAL				0

Note: All Dollars Shown in Millions



Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06-FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T 0012	\$ 0.9	\$ 0.1	\$ 0.0	\$ 1.0	\$ -4.7	\$ -0.7

Notes:

1. "O&M Consists of BOS and TRICARE Costs
2. "Mil Pers" Consists of Housing Costs
3. "Svgs" Consists of \$-3.9 BOS, \$-0.75 Civ. Salary, and \$-.15 Housing Savings



Key Elements of Savings

Scenario: E&T 0012		
Element (* indicates recurring savings will occur to year 2025)	Description	Total Net Savings (\$M) FY06-FY11
BOS*	Reduced Overhead	-3.0
Civilian Salaries	Lower Locality Rates	-0.75



11931

Scenario E&T 0012

Realign Defense Resource Management Institute (DRMI) with Defense Acquisition University (DAU) at Fort Belvoir

Criterion 6 – Economic Impact

5 January 2005



Scenario Description

- **Action 1: Realign NPS Monterey by re-locating DRMI and consolidating DRMI functions under DAU at Fort Belvoir, VA.**
- **Action 2: Realign DAU at Fort Belvoir, VA to accept DRMI functions.**



11931

C6 – Employment Change

Base	Direct Loss/Gain	Indirect Loss/Gain	Total Loss/Gain	% of ROI Employment
NPS, Monterey	-305	-279	-584	-0.25
Ft. Belvoir	+299	+190	+489	+0.02



Scenario E&T 0012
Realign Defense Resource Management
Institute (DRMI) with Defense Acquisition
University (DAU) at Fort Belvoir

Criterion 7 – Community Infrastructure

5 January 2005



Scenario Description

- **Action 1: Realign NPS Monterey by re-locating DRMI and consolidating DRMI functions under DAU at Fort Belvoir, VA.**
- **Action 2: Realign DAU at Fort Belvoir, VA to accept DRMI functions.**



C7 Issues - Profiles

- **Issues identified in review of profiles:**
 - **NPS, Monterey, CA**
 - **None**
 - **Fort Belvoir, VA**
 - **None**



C7 Issues – Scenario Data Call

- Issues identified in scenario data call:
 - NPS, Monterey, CA
 - None
 - Fort Belvoir, VA
 - None

Fort Belvoir

NPS



Scenario E&T 0012

Realign Defense Resource Management Institute (DRMI) with Defense Acquisition University (DAU) at Fort Belvoir

Criterion 8 – Environmental Profile

5 January 2005



Scenario Description

- **Action 1: Realign NPS Monterey by re-locating DRMI and consolidating DRMI functions under DAU at Fort Belvoir, VA.**
- **Action 2: Realign DAU at Fort Belvoir, VA to accept DRMI functions.**



NPS, Monterey, CA – Installation Environmental Profile

- **Air Quality:** Is in Attainment for all Criteria Pollutants. Within Maintenance for Ozone (1 hr). No State Implementation Plan growth allowance has been allocated for this installation.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It does not have sites with high archeological potential identified.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** 16 unconstrained acres available for development out of 623 acres. NPS does not have Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Does not have noise contours that extend off the installation's property.



NPS, Monterey, CA – Installation Environmental Profile

DCN: 11931

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Does not have a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** NPS discharges to an impaired waterway. Groundwater contamination is not reported. Surface water contamination is not reported.
- **Wetlands:** Has less 2% wetland restricted acres on the military installation.



Fort Belvoir, VA – Installation Environmental Profile

DCN: 11931

- **Air Quality:** Is in Moderate Nonattainment for Ozone (1 hr) all Criteria Pollutants. Ft Belvoir is in an area projected or proposed to be designated Nonattainment for the 8-hour Ozone or the PM2.5 NAAQS. No State Implementation Plan growth allowance has been allocated for Ft Belvoir.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It does not have sites with high archeological potential identified.
- **Dredging:** Has impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** Reports 6,411 unconstrained acres available for development out of 9,059 total acres. Ft Belvoir has Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and none with the potential for expansion. It has restrictions due to adjacent or nearby Sensitive Resource Area.
- **Marine Mammal/Marine Resources/Marine Sanctuaries:** Impacted by laws and regulations pertaining to Marine Mammal Protection Act, Essential Fish Habitats & Fisheries and Marine Sanctuaries, which may adversely restrict navigation and operations.
- **Noise:** Does not have noise contours that extend off the installation's



Fort Belvoir, VA – Installation Environmental Profile

DCN: 11931

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present that have delayed or diverted operations/training/testing; candidate species not present; and critical habitat is not present.
- **Waste Management:** Has a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** Does not discharge to an impaired waterway. Groundwater contamination is reported. Surface water contamination is reported.
- **Wetlands:** Reports 10.2% wetland restricted acres on the main installation, and no wetland restricted acres on ranges.



11931

Candidate E&T 0012

Candidate Recommendation: Realign Defense Resource Management Institute (DRMI) with DAU at Fort Belvoir

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Aligns similar education activities ✓ Merges common support functions 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ MVA Scores: NPS (73.7), DAU (49.1) ✓ Military Judgment to move subordinate unit with a similar organization 														
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$2.8M</td> </tr> <tr> <td>2. MILCON:</td> <td style="text-align: right;">\$0M</td> </tr> <tr> <td>3. NPV:</td> <td style="text-align: right;">\$-7.2M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td style="text-align: right;">3/2010</td> </tr> <tr> <td>5. Steady State:</td> <td style="text-align: right;">\$-0.7</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td style="text-align: right;">0/0</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td style="text-align: right;">2/26/271</td> </tr> </table>	1. One-Time Cost:	\$2.8M	2. MILCON:	\$0M	3. NPV:	\$-7.2M	4. Payback/Break Even Yr:	3/2010	5. Steady State:	\$-0.7	6. Mil/Civ Reductions:	0/0	7. Mil/Civ/Stu Relocated:	2/26/271	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6 Job Change – Loss of 573 at Monterey CA and Gain of 489 at Ft Belvoir, VA ✓ Criteria 7- No Issues ✓ Criteria 8 – No Issues
1. One-Time Cost:	\$2.8M														
2. MILCON:	\$0M														
3. NPV:	\$-7.2M														
4. Payback/Break Even Yr:	3/2010														
5. Steady State:	\$-0.7														
6. Mil/Civ Reductions:	0/0														
7. Mil/Civ/Stu Relocated:	2/26/271														

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



11931

Professional Development Education Subgroup

BACK UP SLIDES



DCN: 11931

E&T 0003 BACKUP Slides – Criterion 5





Military Specific Degrees — as certified by the Air Force

- **AFIT (23 AADs)**
 - **Aeronautical Engineering**
 - **Aerospace & Information Opns**
 - **Air Mobility**
 - **Applied Physics**
 - **Computer Engineering**
 - **Cost Analysis**
 - **Electro Optics**
 - **Engineering Management**
 - **Information Resource Mngt**
 - **Material Science/Engineering**
 - **Nuclear Engineering**
 - **Space Operations**
 - **Applied Math**
 - **Operations Research**
 - **Meteorology**
 - **Astronautical Engineering**
 - **Computer Systems**
 - **Electrical Engineering**
 - **Engineering Environmental Mngt**
 - **Acquisition Management**
 - **Logistics Management**
 - **Space Systems**
 - **Systems Management**



Military Specific Degrees — as certified by the Navy

- **NPS (54 AADs)**
 - **Acquisition and Contract Mgmt**
 - **Aeronautical Engineering Avionics**
 - **Combat Systems Sciences/Technology**
 - **Defense Systems Analysis**
 - **Electronic Systems Engineering**
 - **Electronic Warfare Intelligence**
 - **Financial Management**
 - **Information Science**
 - **Information Systems Operations**
 - **Information Technology Management**
 - **Int'l Security and Civil-Mil Relations**
 - **Leadership Educ and Dev't**
 - **Material Logistics Support Mgmt**
 - **Meteorology and Oceanography**
 - **Modeling, Virtual Env't and Simulation**
 - **Oceanography**
 - **Operational Oceanography**
- **Aeronautical Engineering**
- **Applied Physics**
- **Computer Science**
- **Defense Systems Management (Int'l)**
- **Executive MBA**
- **Far East, Southeast Asia, Pacific**
- **Homeland Security**
- **Information Warfare**
- **Information Systems Mngt MBA**
- **Intelligence Information**
- **Joint C4I Systems**
- **Manpower Systems Analysis**
- **Meteorology**
- **Middle East, Africa, South Asia**
- **Naval/Mechanical Engineering**
- **Operational Logistics**
- **Operations Analysis**

[Back to Scenario Description](#)



Military Specific Degrees — as certified by the Navy

- **NPS (cont'd)**
 - **Product Dev't for the 21st Century**
 - Regional Intelligence
 - **Resource Png/Mngt for Int'l Defense**
 - Russia, Europe, Central Asia
 - **Shore Installation Management**
 - Software Engng
 - **Space Systems Engineering**
 - Space Systems Operations
 - **Special Operations**
 - Strategic Studies
 - **Systems Acquisition Mngt**
 - Systems Engineering
 - **Systems Engineering and Analysis**
 - Systems Inventory Management
 - **Transportation Logistics Management**
 - Undersea Warfare
 - **Undersea Warfare (Intelligence)**
 - Undersea Acoustics Systems
 - **Western Hemisphere**
 - Seaman to Admiral

[Back to Scenario Description](#)



11931

E&T 0022 Backup Slides – Criterion 6



11931

Wright-Patterson Summary

As of: Tue Dec 21 08:22:44 EST 2004

ECONOMIC IMPACT DATA

Scenario: Consolidate AFIT and NPS PDE Functions at NPS
Economic Region of Influence(ROI): Dayton, OH Metropolitan Statistical Area
Base: Wright-Patterson AFB
Action: Disestablish AFIT graduate education function at Wright-Patterson AFB

Overall Economic Impact of Proposed BRAC-05 Action:

ROI Population (2002):	845,410
ROI Employment (2002):	512,393
Authorized Manpower (2005):	15,885
Authorized Manpower(2005) / ROI Employment(2002):	3.1%
Total Estimated Job Change:	-2,454
Total Estimated Job Change / ROI Employment(2002):	-0.48%

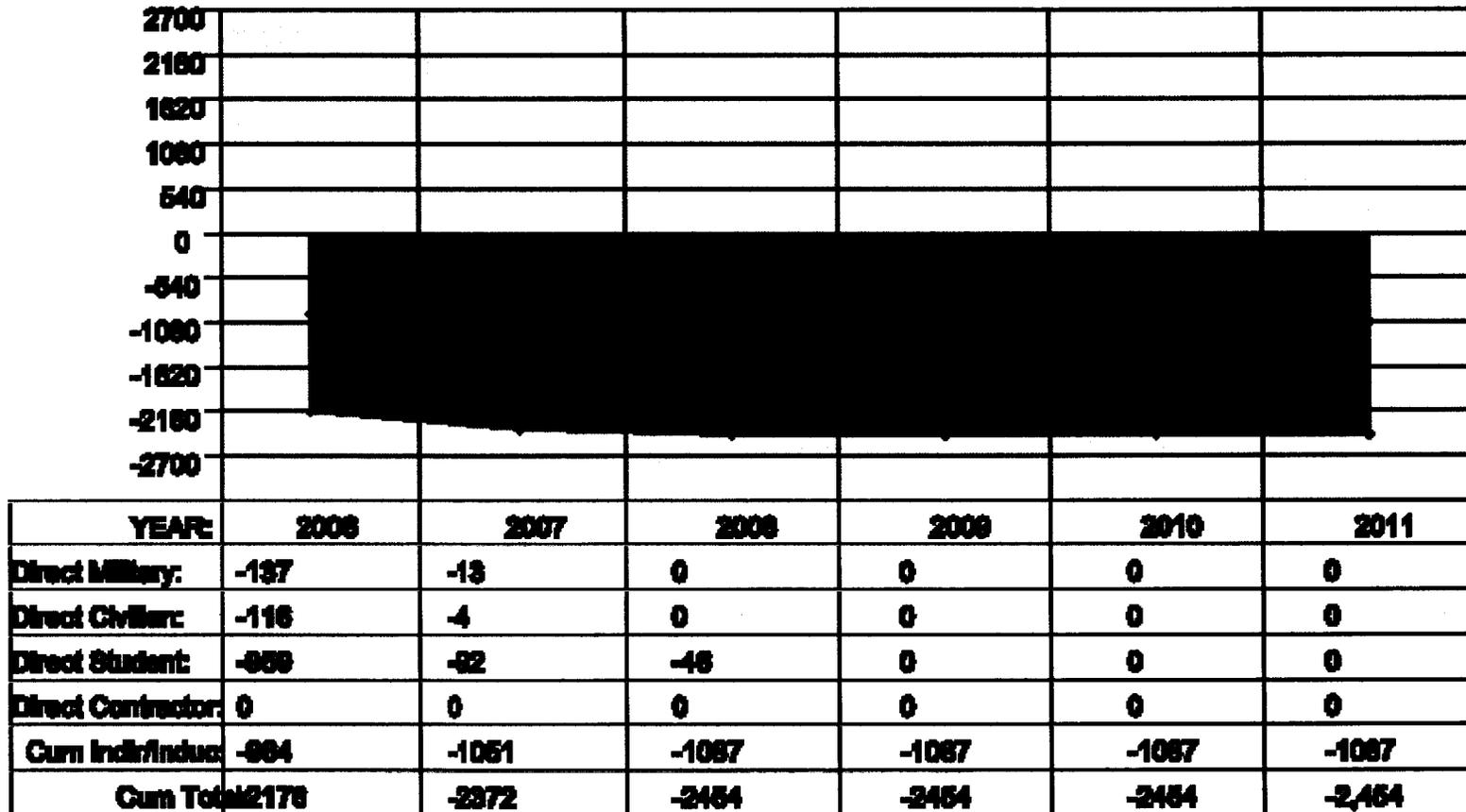
Back to Criterion 6



11931

Wright-Patterson Job Change

Cumulative Job Change (Gain/Loss) Over Time:



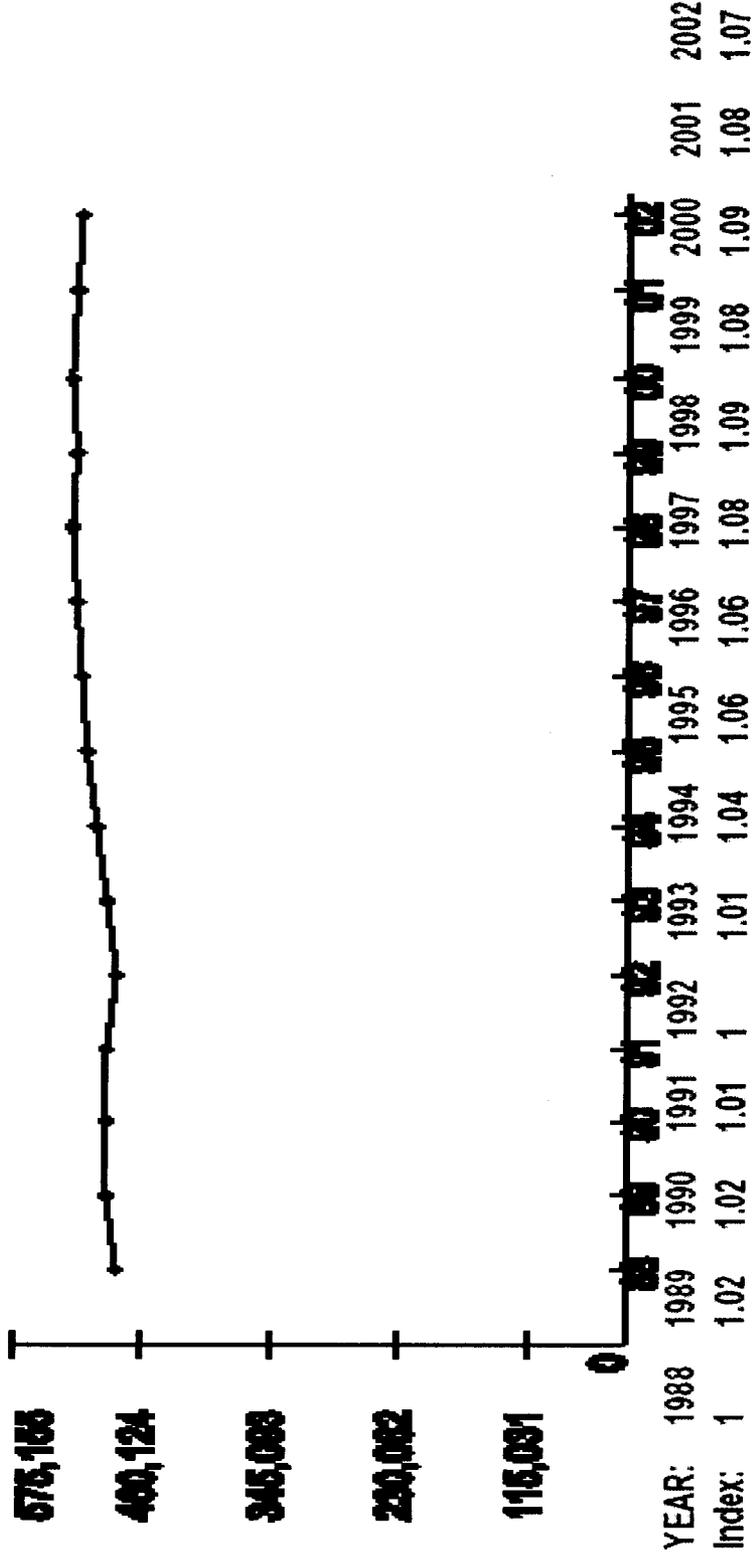
Back to Criterion 6



Wright-Patterson Employment Trend

Dayton, OH Metropolitan Statistical Area Trend Data

Employment Trend (1988-2002)



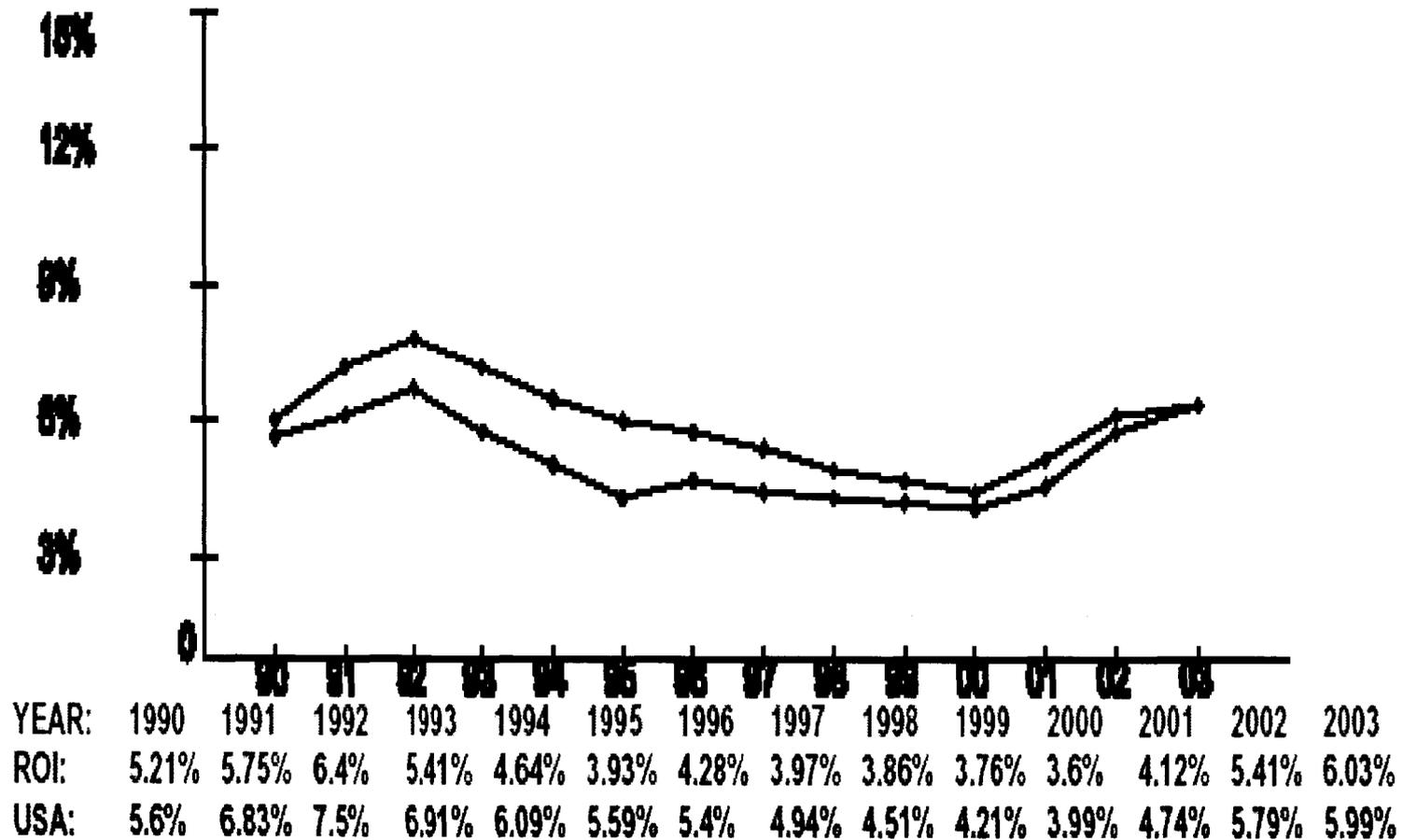
Represents the ROI's indexed employment change since 1988

Back to Criterion 6



Wright-Patterson Unemployment Trend

Unemployment Percentage Trend (1990-2003)



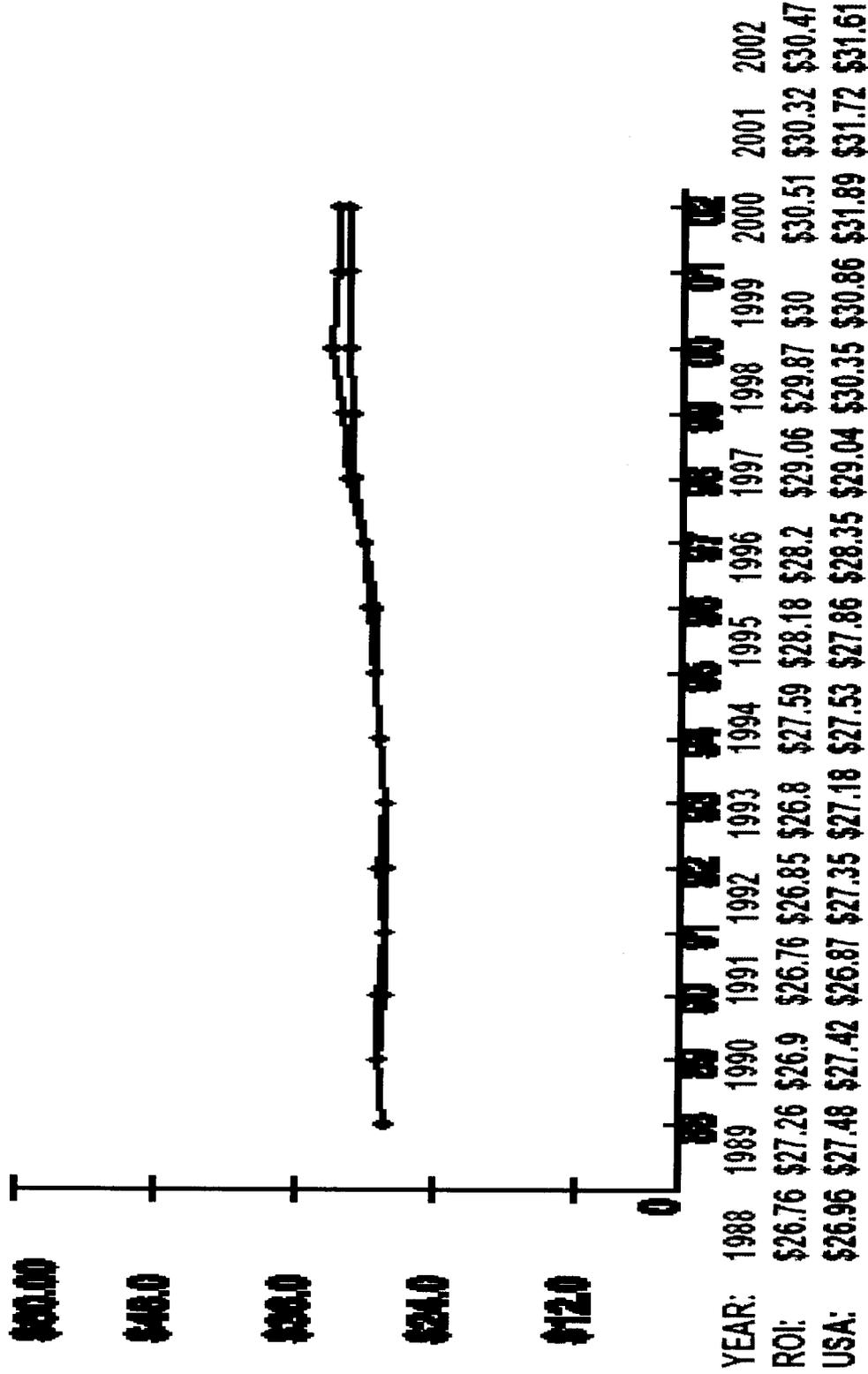
Back to Criterion 6



Wright-Patterson Per Capita Income Trend

DCN: 11931

Per Capita Income x \$1,000 (1988-2002)



[Back to Criterion 6](#)



NPS Monterey Summary

ECONOMIC IMPACT DATA

Scenario: Consolidate AFIT and NPS PDE Functions at NPS
Economic Region of Influence(ROI): Salinas, CA Metropolitan Statistical Area
Base: NAVYSSCOL MONTEREY
Action: Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA

Overall Economic Impact of Proposed BRAC-05 Action:

ROI Population (2002):	411,140
ROI Employment (2002):	235,299
Authorized Manpower (2005):	3,307
Authorized Manpower(2005) / ROI Employment(2002):	1.41%
Total Estimated Job Change:	2,511
Total Estimated Job Change / ROI Employment(2002):	1.07%

Back to Criterion 6



NPS Monterey Job Change

Cumulative Job Change (Gain/Loss) Over Time:

YEAR	2005	2007	2008	2009	2010	2011
Direct Military	127	12	0	0	0	0
Direct Change	0	4	0	0	0	0
Direct Disband	0	0	40	0	0	0
Direct Cancelled	0	0	0	0	0	0
Open Indicators	1997	1997	1997	1997	1997	1997
Open Total	1997	1997	1997	1997	1997	1997
Open Total	1997	1997	1997	1997	1997	1997

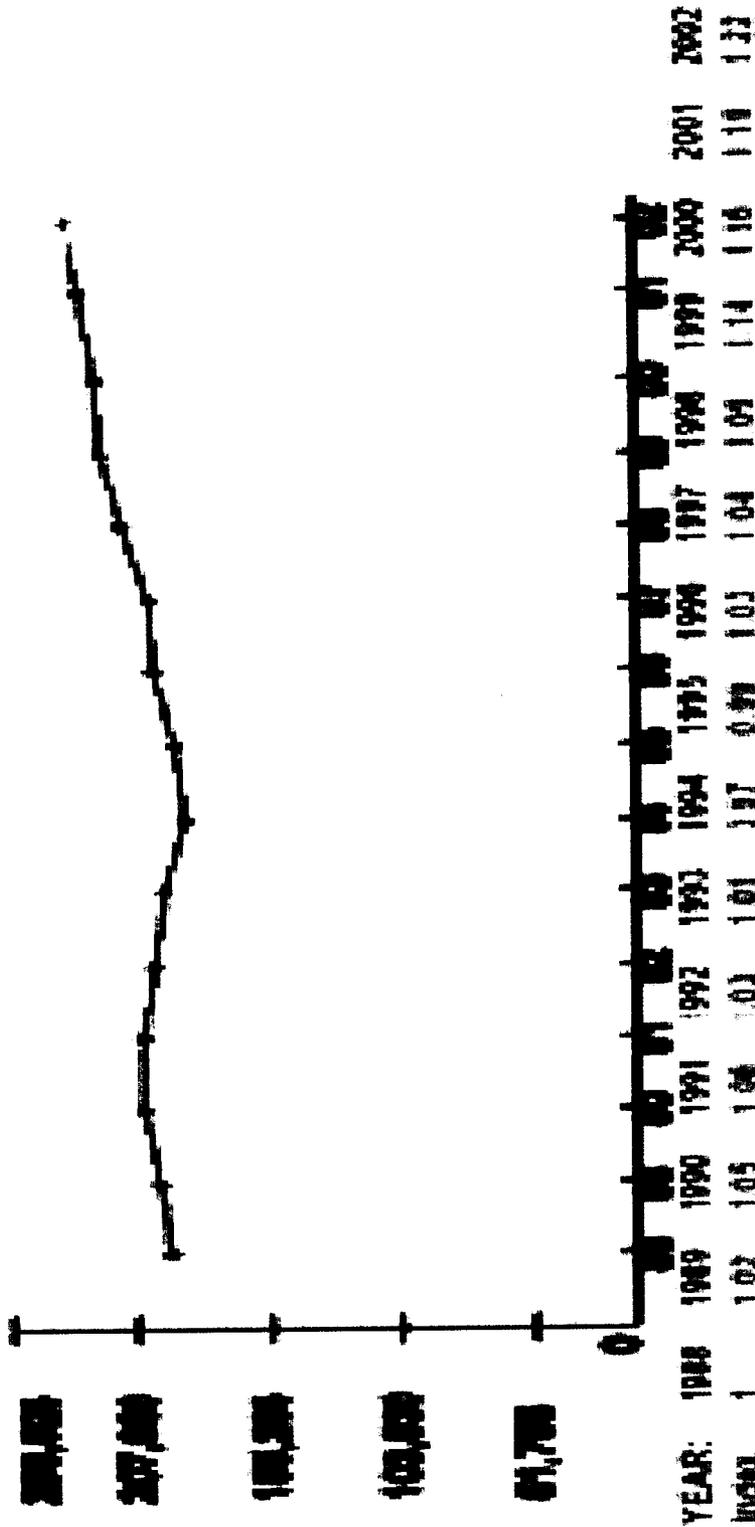
[Back to Criterion 6](#)



NPS Monterey Employment Trend

Salinas, CA Metropolitan Statistical Area Trend Data

Employment Trend (1988-2002)



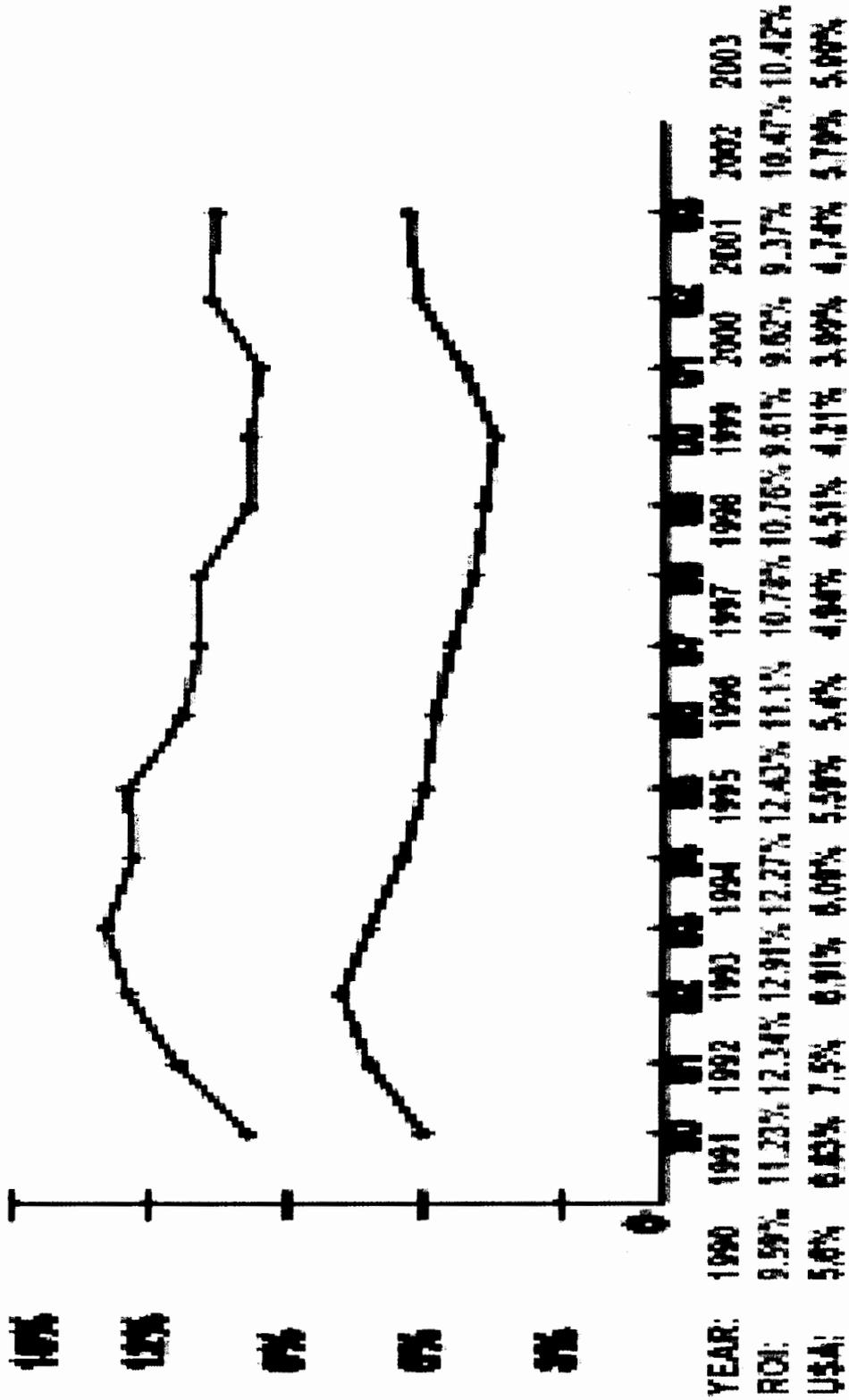
Prepared by the Employment Statistics Division, BLS

[Back to Criterion 6](#)



NPS Monterey Unemployment Trend

Unemployment Percentage Trend (1990-2003)

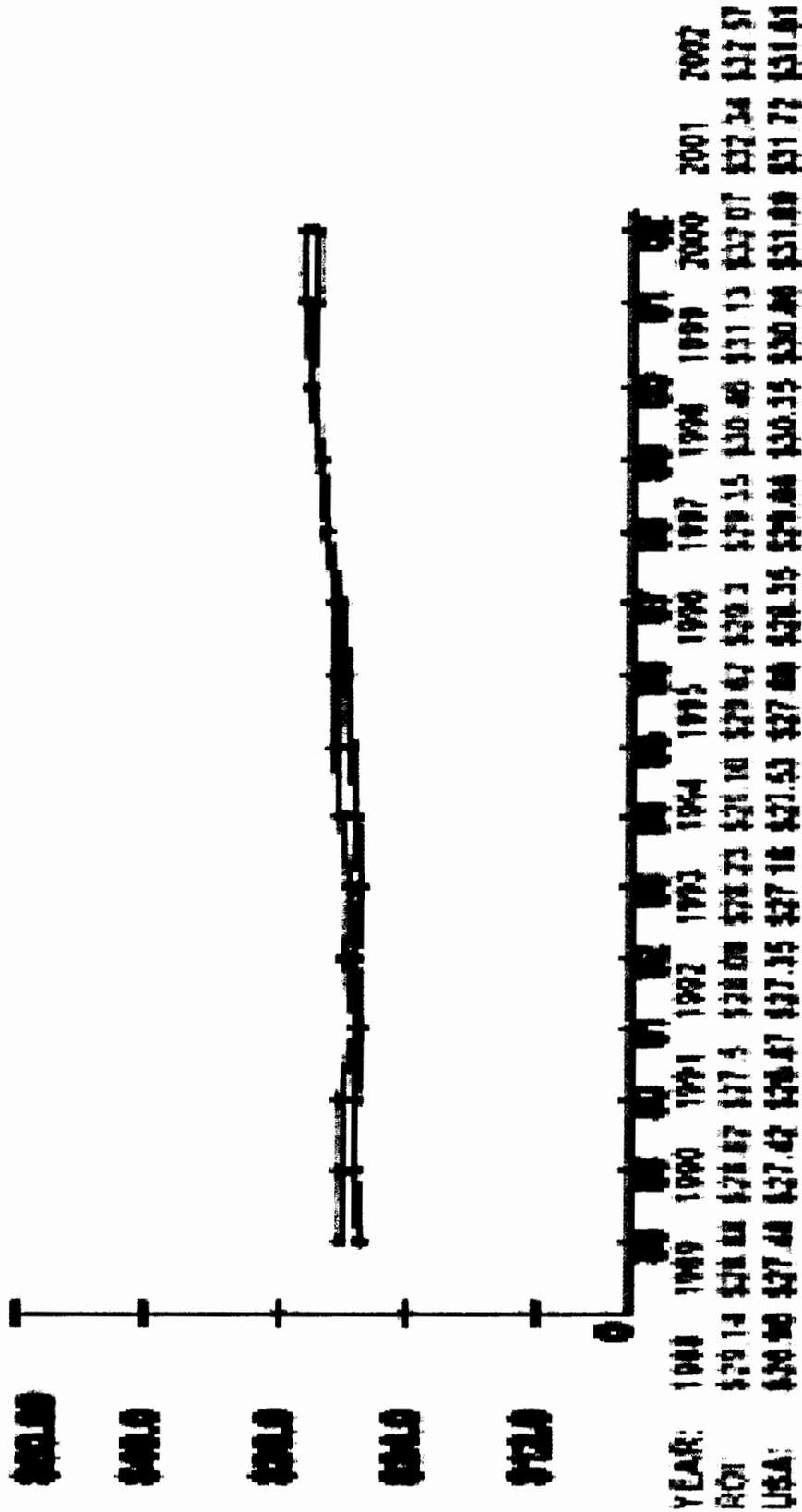


[Back to Criterion 6](#)



NPS Monterey Per Capita Income Trend

Per Capita Income X \$1,000 (1982-2002)



[Back to Criterion 6](#)



E&T 0022 Backup Slides – Criterion 7

DCN: 11931



11931

Wright-Patterson AFB, OH (AFIT) - Demographics

Demographics

The following tables provide a short description of the area near the installation/activity. Wright-Patterson AFB is 15 miles from Dayton, OH, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Dayton-Springfield, OH MSA	950,558

The following entities comprise the military housing area (MHA):

County/City	Population
Clark	144742
Darke	53309
Greene	147886
Montgomery	559062
Preble	42337
Total	947,336

Back to Criterion 7

NPS, Monterey, CA - Demographics

Demographics

The following tables provide a short description of the area near the installation/activity. NAVPGSCOL_MONTEREY_CA is 23 miles from Salinas, CA, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Salinas, CAMSA	401,762

The following entities comprise the military housing area (MHA):

County/City	Population
Monterey	401762
San Benito	53234
Santa Cruz	255602
Total	710,598

[Back to Criterion 7](#)



NPS, Monterey, CA – Education

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, percentage of certified teachers and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: “MFR” means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information.

If the installation/activity/agency has incomplete information from the local school system in order to accurately compute a score in this area, the number of school districts reporting information will be captured in addition to the computed answer.

		Basis
School District(s) Capacity	14,973	1 of 25 districts
Students Enrolled	73,812	25 of 25 districts
Average Pupil/Teacher Ratio	20.5:1	25 of 25 districts
High School Students Enrolled	20,336	10 of 10 districts
Average High School Graduation Rate (US Avg 67.3%)	89.1%	10 of 10 districts
Average Composite SAT I Score (US Avg 1026)	922	8 of 10 districts
Average ACT Score (US Avg 20.8)	20	6 of 10 districts
Available Graduate/PhD Programs	6	
Available Colleges and/or Universities	9	
Available Vocational and/or Technical Schools	1	

Back to Criterion 7



NPS, Monterey, CA – Employment

Employment

Unemployment and job growth rates provide a relative merit of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided.

The unemployment rates for the last five-years:

	1999	2000	2001	2002	2003
Local Data	9.6%	9.6%	9.4%	10.5%	10.4%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	3.1%	3.0%	.3%	1.0%	.7%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA

Back to Criterion 7



NPS, Monterey, CA – Housing/Medical

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community.

Note: according to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal Total Vacant Housing Units; Total Vacant Housing Units may also include units that are vacant but not on the market for sale or rent.

Total Vacant Housing Units	10,472	Basis: 1 of 3 counties
Vacant Sale Units	3,261	
Vacant Rental Units	1,711	

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population.

	# Physicians	# Beds	Population	
Local Community	596	683	401,762	Basis: MSA
Ratio	1:674	1:588		
National Ratio (2003)	1:421.2	1:373.7		

Back to Criterion 7



NPS, Monterey, CA – Safety/Crime/Trans

DCN: 1931

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002:

Local UCR	3,463.4	Basis: MSA
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAVPGSCOL_MONIEREY_CA to nearest commercial airport: 4.0 miles
Is NAVPGSCOL_MONIEREY_CA served by regularly scheduled public transportation? Yes

[Back to Criterion 7](#)



NPS, Monterey, CA – Utilities

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

[Back to Criterion 7](#)



Wright-Patterson AFB, OH (AFIT) – Education

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, percentage of certified teachers and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: “MFR” means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the school district refused to provide the information or the school district does not use or track the information.

If the installation/activity/agency has incomplete information from the local school system in order to accurately compute a score in this area, the number of school districts reporting information will be captured in addition to the computed answer.

		Basis
School District(s) Capacity		
Students Enrolled	140,389	39 of 39 districts
Average Pupil/Teacher Ratio	18.1:1	39 of 39 districts
High School Students Enrolled	43,852	39 of 39 districts
Average High School Graduation Rate (US Avg 67.3%)	85.8%	39 of 39 districts
Average Composite SAT I Score (US Avg 1026)		
Average ACT Score (US Avg 20.8)		
Available Graduate/PhD Programs	10	
Available Colleges and/or Universities	15	
Available Vocational and/or Technical Schools	11	

Back to Criterion 7



11931

Wright-Patterson AFB, OH (AFIT) – Employment

Employment

Unemployment and job growth rates provide a relative merit of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided.

The unemployment rates for the last five-years:

	1999	2000	2001	2002	2003
Local Data	3.8%	3.7%	4.3%	5.7%	6.2%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	-.3%	.3%	1.2%	-2.6%	-.3%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA

Back to Criterion 7



11931

E&T JCSG-PDE Graduate Education Scenario Comparisons

Grad-Ed Scenarios	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 0003, Privatize PDE function at NPS and AFIT	\$47.2	\$-30.8	1	-353.3	1,004	0
E&T 0022, Consolidate AFIT and NPS PDE functions at NPS	\$62.6	\$-5.2	12	-15.6	53	\$39.6
E&T 0023, Consolidate NPS and AFIT with Service Academies						
Ver. 1 – AF	\$129.2	\$-0.2	100+	123.7	0	\$91.9
Ver. 2 - N	\$381.53	\$9.42	Never	448.58	0	\$235.38

Note: All Dollars Shown in Millions



Wright-Patterson AFB, OH (AFIT) – Child Care/Cost of Living

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 43

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality Pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities.

Median Household Income	(US Avg \$41,994)	\$41,550	Basis: MSA
Median House Value	(US Avg \$119,600)	\$99,000	
GS Locality Pay	("Rest of US" 10.9%)	12.0%	
O-3 with Dependents BAH Rate		\$1,081	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		Yes	

[Back to Criterion 7](#)



NPS, Monterey, CA – Child Care/Cost of Living

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 7

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality Pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities.

Median Household Income	(US Avg \$41,994)	\$48,305	Basis: MSA
Median House Value	(US Avg \$119,600)	\$265,800	
GS Locality Pay	("Rest of US" 10.9%)	24.2%	
O-3 with Dependents BAH Rate		\$2,291	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		No	

[Back to Criterion 7](#)



Wright-Patterson AFB, OH (AFIT) -- Housing/Medical

DCN: 11931

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community.

Note: according to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal Total Vacant Housing Units; Total Vacant Housing Units may also include units that are vacant but not on the market for sale or rent.

Total Vacant Housing Units	28,651	Basis: MSA
Vacant Sale Units	5,285	
Vacant Rental Units	12,423	

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population.

	# Physicians	# Beds	Population
Local Community	2,392	2,724	950,558
Ratio	1:397	1:349	Basis: MSA
National Ratio (2003)	1:421.2	1:373.7	



NPS, Monterey, CA – Housing/Medical

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community. Note: according to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal Total Vacant Housing Units; Total Vacant Housing Units may also include units that are vacant but not on the market for sale or rent.

Total Vacant Housing Units	10,472	Basis: 1 of 3 counties
Vacant Sale Units	3,261	
Vacant Rental Units	1,711	

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population.

	# Physicians	# Beds	Population	
Local Community	596	683	401,762	Basis: MSA
Ratio	1:674	1:588		
National Ratio (2003)	1:421.2	1:373.7		

E&T JCSG-PDE ISSUES

Graduate Education

- 0003 – Privatize Graduate Education at AFIT and NPS
- 0022 – Consolidate AFIT and NPS at NPS
- 0023 – Consolidate AFIT and NPS with Service Academies

Other Full Time Education

- 0012 – Realign DRMI with DAU at Ft Belvoir
- 0013 – Relocate DCAI to Ft Belvoir
- 0014 – Consolidate Chaplain education and training at Ft Jackson
- 0015 – Consolidate JAG education and training at Maxwell AFB

PME / JPME

- 0024 – Realign Service ILC and SSC with Service Academies
- 0025 – Realign SSCs in place
- 0026 – Consolidate SLCs at Ft McNair
- 0027 – Consolidate SLCs at MCB Quantico
- 0028 – Consolidate SLCs at Ft Eustis
- 0032 – Realign SLCs under NDU and co-locate at Ft McNair
- 0033 – Realign SLCs under NDU and co-locate at MCB Quantico
- 0034 – Realign SLCs under NDU and co-locate at Ft Eustis
- 0035 – Realign SSCs under NDU and co-locate at MCB Quantico
- 0036 – Realign SSCs under NDU and co-locate at Ft Eustis
- 0058 – Realign USAWC and USACGSC at Ft. Leavenworth



E&T JCSG-PDE ISSUES

- Scenario 25: Realign SSCs in place
- Navy is reporting \$21.3 Million in MILCON costs associated with this scenario
- Army and Air Force are reporting no costs associated with this scenario
- Recent PAJE trips to the United States Army War College and the Air War College identified physical plant shortcomings that must be addressed prior to their next accreditation trips
- Potential cost savings from avoided MILCON may not be captured



Scenario Description

DCN: 11931

- **Action 1: Disestablish NPS at Monterey, CA**
- **Action 2: Disestablish AFIT at Wright-Patterson AFB, OH**
- **Action 3: Privatize AFIT and NPS graduate education function**
- **Action 4: Services will reassign responsibility for programming and funding education at civilian institutions**

AFIT

NPS



ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T 0003	47.2	-30.8	1	-353.3

All Dollars shown in Millions

- Notes: Key Elements of One-Time Costs:**
1. Personnel \$ 24.2M (Mainly RIF of Civilian Positions)
 2. Overhead \$10.3M (Program Management Costs)
 3. Moving \$6.5M (Mainly Civilian PPP)
 4. Other \$5.9M (See Slide 5)

- Key Elements Steady State Saving:**
1. Military and Civilian Salaries (Net Savings of \$-26.2M)
 2. BOS Savings (Net Savings of \$-4.6M)



11931

Disposition of Billets/Positions

Scenario		OFF	ENL	CIV	STU	TOT
E&T 0003	Eliminate	182	65	757		1,004
	Move	0	0	0	2,828	2,828



One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
E&T 0003	0	24.5	10.3	6.5	5.9	47.2	0	47.2

All Dollars Shown in Millions

- Notes:**
1. Personnel Consists of \$20.1M Civilian RIF, \$.8M Early Retirement, \$2.1M Military PCS, and \$1.4M Unemployment costs.
 2. Overhead Consists of Program Management Costs.
 3. Move Consists of Civilian PPP (Priority Placement Program) Costs.
 4. "Other" consists of \$5.4M for Disposal of All Unique Pieces of Lab Equipment, \$250,000 for DMDC Mainframe Restart and \$250,000 for HAP/RSE.



MILCON Summary

Scenario: E&T 0003 (may need multiple pages if different versions are being displayed)	None			
Construction FAC Description	UM	New	Rehab	Cost
TOTAL				0

Note: All Dollars Shown in Millions



Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06-FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T 0003	\$ 24.0	\$ 0.0	\$ 240.1	\$ 264.1	\$ -385.7	\$ -121.6

- Notes:**
1. "O&M Consists of BOS Costs
 2. "Other" Consists of Tuition, Books, and Fees for Navy and AF

Key Elements of Savings

Scenario: E&T 0003	Element	Description	Total Net Savings (\$M) FY06 - FY11
	(* indicates recurring savings will occur to year 2025)		
	BOS*	Reduced Overhead	-9.5
	Military Salaries	Eliminated 247 Billets	-122.8
	Civilian Salaries	Eliminated 757 Billets	-216.4
	BAH	BAH Savings	-12.9



MILCON Summary

Scenario: E&T 0046 -- Cooperative		Totals	
Installation	People	Unabridged	FT Scrub
Columbus AFB	1	5.44	5.44
NAS Corpus Christi	225	184.81	105.01
NAS Kingsville	279	37.52	37.52
Laughlin AFB	-219	57.26	5.34
NAS Meridian	497	19.05	19.05
NAS Pensacola	505	26.50	26.50
Sheppard AFB	613	89.46	70.19
Vance AFB	11	44.94	3.46
Fort Rucker	618	31.01	31.01
Total		495.99	303.52



MILCON Columbus AFB

Scenario: E&T 0046

Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron	SY	28K		3.11
POL Pipeline	MI			0.01
Liquid Fuel Loading/Unloading Facility	OL	0.02		0.01
Bulk Liquid Fuel Storage	BL	12.9K		0.80
General Administrative Bldg	SF	9.1K		1.50
Subtotal				5.44

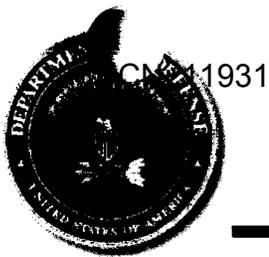


CN: 11931

MILCON NAS Corpus Christi

Scenario: E&T 0046

Construction FAC Description	UM	New	Rehab	Cost (\$M)
Fixed Wing Runway Surfaced	SY	42,222		4.35
Fixed Wing Runway Surfaced x 2	SY	31,111		6.42
Runway Overrun Area x2	SY	44,444		9.16
Runway Overrun Area	SY	33,333		3.44
Airfield Pavement Lighting	LF	1,900		0.19
Airfield Pavement Lighting x2	LF	2,650		0.54
Aux Filed Improvement	SF			25.00
Taxiway Surfaced x2	SY	13,750		2.84
Taxiway Surfaced	SY	3,333		0.34
Aircraft Apron Surfaced	SY	44,200		4.56
Land Fill for Runway Extensions				1.50
Flight Simulator Facility	SF	46,500		9.41
Controlled Humidity Storage	SF	49,500		4.19
Compass Calibration Pad	SY	290		0.03
Subtotal				71.97



MILCON NAS Corpus Christi (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Subtotal from previous chart				71.97
Aircraft Main Hangar	SF	230,000		49.54
Aircraft Maintenance Shop	SF	95,590		17.73
Aircraft Engine Test Facility	EA			2.07
Aircraft Washpad Surfaced	SY	2,666		0.27
Vehicle Parking, Surfaced	SY		33,333	1.07
Applied Instruction Bldg	SF	126,000		24.21
Aviation Operations Building	SF			10.45
Miscellaneous Component of Other Facility (Utility Restructure)				7.50
Subtotal				184.81

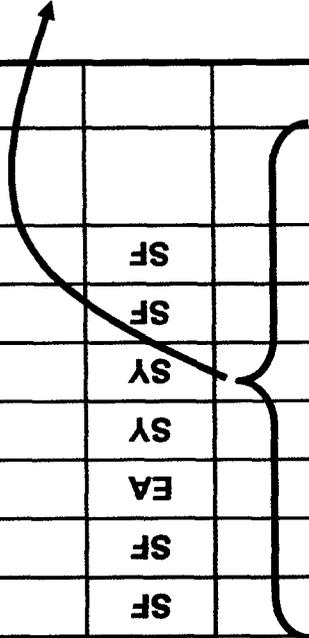


MILCON NAS Corpus Christi (cont)

Scenario: E&T 0046

Construction FAC Description					UM	New	Rehab	Cost (\$M)
Subtotal from previous chart								
Aircraft Main Hangar	SF	230,000			49.54			
Aircraft Maintenance Shop	SF	95,590			17.73			
Aircraft Engine Test Facility	EA				2.07			
Aircraft Washpad Surfaced	SY	2,666			0.27			
Vehicle Parking, Surfaced	SY		33,333		1.07			
Applied Instruction Bldg	SF	126,000			24.21			
Aviation Operations Building	SF				10.45			
Miscellaneous Component of Other Facility (Utility Restructure)					7.50			
Subtotal								
								184.81

Recommend JCSG delete or modify these projects ...



MILCON NAS Corpus Christi (cont)

Scenario: E&T 0046

Construction FAC Description	UM	New	Rehab	Cost (\$M)
Fixed Wing Runway Surfaced	SY	42,222		4.35
Fixed Wing Runway Surfaced x 2	SY	31,111		6.42
Runway Overrun Area x2	SY	44,444		9.16
Runway Overrun Area	SY	33,333		3.44
Airfield Pavement Lighting	LF	1,900		0.19
Airfield Pavement Lighting x2	LF	2,650		0.54
Aux Filed Improvement	SF			25.00
Taxiway Surfaced x2	SY	13,750		2.84
Taxiway Surfaced	SY	3,333		0.34
Aircraft Apron Surfaced	SY	44,200		4.56
Land Fill for Runway Extensions				1.50
Flight Simulator Facility	SF	46,500		9.41
Controlled Humidity Storage	SF	49,500		4.19
Compass Calibration Pad	SY	290		0.03
Aircraft Main Hangar	SF	136,000		29.29
Utility Restructure				3.75
Subtotal		\$79.08 Million reduction		105.01

Reduce Scope by 1/2



CN 11931

MILCON NAS Kingsville

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Maintenance Hangar	SF	59.0K		12.85
Aircraft Maintenance Hangar	SF	50K	50K	10.89
Aircraft Apron Surfaced x 2	SY	27,000		2.82
Aircraft Engine Test Facility	EA			2.10
Flight Simulator Facility	SF	5,300		1.09
General Purpose Instruction Bldg	SF	4,035		0.69
Installation Support Vehicle Maintenance	SF	10,450		1.68
Aircraft Corrosion Control Hangar	SF	18.0K		5.42
Total				37.52

MILCON Laughlin AFB

Scenario: E&T 0046

Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron	SY	43,163		5.34
Aviation Ops Bldg	SF	30,000		6.06
Aviation Maintenance Hangar	SF	51,168		14.71
Aviation Maintenance Shop	SF	100,666		23.50
Aircraft Corrosion Control Hangar	SF	3,198		1.12
Aircraft Maintenance Shop/Depot	SF	8,200		1.75
Electronics and Communication Maintenance	SF	11,400		2.19
Covered Storage Bldg	SF	24,600		2.59
Subtotal				57.26



MILCON Laughlin AFB

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron	SY	43,163		5.34
Aviation Ops Bldg	SF	30,000		6.06
Aviation Maintenance Hangar	SF	51,168		14.71
Aviation Maintenance Shop	SF	100,666		23.50
Aircraft Corrosion Control Hangar	SF	3,198		1.12
Aircraft Maintenance Shop/Depot	SF	8,200		1.75
Electronics and Communication Maintenance	SF	11,400		2.19
Covered Storage Bldg	SF	24,600		2.59
Subtotal				5.34

Recommend JCSG delete these projects ...



CN: 11931

MILCON NAS Meridian

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Maintenance Hangar	SF	77,000		15.40
Gen Purpose Inst Bldg	SF		26,000	3.00
Non-Exchange Eating Facility	SF		6,000	0.65
Subtotal				19.05



MILCON NAS Pensacola

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Maintenance Hangar	SF	24,000		5.00
Aircraft Maintenance Hangar	SF	15,000		3.12
Aircraft Maintenance Hangar	SF		2,307	0.23
Miscellaneous Ops Support Bldg	SF	15,000		2.86
Applied Instruction Bldg	SF	37,000		6.87
Flight Simulator Facility	SF		18,000	1.65
Flight Simulator Facility	SF	4,000		0.78
Emergency Operations Center / SCIF	SF	1,000		0.19
Aircraft Apron Surfaced	SY	11, 555		1.15
Parachute and Dingy Maintenance Shop	SF	400		0.07
Aircraft Maintenance Shop Depot	SF	12,000		2.15
Aircraft Engine Test Facility	EA			2.00
General Administrative Bldg	SF		6, 074	0.42
Total				26.49



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MILCON Sheppard AFB

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Maintenance Hangar	SF	97,990		25.26
Aircraft Maintenance Shop	SF	44,000		9.21
Aircraft Corrosion Control Hangar	SF	8,917		2.58
Aircraft Apron Surfaced	SY	86,261		9.58
General Purpose Instruction Building	SF	53,650		9.59
Flight Simulator Facility	SF	49,000		10.42
Electronic & Communication Maintenance Bldg	SF	6,100		1.05
Indoor Physical Fitness	SF	5025		0.96
Nursery & Child Care Facility	SF	4,896		0.98
Parachute and Dingy Maintenance Shop	SF	2,900		0.56
Subtotal				70.19



CN:11931

MILCON Sheppard AFB (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Subtotal from previous slide				70.19
Aircraft Maintenance Shop Depot	SF	10,600		2.02
Compass Calibration Pad	SY	1,182		0.13
Aviation Ops Building	SF	69,330		12.55
Installation Support Vehicle Maintenance	SF	5,500		0.99
Ammunition Storage	SF	1325		0.32
Covered Storage Building	SF	1815		0.17
General Administration Building	SF	10,285		1.70
Religious Education Building	SF	4,183		0.81
Recreation Center	SF	3165		0.58
Total				89.46



MILCON Sheppard AFB (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Subtotal from previous slide				70.19
Aircraft Maintenance Shop Depot	SF	10,600		2.02
Compass Calibration Pad	SY	1,182		0.13
Aviation Ops Building	SF	69,330		12.55
Installation Support Vehicle Maintenance	SF	5,500		0.99
Ammunition Storage	SF	1325		0.32
Covered Storage Building	SF	1815		0.17
General Administration Building	SF	10,285		1.70
Religious Education Building	SF	4,183		0.81
Recreation Center	SF	3165		0.58
Total				89.46

Recommend JCSG delete these projects ...



CN:11931

MILCON Sheppard AFB (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Maintenance Hangar	SF	97,990		25.26
Aircraft Maintenance Shop	SF	44,000		9.21
Aircraft Corrosion Control Hangar	SF	8,917		2.58
Aircraft Apron Surfaced	SY	86,261		9.58
General Purpose Instruction Building	SF	53,650		9.59
Flight Simulator Facility	SF	49,000		10.42
Electronic & Communication Maintenance Bldg	SF	6,100		1.05
Indoor Physical Fitness	SF	5025		0.96
Nursery & Child Care Facility	SF	4,896		0.98
Parachute and Dingy Maintenance Shop	SF	2,900		0.56
Subtotal				70.19



CN:11931

MILCON Vance AFB

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron	SY	26,456		3.47
Aviation Ops Bldg	SF	15,000		3.20
Aviation Maintenance Hangar	SF	31,980		9.72
Aircraft Maintenance Shop	SF	52,936		13.07
Aircraft Corrosion Control Hangar	SF	26,983		10.03
Aircraft Maintenance Shop/Depot	SF	5,000		1.13
Electronics and Communication Maintenance	SF	13, 100		2.66
Covered Storage Bldg	SF	15,000		1.67
Subtotal				44.95



MILCON Vance AFB (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron	SY	26,456		3.47
Aviation Ops Bldg	SF	15,000		3.20
Aviation Maintenance Hangar	SF	31,980		9.72
Aircraft Maintenance Shop	SF	52,936		13.07
Aircraft Corrosion Control Hangar	SF	26,983		10.03
Aircraft Maintenance Shop/Depot	SF	5,000		1.13
Electronics and Communication Maintenance	SF	13,100		2.66
Covered Storage Bldg	SF	15,000		1.67
Subtotal				3.47

Recommend JCSG delete these projects ...



MILCON Fort Rucker

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Maintenance Hangar	SF	114,400		21.10
Aircraft Corrosion Control Hangar	SF	1,700		0.43
Flight Simulator Facility	SF	37,500		6.50
General Administrative Bldg	SF	22,900		2.99
Subtotal				31.02

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BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES of February 17, 2005

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 47th meeting of the E&T JCSG. Attendee List is Attachment 1. The following is a summary of discussions (Briefing slides are Attachment 2):

- Mr. Abell opened the meeting by welcoming participants. The E&T JCSG currently has 62 declared scenarios: 13 have been deleted, 36 deactivated, 12 approved and 1 pending further deliberations. It is anticipated that three candidate recommendations will be ready for presentation to the ISG on 4 March 2005. Mr. Abell highlighted the 11 February 2005 ISG meeting where he presented seven E&T JCSG candidate recommendations. The ISG approved all seven but requested follow-up on E&T-0003, "Privatize PDE function at NPS and AFIT" regarding Navy graduate-education concerns.

Note: Subsequent to this 17 February E&T JCSG meeting, the OSD BRAC advised the E&T JCSG that Mr. Wynne, ISG Chairman, plans to present all seven E&T candidate recommendations as well as other JCSGs' candidate recommendations to the IEC Wednesday, 23 February 2005. Mr. Dominguez, as the acting chair, will represent the E&T JCSG.

- E&T JCSG received an informational briefing on DON rationale for modification to E&T-0003 "Privatize PDE function at NPS and AFIT". RADM Jamie Barnett, N00TB, expressed DON concern that civilian academia does not currently possess equivalent substitute for eight of the Advanced Academic Degrees (AAD) currently taught at NPS. DON recommended relocation of those degrees to the Naval War College, Newport, RI, using the BRAC 2005 process. Following RADM Barnett's presentation and a spirited discussion, it was clarified that DON did not necessarily want the entire degree program moved but only those courses that were military unique and could not be easily replicated at a civilian institution. Mr. Abell thanked RADM Barnett for briefing the JCSG and helping them better understand their concerns. After RADM Barnett departed, the E&T JCSG Professional Education (PDE) Subgroup (Col Lynes) provided a briefing on the eight programs in question to illustrate significant commonalities between their civilian academic structures. The E&T JCSG:

44
240
130
2024

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- **Tasked PDE to get clarification from Office of General Council (BRAC Legal Advisor) regarding parameters of BRAC law. Specifically, if E&T-0003 becomes a BRAC recommendation, would DON be precluded from establishing, reestablishing, or moving portions of the concerned resident/non-resident grad-ed courses.**
 - **Requested the Navy (through the Navy E&T JCSG representative) provide Navy specific grad-ed courses (at the course-level vice degree-level) and proposed faculty cost for subsequent re-examination by the PDE subgroup.**
 - **Deferred further discussion on E&T-0003, "Privatize PDE function conducted at AFIT and NPS" pending OGC opinion and DON listing of specific courses. [NOTE: E&T-0003 is to be briefed to the IEC 23 Feb 05]**
- **The Flight Training Subgroup (Col Simmons and CAPT Summerlin) provided an update for E&T-0052 "JSF Stand-Alone / Joint Strike Fighter Initial Training Site". The subgroup compared costs of a basing arrangement that would accommodate separate Pilot Training and Maintenance Training Centers (PTC/MTC) verses an Integrated Training Center (ITC). Mr. Brian Buzzell from OSD BRAC produced a record of staffing action that proclaimed the ITC concept had been directed by Mr. Aldridge.**
 - **The E&T JCSG directed that the E&TCR-0052 "quint-chart" Title and Candidate Recommendation summary blocks be edited to read "Initial Training Site" and include verbiage that the base of choice be sized to accommodate an "Integrated Training Center". The Principals noted that this Candidate Recommendation dealt only with the initial JSF Pilot Training/bed down; subsequent JSF ITS or PTC/MTC decisions will occur well after BRAC 2005 and will necessitate re-evaluation.**
 - **Approved E&T 0052, "Joint Strike Fighter Integrated Training Site" updated analysis.**
 - **Mr. Howlett noted that during the previous meeting, the E&T JCSG approved E&T 0032, "Realign SLCs under NDU and co-locate at Fort McNair" to go forward but still had two alternatives as active candidate recommendations in the ISG Scenario Tracker Tool. The E&T JCSG:**
 - **Deactivated E&T 0025, "Realign SSCs in Place."**
 - **Deactivated E&T 0058, "Realign USAWC and USACG."**
 - **The E&T JCSG also directed the following:**
 - **Each subgroup is to review scenarios and identify those that may have prematurely rejected on the basis of low payback and high one-time SST was to specifically re-look DLL.**

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Education & Training Joint Cross Service Group

E&T JCSCG Principals Meeting
February 17, 2005

Mr. Charles Abell
Chair, E&T JCSCG



Education & Training Joint Cross Sec.

E&T JCSCG Principals Meeting
February 17, 2005

Mr. Charles Abell
Chair, E&T JCSCG





Agenda

- **Overview**
- **Navy Grad-Ed Concerns**
- **E&T JCSCG Update**
 - **Calendar of Events**
 - **Candidate Recommendation Status**
 - **ISG Feedback**
 - **Red Team Feedback**
- **Flight Training Update**
- **Wrap-up**
 - **Identification of “minimum critical knowledge base” requirements**
 - **Scenarios rejected for low pay back**



E&T JCSG Schedule – February/March

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
	1	2 E&T JCSG 1300-1530	3	4 ISG Mtg 1030-1200	5	6
7 E&T POC Mtg	8	9	10 E&T JCSG 1300-1530 (2E223)	11 ISG Mtg 1030-1200 (E&T Briefs - 7)	12	13
14  Red Team Session	15 E&T POC Mtg	16	17 E&T JCSG 1300-1530 (2E223)	18 ISG Mtg	19	20
21 President's Day 	22 E&T POC Mtg	23	24 E&T JCSG 1300-1530 (2E223)	25 ISG Mtg 1030-1200 (E&T Briefing - ?)	26	27
28	1 E&T POC Mtg	2	3 E&T JCSG 1300-1530 (TBD)	4 (E&T Briefs – 5*)	5	6



E&T JCSG Review

Scenario no.		Status	Candidate Recommendations
E&T-0003	PDE		CR approved, 5 Jan 05/ISG 11 Feb
E&T-0004	SST	Deactivated, 13 Jan 05	
E&T-0005	SST	Deactivated, 6 Jan 05	Contingent to #0053
E&T-0006	FT	Deactivated, 27 Jan 05	
E&T-0007	FT	Deleted	
E&T-0008	FT	Deleted	
E&T-0009	Ranges (T&E)	Deleted	
E&T-0010	Ranges (Tng)	(ON HOLD)	
E&T-0011	Ranges (Tng)	Deleted	
E&T-0012	PDE		CR approved, 19 Jan 05/ISG 11 Feb
E&T-0013	PDE	Deactivated, 12 Jan 05	
E&T-0014	PDE/SST		CR approved, 12 Jan 05/ISG 11 Feb
E&T-0015	PDE/SST	Deactivated, 26 Jan 05	
E&T-0016	SST		CR approved, 12 Jan 05/ISG 11 Feb
E&T-0017	SST	Deactivated, 12 Jan 05	
E&T-0018	SST	Deactivated, 13 Jan 05	
E&T-0019	SST	Deleted	



E&T JCSG Review

Scenario no.		Status		Candidate Recommendations
E&T-0020	FT	Deleted		
E&T-0021	Ranges (T&E)	Deleted	Remanded to T JCSG, 19 Jan 05	
E&T-0022	PDE		Deactivated, 5 Jan 05	Contingent to #0003
E&T-0023	PDE		Deactivated, 5 Jan 05	
E&T-0024	PDE		Deactivated, 2 Feb 05	
E&T-0025	PDE			CR approved, 2 Feb 05
E&T-0026	PDE		Deactivated, 2 Feb 05	
E&T-0027	PDE		Deactivated, 2 Feb 05	
E&T-0028	PDE		Deactivated, 2 Feb 05	
E&T-0029	SST			CR approved 16/21 Dec 04/ISG 11 Feb
E&T-0030	SST		Deactivated, 13 Jan 05	
E&T-0031	SST		Deactivated, 12 Jan 05	
E&T-0032	PDE			CR approved, 2 Feb 05
E&T-0033	PDE		Deactivated, 2 Feb 05	
E&T-0034	PDE		Deactivated, 2 Feb 05	
E&T-0035	PDE		Deactivated, 2 Feb 05	



E&T JCSG Review

Scenario no.		Status	Candidate Recommendations
E&T-0036	PDE		Deactivated, 2 Feb 05
E&T-0037	Ranges (Tng)		CR approved, 26 Jan 05
E&T-0038	Ranges (Tng)		CR approved, 26 Jan 05
E&T-0039	SST		CR approved, 6 Jan 05/ISG 11 Feb
E&T-0040	SST	Deleted	
E&T-0041	SST		Deactivated, 10 Feb 05
E&T-0042	SST		Deactivated, 13 Jan 05
E&T-0043	SST		Deactivated, 12 Jan 05
E&T-0044	FT		Deactivated, 27 Jan 05
E&T-0045	FT		Deactivated, 27 Jan 05
E&T-0046	FT		CR approved, 27 Jan 05
E&T-0047	FT	Deleted	(ISG 14 Jan)
E&T-0048	FT	Deleted	(ISG 14 Jan)
E&T-0049	FT		Deactivated, 27 Jan 05
E&T-0050	FT		Deactivated, 27Jan 05



E&T JCSG Review

Scenario no.		Status		Candidate Recommendations
E&T-0051	Ranges (T&E)		Deactivated, 26 Jan 05	
E&T-0052	FT			CR approved, 27 Jan 05
E&T-0053	SST			CR approved, 6 Jan 05/ISG 11 Feb
E&T-0054		Deleted * ENTRY ERROR		
E&T-0055	SST		Deactivated, 27 Jan 05	
E&T-0056	SST		Deactivated, 27 Jan 05	
E&T-0057	SST		Deactivated, 27 Jan 05	
E&T-0058	PDE			CR approved, 2 Feb 05
E&T 0059	SST	Deleted, 19 Jan 05		
E&T 0060	SST	Deleted, 19 Jan 05		
E&T-0061	SST		Deactivated, 10 Feb 05	
E&T-0062	SST		Deactivated, 10 Feb 05	
E&T-0063	SST		Deactivated, 10 Feb 05	
E&T-0064	SST		Deactivated, 10 Feb 05	
TOTALS	62	-13	- 34	(12+2) = 14* = 1 pending



ISG & Red Team Feedback

- **ISG Meeting, 11 Feb**
 - **7 Candidates Recommendations briefed**
 - **6 approved for IEC Review (23 Feb)**
 - **1 approved pending re-look to address Navy Grad-Ed concerns**
 - **JPME/PME Strategy briefed—move ahead w/JCSG recommendation**

- **Red Team Session, 14 Feb**
 - **Offered suggestions for E&T JCSG consideration**
 - **Candidate Recommendation justification/final report should include the principals/strategies/ transformational options it advances**
 - **Surge — benefits in coordinating w/Services on percentages used in analyses**
 - **Strategies should reflect BRAC guidance and not give the appearance of pre-determined outcomes (Ranges)**
 - **Additional feedback once all candidate recommendations are briefed**



Education & Training Joint Cross Service Group Flight Training Subgroup

Update

Candidate Recommendation

**E&T 0052, Joint Strike Fighter (JSF) Stand Alone
Integrated Training Center**



E&T JCSG-FT Remaining Issue

- “Convert JSF Pilot Training Center/Maintenance Training Center (PTC/MTC) Candidate Recommendation to Integrated Training Center”
- Recurring cost does NOT include Contract for Instructors

Cost Comparison (\$M)			
	<u>PTC/MTC</u>	<u>ITC</u>	<u>Delta</u>
One-time cost	203.26	199.22	-4.04 ↓
Net Implementation cost	780.63	212.00	-568.63 ↓
Annual Recurring Cost	2.98	3.48	0.50 ↑
Payback Period	Never		
Mil/Civ	555/84	179/21	-376/-63 ↓
NPV Cost	230.16	230.55	0.39 ↑



E&T CR 0052

C6 – Employment Change by Region of Influence

Base	Total Loss/Gain	Direct Loss/Gain	Indirect Loss/Gain	% of ROI Employment
Fort Walton Beach (Eglin AFB)	1,948	1,066	882	1.62%
Pensacola-Ferry Pass (NAS Pensacola)	-1,325	-586	-739	-0.63%
Phoenix-Mesa-Scottsdale (Luke AFB)	-109	-62	-47	-0.01%
San Diego-Carlsbad-San Marcos (Miramar MCAS)	-116	-61	-55	-0.01%
Virginia Beach-Norfolk- Newport News (NAS Oceana)	-128	-62	-66	-0.01%
Wichita Falls (Sheppard AFB)	-487	-295	-192	-0.52%
Aggregate	-217	0	-217	



E&T Candidate Recommendation CR 0052

“Stand Alone” JSF Flying / Maintenance Training Site

Candidate Recommendation: JSF Stand-Alone. Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors and associated equipment to Eglin AFB, Florida to establish a joint Fleet Replacement Squadron / Formal Training Unit (FRS/FTU) for a USAF, USN, and USMC Joint Strike Fighter (JSF) training organization for aviators and maintenance technicians assigned to this new weapon system.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ OSD Direction to nominate installation for JSF Initial Training Site ✓ Eglin #1 MilVal Score for JSF Mission <ul style="list-style-type: none"> ✓ Meets Service-endorsed requirements ✓ Follows services future roadmap ✓ Enhance personnel management of JSF Aviators 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓Reduction: Loss of any facility reduces Capacity and Military Value ✓MVA Scores: <table style="width: 100%; border: none;"> <tr> <td>✓ Eglin AFB</td> <td style="text-align: right;">74.49</td> <td>✓NAS Meridian</td> <td style="text-align: right;">67.59</td> </tr> <tr> <td>✓ C-Point MCAS</td> <td style="text-align: right;">73.58</td> <td>✓Randolph AFB</td> <td style="text-align: right;">66.43</td> </tr> <tr> <td>✓ Laughlin AFB</td> <td style="text-align: right;">72.27</td> <td>✓Shaw AFB</td> <td style="text-align: right;">66.15</td> </tr> <tr> <td>✓ Tyndall AFB</td> <td style="text-align: right;">70.61</td> <td>✓Yuma MCAS</td> <td style="text-align: right;">61.84</td> </tr> <tr> <td>✓ NAS Pensacola</td> <td style="text-align: right;">70.06</td> <td>✓Beaufort MCAS</td> <td style="text-align: right;">61.59</td> </tr> <tr> <td>✓ Vance AFB</td> <td style="text-align: right;">70.00</td> <td>✓Moody AFB</td> <td style="text-align: right;">60.90</td> </tr> <tr> <td>✓ Columbus AFB</td> <td style="text-align: right;">69.36</td> <td>✓Sheppard AFB</td> <td style="text-align: right;">59.69</td> </tr> <tr> <td>✓ NAS Kingsville</td> <td style="text-align: right;">68.76</td> <td></td> <td></td> </tr> </table> 	✓ Eglin AFB	74.49	✓NAS Meridian	67.59	✓ C-Point MCAS	73.58	✓Randolph AFB	66.43	✓ Laughlin AFB	72.27	✓Shaw AFB	66.15	✓ Tyndall AFB	70.61	✓Yuma MCAS	61.84	✓ NAS Pensacola	70.06	✓Beaufort MCAS	61.59	✓ Vance AFB	70.00	✓Moody AFB	60.90	✓ Columbus AFB	69.36	✓Sheppard AFB	59.69	✓ NAS Kingsville	68.76		
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✓Strategy	✓Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG/MilDep Rec'd	✓De-conflicted w/JCSGs
✓COBRA	✓Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/MilDeps



11931

Agenda

- **Overview**
- **Navy Grad-Ed Concerns**
- **E&T JCSG Update**
 - **Calendar of Events**
 - **Candidate Recommendation Status**
 - **ISG Feedback**
 - **Red Team Feedback**
- **Flight Training Update**
- **Wrap-up**
 - **Identification of “minimum critical knowledge base” requirements**
 - **Scenarios rejected for low pay back**



E&T-0052: JSF Initial Joint Training Site

<p><u>Candidate Recommendation (Summary):</u> Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, Florida to establish an Initial Joint Training Site for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to teach aviators and maintenance technicians how to properly operate and maintain this new weapon system.</p>											
<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ▪ OSD Direction to nominate installation for JSF Initial Joint Training Site w/in BRAC ▪ Enhance personnel management of JSF Aviators 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ▪ Eglin had the highest MVA Score for JSG Graduate level flight training <ul style="list-style-type: none"> ▪ Meets Service-endorsed requirements ▪ Follows services future roadmap 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">▪ One-time cost</td> <td style="text-align: right;">\$199.07M</td> </tr> <tr> <td>▪ Net Implementation cost</td> <td style="text-align: right;">\$209.60M</td> </tr> <tr> <td>▪ Annual Recurring cost</td> <td style="text-align: right;">\$3.33M</td> </tr> <tr> <td>▪ Payback Period</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>▪ NPV cost</td> <td style="text-align: right;">\$226.26M</td> </tr> </table>	▪ One-time cost	\$199.07M	▪ Net Implementation cost	\$209.60M	▪ Annual Recurring cost	\$3.33M	▪ Payback Period	Never	▪ NPV cost	\$226.26M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ▪ Criteria 6: -36 to -888 jobs; 0.00 to 0.42% ▪ Criteria 7 - No Issues ▪ Criteria 8 - No Impediments
▪ One-time cost	\$199.07M										
▪ Net Implementation cost	\$209.60M										
▪ Annual Recurring cost	\$3.33M										
▪ Payback Period	Never										
▪ NPV cost	\$226.26M										

- | | | | |
|------------|---|-------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Rec'd | ✓ De-conflicted w/JCSGs |
| ✓ COBRA | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |

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BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF JANUARY 26, 2005

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 43rd meeting of the E&T JCSG. Attendee List is at Attachment 1. The following is a brief summary of the discussions:

- The Ranges Subgroup (Mr. Tom Macia) briefed three scenarios for E&T JCSG consideration. The E&T JCSG:
 - ***Approved E&T JCSG scenario 0037, “Joint Range Coordination Center East” and scenario 0038, “Joint Range Coordination Center West”.*** Subgroup expanded justification to include the capabilities these companion scenarios bring to the Department of Defense as requested at the 19 Jan E&T JCSG meeting.
 - ***Deactivated E&T JCSG scenario 0051, “RW Air Launched Munitions T&E OAR Workload to China Lake.”*** Given there is no payback, there is no technical or financial reason to assume risk associated with movement of open air range test program capabilities associated with scenario.
 - Although the E&T JCSG Scenario 0010 “Joint Urban Operations Center” does not name a specific installation/location to stand-up a Joint Urban Operations Center; E&T JCSG urged the subgroup to begin looking at potential options to surface at the appropriate time.

- Professional Development Education (PDE) Subgroup (Col Lynes) briefed that the remaining candidate recommendations (PME/JPME) should be complete and ready to brief to the JCSG by 2 February. In previous sessions, existing MILCON projects for PME/JPME Institutions were pertinent only as avoided costs, if the institution moved as a result of BRAC action. It could not be included in a “physically stay-in-place” scenario. PDE subgroup had asked Services to review their POM through the FYDP. So far, the Services have reported “zero” dollars. Service representatives agreed to follow-up with their respective Services to verify the dollar amount. PDE is also working through the issue of Certified Scenario Data that they believe is incorrect based upon insights gained from the requirements of law & CJCS Policy, PAJE Visits, and Service Submissions to the JPMEII at SSC Implementation. PDE has opted to present both the certified data and data based on the subgroup’s military judgment. One scenario was briefed for E&T JCSG consideration. The E&T JCSG:
 - ***Deactivated E&T JCSG scenario 0015, “Establish Joint Center of Excellence for Legal SST/PDE functions (Maxwell AFB).”*** Analysis revealed no savings associated with this scenario. Additionally, the current location at Charlottesville offers 51 courses that are American Bar Association

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Specialized Skill Training



JSF Scenario Discussion

- **E&T JCSG tasked SST Subgroup to analyze five Joint Strike Fighter Scenarios**
 - **E&T 0055 ITC Eglin**
 - **E&T 0059 ITC Kingsville**
 - **E&T 0060 ITC Columbus**
 - **E&T 0056 MTC Sheppard**
 - **E&T 0057 MTC Pensacola**
- **E&T JCSG deactivated ITC Kingsville and ITC Columbus**
(with Pilot Training Center and Maintenance Training Center (MTC) in each)
- **Maintenance Training Center concept is one stand alone MTC**
- **The MTC in the ITC concept is built for AOB of 720 students while the MTC stand alone is built for AOB of 1392 students.**

- **What is the desired outcome of SST COBRA analysis?**



11931

JSF Scenario Discussion (Cont)

- **ITC/MTC COBRA comparison different**
 - **MTC under ITC concept based on Contractor labor**
 - **MTC under MTC concept based on military/government labor**
- **Can compare MTC concept (Sheppard vs Pensacola)**
- **ITC vs MTC is a training organizational construct issue rather than a cost issue**

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MILITARY JUDGMENT: NECESSARY — BUT NOT SUFFICIENT
Issue # 11-15-04-01

Issue: The Technical Joint Cross Service Group (TJCSG) has registered 29 closure / realignment scenarios on the Department's Scenario Tracking Tool.¹ But 20 months after the TJCSG's first deliberations in March 2003, and with the Cost of Base Closure and Realignment (COBRA) data calls set to launch in a matter of days — not one scenario is the output of the Linear Optimization Model (LOM), not one is driven by data on excess capacity, and not one reflects data-derived military value. *In short, not one scenario is the result of quantitative analysis.* All are instead the product of "military judgment."

Military judgment is a critical part of our process, but it is subjective by nature and strongly dependent on the mix of individuals within the TJCSG. The process was designed to be *data-driven* for those very reasons, but it has drifted into one that will be, at best, *data-validated*, and at worst, *data-rationalized*. Without proactive measures, the scenarios will be difficult to defend before the BRAC Commission.

Point of Contact: Don DeYoung, Capabilities Integration Team (Alternate), U.S. Navy

Issue Summary

1. *Background*

Military judgment is a filter through which all closure / realignment proposals must pass in order to gauge their practicality and prudence. An extreme hypothetical example would be a scenario that would close Pearl Harbor. Military judgment would doubtless reject it on the grounds of strategic and tactical interests. Strictly speaking, however, *military* judgment is not the province of the TJCSG, whose considerations are different from those that focus on force structure and basing requirements. The TJCSG's area of competence is, instead, *technical* judgment. For simplicity, the phrase "expert judgment" will be used hereafter.

2. *Drifting Away From a Data-Driven Process*

After 20 months, we have not accomplished two critical requirements: (a) confirming the assertion that there is excess capacity within the DoD's in-house system (and if so, where and to what extent), and (b) determining a score for each sites' military value. Both sets of data are needed for the LOM.

As described in the issue paper, "Decision Criteria for Scenario Proposals," (dated 8 September), the LOM has two advantages. The first is as a decision-aid that limits the number of options produced from a very large universe of potential options. For example, given any 10 sites, there are 175 possible alternatives that close 1, 2, or 3 of them.² The second advantage is that *the LOM provides an objective means by which to defend our chosen few scenarios when so many other possibilities existed but were never considered.*

The drift away from a data-driven process began on 23 July with the request for notional scenarios by the Infrastructure Steering Group (ISG). The issue paper, "Notional Scenarios," (dated 28 July) argued that the ISG's request would risk fueling perceptions that the Department created the answers before the data was in. In fact, at that time, the field sites were still in the process of responding to the

¹ The Infrastructure Steering Group set 1 November as the deadline for the "vast majority of scenarios declared by JCSGs and MilDeps" (ref: USD(AT&L) memo, subj: "BRAC 2005 Scenario Data Calls and Revised BRAC Timeline", 23 September 2004).

² DON IAT Briefing, "Proposed Optimization Methodology: Generating Alternatives."

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14 November 2004

military value and capacity data calls. In our 30 July TJCSG meeting, the OSD BRAC Office gave clarifying guidance that these scenarios were to be notional, but nevertheless “useful,” a somewhat mixed message. OSD also asserted that scenario development is “the front-end of the analytical process,”³ which was a departure from its guidance, issued a year ago, that called it “the final step.”⁴

One month after the ISG’s request, the JCSGs began providing scenarios that identified “gainers” and “losers.”⁵ The TJCSG initially kept its scenarios at a general level, specifying only the impacted sites,⁶ but soon followed suit when the ISG: (a) required that all JCSGs begin registering scenario proposals into the Scenario Tracking Tool by 20 September⁷ and, (b) scheduled the TJCSG to brief its scenarios (with “gainers” and “losers”) to the ISG on 1 October.⁸

The moment we produced our first scenarios without the benefit of capacity and military value data, we lost the right to call the TJCSG process data-driven. It instead became judgment-driven. **

3. *Not Mission Impossible*

It is difficult to measure capacity and assign military values, and do it in time to run the LOM — but not impossible, especially in 20 months time. In fact, during BRAC-95, the Navy derived the necessary data and used the LOM to generate scenarios in 10 months’ time,⁹ in a process that was data-driven from start to finish. As a member of the Navy’s BRAC-95 Base Structure Analysis Team, I can attest to that fact. The following items give more evidence of the sound, analytical nature of that process:

- During BRAC-95, the General Accounting Office (GAO) examined the closure process and decisions of each Service, including their capacity and military value analyses, and found that the Navy’s data-driven process and recommendations were sound.¹⁰
- The DoD honored C. P. Nemfakos, the architect of the Navy process, as a “Defense Career Civilian of Distinction.” His plaque, featured in the Pentagon’s A-Ring exhibit, “Career Civil Servants in the Nation’s Defense,” states that he “oversaw the department’s base closure process so effectively that his methodologies were adopted¹¹ by the GAO and the Base Realignment and Closure Commission.”

Even BRAC-95’s much criticized Laboratory and T&E cross-service studies took only 9 months to produce capacity data and military value rankings (though the military value scoring was flawed by some bizarre results in the T&E arena). The two studies even ran the LOM.

To be fair, ten years later, some profoundly different circumstances have had a significant effect on our current process. First and foremost, the Pentagon is fighting a war. There are three other causes for progress’ glacial pace, of even greater effect than the first, but they lie outside the scope of this paper.

³ TJCSG Meeting Minutes of 30 July 2004

⁴ USD(AT&L) memo, subj: “BRAC 2005 Guidance for the Technical Joint Cross-Service Group”, 16 July 2003.

⁵ Briefing to the Infrastructure Steering Group, 27 August 2004

⁶ DDR&E memo, subj: “Technical Joint Cross Service Group (TJCSG) Notional Training Scenarios”, 4 August 2004.

⁷ USD(AT&L) memo, subj: “BRAC 2005 Scenario Data Calls and Revised BRAC Timeline”, 23 September 2004.

⁸ USD(AT&L) memo, subj: “Template and Briefing Schedule for BRAC 2005 Scenarios”, 17 September 2004.

⁹ BSAT memo RP-0445-F8, subj: “Report of BSEC Deliberations on 16 November 1994,” 16 November 1994.

¹⁰ GAO, “Military Bases: Analysis of DoD’s 1995 Process and Recommendations for Closure and Realignment”, p.87.

¹¹ Use of the word “adopted” is probably inaccurate, since neither the GAO of the Commission would have the occasion to employ these closure methodologies. Perhaps the word meant here was “endorsed.”

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4. *The Problem — Defensibility of Our Recommendations*

Lately, our process has been described as “strategy-driven,”¹² because the scenarios generated by that process conform to the TJCSG’s overarching strategy. That strategy is to:

“Reduce excess capacity and reduce the number of technical sites through combined Research, Development & Acquisition, Test & Evaluation Centers aligned for functional and technical efficiency and synergy.”¹³

The epithet, “strategy-driven,” while technically correct at a superficial level, is hard to support. For one, we have not proven there is any excess capacity to reduce, which is one objective of the strategy. The other is to reduce the number of sites in a way that aligns them for efficiency and synergy, but how does one align them successfully without objective data on their military value?

A strategy-driven process would be if we were reducing proven excess capacity while enhancing vertically integrated platform work, or co-locating a broad range of multidisciplinary sciences, at sites *shown by data to possess the best people, state-of-the-art facilities, and an established record of success in making scientific advances and creating new warfighting capabilities*. By contrast, realigning work to sites that merely have the most people working in what are large, wide-ranging technology areas (e.g., Sensors) is not strategy. It is expedience, at best.

Defensibility problems will almost certainly result from the belated use of data because our judgment-driven scenarios now have two sub-optimal futures. The best-case has them *data-validated*; and in the worst-case, *data-rationalized*. In either case, without corrective action, notions that we marshaled data to support preexisting judgments, or preferred outcomes, will be difficult to dispel.

5. *A Remedial Plan of Action*

(a) Consult Other DoD Studies

The TJCSG does not have a monopoly on expert judgment, so it will be difficult to explain why we did not calibrate with the findings of high-level expert panels — *especially those that, unlike our study, actually examined projects at the sites*. Fortunately, there is still time to use the expert judgment of other DoD panels as a solution to our problem.

The issue paper, “Decision Criteria for Scenario Proposals,” proposed that we, where possible, assess each scenario for whether it conforms or conflicts with any judgment(s) of a DoD study, like those of the Service Science Boards, Tri-Service RDT&E Panels, or any other DoD/Federal board of scientific and engineering experts. Conformance to other panel findings would enhance the credibility of our judgment-driven scenarios. Conflicts with other findings, while not a show-stopper, should be cause for re-examination.

Some may claim this approach compromises objectivity because such studies can be biased (a legitimate concern), or that such information is not certifiable because it draws from sources outside the closure process. These arguments are not convincing for the following reasons:

¹² TJCSG Meeting Minutes of 25 October 2004.

¹³ DDR&E Briefing to the Infrastructure Steering Group, “Technical Joint Cross Service Group (TJCSG): Strategy / Initial Scenarios,” 1 October 2004.

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- Other studies are unlikely to be any more subjective than our judgment-driven process. *The more objective studies will be those that examined the R&D work itself, which we have not done.*
- These would be official reports, authorized and approved by the DoD / Services. *If this information cannot be considered authoritative and certifiable, then why does the DoD continue to charter such studies — at considerable public expense — and provide them to Congress?*
- BRAC-05 will use — for the first time in five rounds — closure ideas proposed by private groups outside the Government, such as the Business Executives for National Security. *Surely, if private sector opinions can be used for generating scenarios, then the official findings of DoD chartered and approved studies, must be acceptable and certifiable.*
- The DoD IG determined, after our 2 December 2003 off-site, when we first began our work on military value, that the use of DoD studies would be auditable, and therefore defensible.

If we can show that other DoD studies made similar judgments to our own, then the credibility, and defensibility, of our proposals are improved. One study of potential use is the Tri-Service “Fixed-Wing Aircraft T&E Reliance Study.” Another is the study by the National Defense University (NDU) on S&T in the areas of sensors, IT, and weapons (three areas we are examining). The NDU team included experts with impressive credentials: former Service Vice Chiefs (one was later appointed Chair of the Columbia Accident Investigation Board), former Commanders-in-Chiefs (one was later appointed as the President’s Special Envoy to the Middle East), a former DDR&E and Secretary of the Air Force, experts from academia, former lab directors, and a former National Security Council Special Assistant to the President.

In short, what rationale could be offered for why OSD entertained ideas from the private sector, even as the TJCSG ignored expert judgments made in DoD’s own studies — many of which have been provided to Congress and the Secretary of Defense?

(b) Derive Valid Military Value Scores — ASAP

Even if we decide to consult other DoD studies, the fact remains that judgment alone cannot substitute for the objective data necessary for deriving military value. In fact, OSD policy, established by the Deputy Secretary of Defense (DEPSECDEF), directs us to:

“...determine military value through the exercise of military judgment *built upon a quantitative analytical foundation* (emphasis added).”¹⁴

* Deriving scenarios, without the foundation of quantitative analysis, causes problems. First, it ignores the DEPSECDEF’s policy and risks compromising the integrity of the BRAC process. It was for this reason, at the 3 November CIT meeting that I abstained from ranking the 31 proposed scenarios by their order of importance.¹⁵ How can one make such determinations, in an objective way, without the analytical foundation provided by military value (MV) scores or capacity data?

* The second problem is that accurate MV scores are essential if we are to avoid closing, or realigning work from, sites that have greater value than ones we have selected to be the gainers. Again, this situation was caused by developing scenarios before the MV scores were available to inform our selection of gainers and losers. The key task after deriving the scores will be to modify any defective scenarios as quickly as possible.

¹⁴ DEPSECDEF memo, subj: “BRAC 2005 Military Value Principles”, 3 September 2004.

¹⁵ D. DeYoung, Memo to DoD IG, subj: “Decision to Abstain from Scenario Prioritization”, 4 November 2004.

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14 November 2004

Complicating matters is the fact that the COBRA calls will be launched soon, well before the MV scores are finalized. This is likely to waste dollars, time, and effort. Each defective COBRA squanders resources in the following ways.

- **COBRA calls are expensive.** Based on the cost of an actual BRAC-95 COBRA call, my estimated cost of a BRAC-05 TJCSG COBRA call, affecting 7 sites, might be roughly \$495,000.¹⁶ Assuming 20-30 COBRA calls, the total price tag could range between 10 and 15 million dollars.
- **COBRA calls are labor intensive.** Based on an actual BRAC-95 COBRA call, a BRAC-05 TJCSG COBRA call, affecting 7 sites, may generate 375 pages of data.¹⁷ Assuming 20-30 COBRA calls, the sub-groups may be swamped with between 7,500 and 12,000 pages of data. Analyzing this data and resolving the likely conflicts between “gainers” and “losers”, especially the inter-service conflicts, will take time that is in short supply. *Of all phases in our process, this is the most likely to be a “showstopper”* (see issue paper, “Scenario Conflict Adjudication,” dated 13 September).
- **COBRA calls disrupt important work.** Labs and centers perform critical missions, many in direct support of our armed forces in Iraq and Afghanistan, as well as the global war on terrorism. COBRA calls are major distractions and divert resources away from mission needs. *The fact that we are risking the launch of unnecessary and/or defective COBRA calls, due to a lack of objective data, after 20 months of work, is more than unfortunate. It is inexcusable.*

* One last issue regarding military value is the question of, “what gets assigned a score?” — i.e., will it be a bin, a group of bins, or an organization? Confining the scores to individual bins makes the least sense because it does not conform to the synergistic nature of how good R&D is conducted. Moreover, our 39 bins do not have clean, mutually exclusive borders — both people and facilities are shared across multiple bins. A bin-to-bin analysis will lead to realignments of workload packets, which will *sever the connectivity of critical multidisciplinary projects and vertically integrated programs*. The way out of this box is to assign MV to groups of bins, or to more meaningful organizational units, such as an activity (e.g., laboratory or center).

(c) **Simplify the Capacity Analysis**

Every dollar spent on excess infrastructure robs our treasury and burdens our armed forces. Our first task was to determine whether that excess exists, and if it does, where it is and how much there is of it. As with military value, this task must be accomplished *objectively and accurately*, and should have been completed *prior* to the generation of any closure scenarios.

Reliable capacity data is still needed to confirm assertions made about the existence of excess capacity. After all, this was the primary reason given to justify another round of closures. Conventional wisdom after the 1995 closures held that substantial excess capacity remained. However the circumstances supporting that contention were profoundly altered by a foreign

¹⁶ The BRAC-95 COBRA call expended 1-2 WYs of effort in 48 hours (plus a weekend) at the “losing” site. Assume the level to be 1.5 WYs, at a fully-burdened compensation rate of a GS-13, and then the “losing” site spent approximately \$225K to respond. Then assume the “gaining” site expended 1/5 the effort, which is probably conservative, and the cost for that site was roughly \$45 K, making the total for the COBRA call approximately \$270 K. But, that was a scenario that involved only 2 sites. Our three “notional” scenarios would have affected 7, 9, and 9 sites respectively. Let us assume that our COBRA calls affect an average of 7 sites, with a conservative ratio of 1 “loser” and 6 “gainers” for each. By applying the response costs of \$225 K for the “loser” and \$45 K for each “gainer”, the estimated cost for each scenario might be \$495 K.

¹⁷ The BRAC-95 COBRA call generated 165 pages of data from the “losing” site. Again, assuming the “gaining” site expended 1/5 of the effort, about 35 pages may have been produced for a total data call response of 200 pages. Again, assuming the TJCSG data calls affect an average of 7 sites, with a ratio of 1 “loser” to 6 “gainers”, and the total amount of information might be roughly 375 pages.

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14 November 2004

attack on our homeland. As a result, (a) the nation's defense budget has risen (with an accompanying increase in DoD lab/center workload),¹⁸ (b) serious Congressional consideration is being given to increasing the size of the force structure, and (c) there are urgent wartime challenges that require extensive levels of RDT&E, such as finding reliable ways to detect, from a distance, everything from conventional explosives, to bio-agents, to nuclear material.

The TJCSG's approach to determining capacity is overly complicated. It uses too many metrics of dubious value. One is square footage, which has problems best addressed in the issue paper, "Notional Scenarios." A second, Force Structure Adjustment (FSA), is especially relevant here because of its total reliance on judgment. As explained in the issue paper, "Proposed Contingency Plan" (dated 4 August 2004), the FSA is intended to account for any current capacity that may not be necessary in 2025. Our individual judgments were merged into a collective judgment by means of a Delphi session, but it is unclear how to defend pure speculation about the world 20 years from now. Needless to say, the FSA is not certified data.

To be blunt, the third metric — extramural funding — is absurd. First, dollars given to external organizations is not a measure of on-site capacity. If it were, DARPA, with nearly \$2.7 billion in FY03, should have a sprawling infrastructure, but it occupies an office building.¹⁹ Second, it injects private sector infrastructure into an analysis of the public sector's capacity. Funding that goes outside of an installation's fence-line is immaterial to BRAC. Third, the issue paper, "Proposed Contingency Plan," predicted that we would risk multiple counts of the same dollar as it is passed around different organizations at the same location. The prediction was right. At the 1 November CIT meeting, the Analytic Team reported that a roll-up of capacity measures was necessary in order to compare apples-to-apples, but that this will also ensure double-counting (or worse). The Team's proposal to use only intramural funding, which would eliminate both the multiple-counting and private sector issues, was not adopted.

A fourth metric, ACATs (both count and funding), is analytically unsound. ACAT programs exhibit large variances in cost and complexity. This leads to big differences in personnel, funding, and infrastructure requirements between programs — even at the same ACAT level. ACATs are much too imprecise as a means for measuring capacity. As a diagnostic tool, it is not unlike using an oven thermometer to decide whether your child has a fever.

We need to simplify our analysis. Work-years and test hours were sufficient in BRAC-95's Lab and T&E cross-service analyses. And, work-years alone got the job done in the Navy's BRAC-95 process; a process that the GAO endorsed. The solution is clear. Instead, we are proceeding with COBRA calls — *even though no excess capacity has been proven to exist*. We owe it to the field sites and to our nation's security to determine whether there is in fact any excess capacity, and if so, where and by how much. If we fail to meet that obligation, then we owe it to ourselves to start working on some plausible explanations for the Commission.

Conclusion

There is an enormous difference between a closure process that is *data-driven & validated by judgment* and one that is *judgment-driven & rationalized by data*. The first approach, after proving excess capacity does indeed exist, can yield fair outcomes that reduces infrastructure and preserves an in-house system that meets long-term national interests. The second approach can heighten the risk to America's security.

¹⁸ Navy Laboratory Community Coordinating Group data show a 10% increase in the one year from FY01 to FY02 in reimbursable funding, and direct cites (including non-Navy funding sources).

¹⁹ <http://www.darpa.mil/body/pdf/FY03BudEst.pdf>

Guide to
Some of
Judgment - Drive

While we no longer have a data-driven approach, we may be able to avoid the pitfalls of the latter one. To do this we must first calibrate our judgment-derived scenarios against the findings of other defense studies. This will minimize the risk of errors in judgment and give our proposals more credibility. Then we need to validate those scenarios in two steps: use valid capacity data, derived through a simplified and more analytically sound process, to verify that there is excess capacity within the Department's system of labs and centers, and if such excess is proven, then use accurate MV scores, at a meaningful level of aggregation (e.g., organizations vice the artificial 39 bins) to make the best choices regarding "gainers" and "losers." Accomplishing less than those three steps will create unacceptable risks.

Much has been said about this BRAC being about transforming the Department for future threats. Much less is said about the fact that the very mission of the Department's laboratories and centers is one of constant transformation — both incremental and radical. Whatever we do in this BRAC, *their ability to make technical contributions to national security must be preserved.* One example is the contribution made by world-class chemists with the Navy's laboratory at Indian Head, Maryland, who developed and fielded the thermobaric weapon in only 67 days for use against al Qaeda and Taliban forces holed up in Afghanistan's mountain caves and tunnels. Another is that made by engineers with the Army's laboratory and test center at Aberdeen, Maryland and its Tank Automotive R&D center in Warren, Michigan, who developed and fielded, within two months, the Armor Survivability Kits that are now being rushed into Iraq to better protect U.S. ground forces.²⁰

Another in-house ability that must be preserved is its role as a *yardstick*,²¹ a term referring to the standard that it sets by providing authoritative, objective advice to governmental decisionmakers. This is critical to good government. The Federal Government must be able to choose among competing options offered by industrial producers. The need for profit makes each company an advocate of its own product, so, given those natural tendencies, the Government "requires internal technical capability of sufficient breadth, depth, and continuity to assure that the public interest is served."²²

A lot rides on our actions, much more so than ten years ago. America is engaged in a prolonged struggle with an opportunistic, fanatical enemy who has unlimited apocalyptic goals and is not deterred by traditional means. We need to identify and collect any potential BRAC savings — and our country needs all of the technological options it can get.

Recommendations: The TJCSG should require that the sub-groups: (a) calibrate the proposed scenarios against the findings of other DoD studies; (b) use capacity data, derived through a simplified and more analytically sound process, to verify that there is excess capacity within the DoD in-house system, and if so, then (c) use MV scores, at a meaningful level of aggregation, to *validate* the scenarios and make the best choices regarding "gainers" and "losers."

Army Position: _____
AF Position: _____
Navy Position: _____
Marine Corps Position: _____
JCS Position: _____

Final Resolution:	
POC Signature: _____	Date: _____
CIT Chair: _____	Date: _____

²⁰ RDECOM Magazine, "Vehicles in Iraq Go From Workhorse to Warrior with New Kits," February 2004.
²¹ H. L. Nieburg, *In the Name of Science* (Chicago: Quadrangle Books, 1966).
²² William J. Perry, *Required In-House Capabilities for Department of Defense Research, Development, Test and Evaluation* (Washington, DC: Department of Defense, 1980).

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Revision 1 8 November 2004**

ISSUE: Resolution of proposal by W&A for a "platform integration" scenario

POINT OF CONTACT: Karen Higgins

DISCUSSION:

Goals of original proposal:

- 1) Achieve potential efficiencies through a joint and common approach to platform integration and
- 2) Ensure current synergies achieved by current ways of doing business are not unintentionally lost
- 3) Create Transformational path for integration in the Network Centric Warfare future

Background:

Point 1: In addition to desire for greater efficiencies and synergies, part of the impetus was that "integration" has been binned in one of two ways by various organizations. Some put this work in ALSS [as requested by data call] and some put it in W&A. This difference in binning caused a confusion factor that may not be noted in some of the scenarios, resulting in unintended consequences, i.e. undesired breaking of synergies without commensurate benefits. For example, Redstone and Eglin binned weapons integration work for air platforms with W&A, while China Lake binned it with ALSS. In addition, underwater weapons [Newport/ Keyport] and ship surfaced launched weapons [Dahlgren] were binned in W&A--also causing a confusion factor with some scenarios that propose to handle weapons integration separate from some W&A work.

Point 2: The issue has currently taken on an emotional wrap that needs to be removed, so issues [and non-issues] can be clearly seen.

Point 3: Discussion among W&A and ALSS subgroups notes the following:

- a) There are many similarities among services in how weapons system integration occurs on platforms.
 - 1) Funding and direction comes from platform program offices.
 - 2) Both contractors and in-house government folks [e.g. Army Weapons Center/ Navy Warfare Centers/ Air Force ALCs] are engaged in all Services.
- b) Major differences in how weapons system occurs include: the degree to which prime contractors are involved during the life cycle [more for the USAF in all phases]; and, the location at which integration occurs especially after IOC [Army-Weapons Centers; Navy-Warfare Centers; USAF--Prime Contractor sites, platform sites and ALCs].
- c) After discussion and analysis among membership from ALSS and W&A subgroups, consensus was

1) A common process approach could be implemented [NOT part of BRAC] in a joint service environment so that software integration processes could become more efficient.

2) A single organizational solution [i.e. move all integration to either platform or weapons sites] could break more synergies than it could gain efficiencies or other benefits. Scenario proposals need to ensure changes to current integration approach for all services do not have unintentional consequences.

RECOMMENDATION(s):

1) W&A remove the encompassing integration scenario from consideration. Comments: Concur.

2) ALSS proceed with considering ALCs in their scenarios that consolidate R, D&A, & T&E Mgmt at a few select sites across the services. Comments: Concur: Army does not own Air Logistic Centers. However, Army develops missiles at Redstone, and integration on Air platforms occurs there as well. Army ground platform and gun integration is the subject of the Land Warfare scenario. Guns or missiles that cross these platforms are integrated at the platform development site.

3) ALSS ensure movement of platform work does not encompass moving weapons integration. Concur with comment. Unless both move together to the same installation, which is being entertained in the Army LW scenario.

4) W&A proceed with excursions that address ship platform/combat systems integration and underwater weapons system integration. Concur with comment. Do not support excursion for energetics. It appears to be a presolution without at least the 15 Decision Factor analysis, when other scenarios are possible.

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DATE: 17 November 2004, Revision 3

ISSUE: Resolution of proposal by W&A for a "platform integration" scenario

POINT OF CONTACT: Karen Higgins

DISCUSSION:

Goals of original proposal:

- 1) Achieve potential efficiencies through a joint and common approach to Weapons and Platform integration
- 2) Ensure current synergies achieved by current ways of doing business are not unintentionally lost
- 3) Create Transformational path for integration in the Network Centric Warfare future

Background:

Point 1: Inconsistent Binning

In addition to desire for greater efficiencies and synergies, part of the impetus for this issue paper is that "integration" has been binned in one of several ways by various organizations. Some put this work in ALSS [as requested by data call] while some put it in W&A. In addition, others have chosen to place weapon related combat systems work in W&A and higher level platform combat systems and/or Integrated Warfare Systems under Information Systems and thus are part of C4I subgroup scenarios. Given the DTAP structure and the widely varying approach each of the services used in allocating their FTE/workload, this difference in binning has caused a significant confusion factor that for most scenarios, will result in unintended consequences, i.e. undesired breaking of mission critical synergies without commensurate benefits. For example, Redstone and Eglin binned weapons integration work for air platforms with W&A, while China Lake binned it with ALSS. In addition, submarine and underwater weapons, sensors, combat systems and C4I systems [Newport/ Keyport] and ship surfaced launched weapons, sensors, combat systems, C4I and force systems [Dahlgren] were binned in W&A, and C4I

.Point 2: Discussion among W&A and ALSS subgroups notes the following:

a) There are similarities and differences among the services in how weapons system integration occurs on platforms. Some of the similarities include:

1) While often funding and direction comes from platform program offices, this is not always true. Funding and direction for new/upgraded weapon system, combat systems, C4I systems and other related missions systems can come from the weapon or equipment sponsors directly, especially for standardized, cross platform, cross service programs and requires close coordination with platform sponsors.

2) Contractors, University Labs, other FFRDC's, and traditional in-house government R/D&A/T&E personnel [e.g. Army Weapons Center/ Navy Warfare Centers/ Air Force ALCs] are essential elements in this process and are often involved in supporting weapon and platform integration for other Services as well.

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b) Some of the major differences in how weapons and platform development and system integration occurs include:

1) The degree to which prime contractors are involved during the life cycle [more for the USAF in all phases]; and, the location at which integration occurs especially after IOC [Army-Weapons Centers; Navy-Warfare Centers; USAF--Prime Contractor sites, platform sites and ALCs].

2) While there may be similarities for Air platforms (USAF and Navy Air, Navy and USA Helo) and Ground platforms (USA and USMC), Surface Ship and Submarine Weapons and Platform integration is more unique to the Navy and Maritime applications.

3) The hierarchy of systems engineering (element, subsystem, system, system-of-systems, force systems, and joint capability) must be supported by a professional development base of knowledge. To succeed at platform, force and joint levels, extensive professional development and experience must be supported within resident knowledge base extant in both government and industry. Varying models for how this is accomplished exist across the services. After discussion and analysis among membership from ALSS and W&A subgroups, consensus was

1) A common process approach could be implemented [NOT part of BRAC] in a joint service environment so that software integration processes could become more efficient.

2) A single organizational solution [i.e. move all integration to either platform or weapons sites] could break more synergies than it could gain efficiencies or other benefits. Scenario proposals need to ensure changes to current integration approach for all services do not have unintentional consequences.

RECOMMENDATION(s):

1) W&A remove the encompassing integration scenario from consideration

2) ALSS proceed with considering ALCs in their scenarios that consolidate R, D&A, & T&E Mgmt at a few select sites across the services

3) For Air-launched weapons, W&A recommends that other subgroups ensure that weapons/platform integration is not inadvertently relocated, thus breaking synergies referred to above.

4) For surface ship/ underwater platform integration, as part of its primary strategy, W&A has developed options to retain surface ship platform/ combat/weapons systems integration intact. W&A has also developed options to address submarine/underwater platform/combat/weapons systems integration, which may be remanded to the Navy. Gun integration with Navy surface ship platforms will be retained at existing sites.

Education & Training Joint Cross-Service Group

Education and Training JCSG	
Professional Development Education Subgroup	
<i>Graduate Education</i>	
Installation/Location	Numerical Military Value Score
Monterey, CA (Naval Postgraduate School)	74.7
Wright-Patterson AFB, OH (Air Force Institute of Technology)	52.0

Education and Training JCSG	
Professional Development Education Subgroup	
<i>Other Full Time Education (Defense Agencies)</i>	
Installation/Location	Numerical Military Value Score
Ft. Belvoir, VA (Defense Acquisition University)	58.8
Memphis, TN (Defense Contract Audit Institute)	40.5
Patrick AFB, FL (Defense Equal Opportunity Management Institute)	43.7

Education and Training JCSG	
Professional Development Education Subgroup	
<i>Other Full Time Education (Chaplains)</i>	
Installation/Location	Numerical Military Value Score
Ft. Jackson, SC	51.6
Maxwell AFB, AL	41.3
Naval Station Newport, RI	34.1

Education and Training JCSG	
Professional Development Education Subgroup	
<i>Other Full Time Education (JAGs)</i>	
Installation/Location	Numerical Military Value Score
Maxwell AFB, AL	45.4
Charlottesville, VA	33.5
Naval Station Newport, RI	33.2

Education & Training Joint Cross-Service Group

Initial Skills Training (continued)	
Installations/Location	Numerical Military Value Score
Brunswick, ME	30.79
Athens, GA	30.09
Redstone Arsenal, AL	29.73
Ballston Spa, NY	29.53
Fort Bragg, NC	29.42
Bangor, WA	29.36
Dahlgren, VA	28.08
Fort Dix, NJ	27.72
Fort Campbell, KY	27.34
USMC San Diego, CA	26.90
Pearl Harbor, HI	26.67
Quantico, VA	26.06
Fort Monmouth, NJ	25.57
Wallops Island, VA	25.54
Yuma Proving Ground, AZ	25.43
Crane, IN	25.21
Presidio of Monterey, CA	24.80
Willow Grove, PA	24.59
Fort Meade, MD	24.19
Bridgeport, CA	24.02

70
Installations

Education and Training JCSG	
Specialized Skill Training Subgroup	
Skills Progression	
Installations/Location	Numerical Military Value Score
Kings Bay, GA	56.45
Norfolk, VA	52.68
Oceana, VA	51.99
Fort Leonard Wood, MO	50.32
Sheppard AFB, TX	49.34
Fort Knox, TN	49.06
Kirtland AFB, NM	45.97
Fort Eustis, VA	45.33
Fort McCoy, WI	44.76

Education & Training Joint Cross-Service Group

Skills Progression (continued)	
Installations/Location	Numerical Military Value Score
Pensacola, FL	44.44
USN San Diego, CA	44.08
Lackland AFB, TX	43.74
Fort Benning, GA	43.41
Pt. Loma, CA	43.17
Little Creek, VA	43.16
Gulfport, MS	42.36
Fort Gordon, GA	41.74
Fort Jackson, SC	41.72
Charleston, SC	41.02
Fort Huachuca, AZ	40.83
Brunswick, ME	40.70
Goodfellow AFB, TX	40.22
Fort Rucker, AL	40.17
Fort Belvoir, VA	40.16
Fort Lee, VA	40.00
Eglin AFB, FL	39.88
Camp Lejeune, NC	39.86
Groton, CT	39.56
Fort Bliss, TX	39.55
Tobyhanna Army Depot, PA	39.43
Keesler AFB, MS	39.43
Bangor, WA	38.73
Fort Sill, OK	38.61
Whidbey Island, WA	38.27
Fairchild AFB, WA	38.07
Fort Campbell, KY	37.86
Coronado, CA	37.74
Fort Bragg, NC	37.68
Bolling AFB, DC	37.18
Mayport, FL	37.16
Newport, RI	37.12
Tyndall AFB, FL	36.66
Fallon, NV	36.53
Port Hueneme, CA	36.30

Both Lee &
Lackland in
top 1/3.

Education & Training Joint Cross-Service Group

Skills Progression (continued)	
Installations/Location	Numerical Military Value Score
Great Lakes, IL	35.94
Dahlgren, VA	35.90
Maxwell AFB, AL	35.77
Yuma, AZ	35.59
Camp Pendleton, CA	35.24
Redstone Arsenal, AL	35.03
Ballston Spa, NY	34.88
Aberdeen Proving Grounds, MD	34.70
Vandenberg AFB, CA	34.46
Panama City, FL	34.41
Pope AFB, NC	34.08
Meridian, MS	33.90
Pearl Harbor, HI	32.91
Yuma Proving Ground, AZ	32.55
Bridgeport, CA	32.43
Twenty-Nine Palms, CA	31.97
Athens, GA	31.74
Willow Grove, PA	31.07
USMC San Diego, CA	30.60
Quantico, VA	30.58
Fort Dix, NJ	30.06
Fort Monmouth, NJ	30.04
Fort Meade, MD	29.37
Crane, IN	29.29
Wallops Island, VA	28.25
Presidio of Monterey, CA	26.69

70

Education and Training JCSG	
Specialized Skill Training Subgroup	
Functional Training	
Installations/Location	Numerical Military Value Score
Norfolk, VA	51.29
Fort Benning, GA	51.08
Oceana, VA	47.85



E&T JCSG-PDE Graduate Education Scenario Comparisons

E&T JCSG

Grad-Ed Scenarios	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Mil Con	Implementation Costs/Savings
E&T-0003Rv3, Privatize PDE function at AFIT; relocate all other functions of AFIT to Maxwell AFB	\$62.3	-\$19.5	Immediate	-353.7	39.6	-172.9
DON-70, Privatize PDE function at NPS; close "fence line" at Monterey, CA.	\$69.6	-\$89.8	Immediate	-1121	5.3	-268.9
E&T-0022v2, Consolidate AFIT and NPS PDE functions <u>at NPS</u> and relocate all other functions of AFIT to Maxwell AFB	\$121.0	-\$18.0	Immediate	-301.6	79.2	-133.9
Consolidate AFIT and NPS PDE functions <u>at AFIT</u>	\$428.6	-\$7.3	100+ yrs	310.9	231.7	417.0

Note: All Dollars Shown in Millions

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BRAC Commission - - NPS to AFIT

BRAC Commission Recommendation: Realign Naval Postgraduate School (NPS), Monterey, California, by consolidating graduate level education at NPS with the Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates need for education program support resources at NPS ✓ Cross-flow of Navy/AF faculty & support for Service-provided graduate-level programs 	<ul style="list-style-type: none"> ✓ E&T Graduate Education <ul style="list-style-type: none"> ✓ NPS <u>1st of 2</u> ✓ AFIT/ Wright-Patterson AFB <u>2nd of 2</u>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One-time cost: \$428.600M ■ Net implementation cost: \$416.961M ■ Annual recurring savings: \$7.344M ■ Payback time: 100+ yrs ■ NPV (cost): \$310.943M 	

Naval Postgraduate School Monterey, CA

Candidate Recommendation: Close Naval Postgraduate School Monterey, CA. Disestablish and privatize the graduate level education function. Relocate Defense Resource Management Institute and consolidate under Defense Acquisition University at Fort Belvoir, Alexandria, VA. Relocate Army Tactical Research and Analysis Center Monterey, CA to Army Tactical Research and Analysis Center White Sands, NM. Enclave Fleet Numerical Meteorology and Oceanography Center and Naval Research Laboratory Monterey Detachment at the NPS Annex Monterey, CA.

Justification

- ✓E&T JCSG disestablishment of graduate education programs in favor of privatization
- ✓E&T JCSG relocation of Defense Resource Management Institute in order to uncover PG school
- ✓Saves \$\$ by eliminating personnel and reducing operating costs

Military Value

- ✓Since all locations disestablished, relative MV scores not determinative. Military judgment determined privatization provided highest overall military value.
- ✓Ranked 1 of 2 Active Bases in the Joint Professional Development Education (Grad Ed) field

Payback

- ✓One Time Cost: \$69.63M
- ✓Net Implementation Savings: \$268.81M
- ✓Annual Recurring Savings: \$89.80M
- ✓Payback: Immediate
- ✓NPV Savings: \$1.12B

Impacts

- ✓Criterion 6: -6,684 jobs; 2.84% job loss
- ✓Criterion 7: No substantial impact
- ✓Criterion 8: No substantial impact

✓Strategy
 ✓COBRA

✓Capacity Analysis/Data Verification
 ✓Military Value Analysis/Data Verification

✓JCSG/MilDep Recommended
 ✓Criteria 6-8 Analysis

✓De-conflicted w/JCSGs
 ✓De-conflicted w/MilDepts

APPENDIX

The Naval Postgraduate School hosts International Officers (IO's) in several programs. An excerpt from the NPS WEB site is copied below and highlights one of the programs offered to International Officers.

One objection raised to the closure (i.e. privatization of graduate education) of NPS indicated that the International Officer program was essential and justified the existence of the status quo. PDE determined that the acculturation and education of the International Officers can occur in other educational environments. Although the Navy would determine how best to handle the program, PDE found several practical alternatives.

1. Designate a small number of CIVINSTs open for IO attendance, similar to the old NESEP model. Limiting the school options allows the Services to form graduate student units sufficiently large enough to allow acculturation to occur. Additionally, the IO's would gain an in-depth exposure to US culture and customs.
2. Allow IO's to only attend schools with ROTC units and ensure that the administrative support unit establishes a program to integrate the IO's into the university environment.
3. Allow IO's to attend any school with which DoD has an MOU.
4. Increase the number of slots available for IO's at the senior and intermediate war colleges, at various Service PME schools, and at DoD schools.
5. Schedule familiarization trips during school breaks and include US officers on each trip. US selectees could be drawn from FAO and attaché pipelines or from COCOM's.
6. The broader view that an IO would derive attending CIVINSTs is a strong factor in favor of Privatizing Graduate Education.
7. Note that all courses attended by IO's can be made available at CIVINSTs.

The International Graduate Programs Office is responsible for the cultural, social and academic integration of the international community. The office is charged with interacting with the outside agencies, military and civilian to accomplish the goals of the Security Assistance Training Program (SATP) and the Informational Program (IP). Additionally, it is responsible for the International Sponsor Program and acts as the Command Sponsor to the International Committee.

Since 1954, over 3600 International officers from 77 countries have graduated from NPS. Many have gone on to achieve positions of prominence within their military services, governments, and private industry. The International Program at NPS serves as an integral link in establishing the long-term military-to-military relationships between our U.S. and International officers.

E-IMET Course Offerings at NPS

Full curriculum/course descriptions can be found on the [Academics](#) page

Department Of National Security Affairs (NSA)

International Security and Civil-Military Relations - Curriculum 689 A (M.A.)

Start - Jan (only)

Length - 65 weeks

This curriculum leads to an M.A. degree in International Security and Civil-Military Relations from the Naval Postgraduate School. The program provides the student with a comprehensive and in-depth understanding of the real problems involved in civilian control of a professional military in a democracy. The program is designed for military officers (O-3 to O-5) and equivalent civilian officials. The program

places a special emphasis on the civil- military relations issues raised by participation in U.N.-sponsored peacekeeping operations, involvement in coalition warfare, and membership in alliances such as Partnership for Peace and NATO. International students in this program are fully integrated with the U.S. students at the Naval Postgraduate School. As part of the degree, students are required to complete a thesis that deals with a significant civil-military relations issue in the sponsoring country. Upon completion of the degree, students are capable of developing and teaching civil-military curricula.

International Security: Security Building in Post-Conflict Environments - Curriculum 689 B (MA)

MASL - P179028

Start - Sep (only)

Length - 65 weeks

This curriculum is designed to equip military officers and civilians from post-conflict nations (and from nations and NGOs assisting them) with the specialized expertise, problem-solving skills, and the management tools to build effective security institutions. The curriculum also will focus on mechanisms to keep these security institutions under democratic control, and to strengthen security in a way that helps support economic and political development. In addition, students will gain graduate-level expertise needed to deal with terrorist threats that threaten development efforts and to meet the political, organizational, and management challenges posed by broader peace support operations (PSO). It is a 15-month program and will be offered once a year, starting in September 02 and convening in Sept in each year thereafter. A minimum cohort of 20 students will be required to convene the class. Standard NPS admission procedures will apply for this course. Student selection will be coordinated with Navy IPO and DSCA.

International Security Studies: Defense Decision-Making and Planning - Curriculum 689 C (MA)

MASL - P179029

Start - Any quarter

Length - 78 weeks

This curriculum prepares future strategists and planners by providing an understanding of the domestic and international variables involved in strategic planning, and the formulation of defense and security policy. It combines the three interrelated areas of general strategic studies, joint and combined planning, and international organization and negotiation to address the dynamic challenges of the future security environment.

This inter-disciplinary curriculum emphasizes the strategic interests and objectives of the United States, its allies, and potential adversaries; the roles, structures, and effectiveness of international organizations and international law as they affect national security policy; the effects of arms control and threat proliferation; and the process of U.S., allied, and adversary strategic decision-making. U.S. students in this curriculum also have the opportunity to complete phase I JPME.

The program will accomplish its purpose by providing the specialized expertise, problem-solving skills, and management tools required by civilians and military officers (U.S. and international) to address current and emergent strategic planning problems. The NSA department is a unique environment in which to pursue this course of studies since its student body is inherently joint and combined, providing students with both a stimulating intellectual environment and an opportunity to establish networks and life-long working relationships with fellow officers from other services and countries. This is a 6 quarter program (18 months) and convenes every quarter.

National Security Affairs Curricula - Curricula 681-684, Area Studies (M.A.)

MASL - P179031-P179034

Start - Any quarter

Length - 78 weeks

Provides students with a wide knowledge and thorough understanding of the complex inter-related environments pertaining to national security affairs, as well as addresses the interface between international politics, civil-military relations, and national security objectives. Places emphasis on the proper role of the military in a democratically elected government. Curricula focus is on the history, culture, and religion of a specific region or country and provides students with knowledge of current issues, economic and political structures and institutions, military forces, including strategic capabilities and policy implications, and geopolitical influences. Students receive extensive exposure to human rights issues. Curricula under this program include the following area studies: (1) Middle East, Africa, South Asia (P179031), (2) Far East, Southeast Asia, Pacific (P179032), (3) Europe and FSU (P179033), and (4) Western Hemisphere (P179034).

School of Business and Public Policy

Resource Planning and Management for International Defense - Curriculum 820 - (M.S.)

MASL - P179905

Start - Jan (only)

Length - 78 weeks

This is an interdisciplinary program which integrates mathematics, accounting, economics, behavioral science, organization and management theory, operations/systems analysis, managerial communications, and international law into an understanding of the process by which the defense mission is accomplished. The course of studies explores the interface among international politics, national security objectives, civil-military relations, resource planning and management, and synthesizes the political, technological, economic, cultural, social and ideological forces influencing international defense. Students receive extensive exposure to human rights issues. It provides techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management which will enable graduates to evaluate the written research, study and analysis products of others throughout their careers. The course curriculum is conducted in two phases beginning with two quarters of management fundamentals and followed by four quarters of graduate level classes.

Systems Management - International Curriculum 818 - (M.S.)

MASL - P176002

Start - Jan/Jul

Length - 78 weeks

This program is designed to provide officers with fundamental interdisciplinary techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management to enable the officers to evaluate the written research, study and analysis product of others throughout their careers. The curriculum will further provide the officers with the specific functional skills required to effectively manage.

The curriculum integrates mathematics, accounting, economics, behavioral science, management theory, operations/systems analysis and a subspecialty concentration area into an understanding of the process by which the defense mission is accomplished. Specialty concentration areas are selected by the student by their choice of course options.

The 818 curriculum allows students to design a program of course work specific to management effectiveness in the host country's military system. The student may elect to specialize in the relevant portion of a functional area such as financial, logistics, human resources and organization, or manpower and personnel analysis. Or, the student may choose to follow a general management program which would include an overall balance of courses from many areas.

Financial Management - Curriculum 837 (M.S.)

MASL - P179127

Start - Jan/Jul

Length - 78 weeks

The objective of the Financial Management Curriculum is to prepare officers for business and financial positions within the Navy. Financial Managers assist the services' decision-making processes at all levels by providing accurate, timely and relevant information. They are concerned with the optimal allocation of information. They are concerned with optimal allocation of human, physical and financial resources to achieve the services' goals and objectives while assuring efficient and effective expenditure of public funds. Graduate courses cover topics such as financial reporting standards, cost standards, cost analysis, budgeting, internal control, auditing, management planning and control systems, quantitative techniques used in planning and control, and the Planning Program and Budgeting Systems used within the Department of Defense.

Graduates of the Financial Management Curriculum will be prepared for assignment to positions in budgeting, accounting, business and financial management, and internal control and auditing.

Acquisition and Contract Management - Curriculum 815 (M.S.)

MASL - P179908

Start - Jan/Jul

Length - 78 weeks

This is an interdisciplinary program which integrates mathematics, accounting, economics, finance, behavioral science, management theory, operations/systems analysis and specific courses in acquisition and contracting. Student input includes officers and civilians from all DoD services, the Coast Guard and other nations. The curriculum is designed to provide officers and civilians with the skills to serve effectively in hardware systems, buying offices, field contracting offices, contract administration offices and contracting policy offices.

Systems Acquisition Management - Curriculum 816 - (M.S.)

MASL - P179909

Start - Jan/Jul

Length - 91 weeks

This is an interdisciplinary program designed to integrate business principles, management theory, operations/systems analysis, and engineering applications. It is uniquely tailored to Defense acquisition management and intensive exposure to the fundamental principles of the acquisition environment. The courses in this curriculum present the structure of acquisition management, the decisions and problems facing the defense acquisition manager, the various forces at work within the industry and Government, and the impact of acquisition policies and strategies. Student input includes officers and civilians from all DoD services, the Coast Guard, and other nations.

Eligible For EIMET Funding If Attended By Civilians

Manpower Systems Analysis - Curriculum 847 (M.S.)

MASL - P179105

Start - Jul (only)

Length - 91 weeks

Program is designed to fill the leadership roles of military manpower management. MSA is an extremely analytical curriculum intended to develop skills necessary to perform and evaluate manpower analyses. As such, the curriculum emphasizes mathematical, statistical, and other quantitative methods. Areas covered include an understanding of MSA policy development, compensation systems, productivity analysis, enlistment supply and retention models, manpower requirements determination processes, career mix, enlistment incentives, reenlistment incentives, training effectiveness measures and hardware/manpower trade-offs. Students gain familiarity with current models and methods of MSA analysis as well as military MSA organizations and issues.

School of Informational & Operational Sciences

Information Systems Technology - Curriculum 370 (M.S.)

MASL - P179904

Start - Mar/Sep

Length 104 Wks

This curriculum provides officers with the knowledge of information systems technology to include computer and telecommunications systems, software engineering, networked and distributed applications, database management systems and decision support systems in military services. Students will also gain proficiency in information systems, economics and management necessary for the critical management decisions needed in the development and utilization of complex and evolving computer-based military systems.

Information Systems Technology is an interdisciplinary, graduate-level master's program integrating mathematics, accounting, statistics, computer science, information systems, communications engineering, networks and management discipline.

Scenario	Pros	Cons
<p>Privatize Both AFIT and NPS</p>	<ul style="list-style-type: none"> • <u>Improves civil-military relations</u> by commingling domestic and international military members with domestic and international civilians. • Exposes the nation's civilian institutions of higher learning, their faculties, and their student bodies to <u>military problems, and military education and research requirements</u>. • Obviates perception of military exclusivity. • Reallocates key Service personnel to critical wartime related missions • Allows the Air Force and Navy to <u>expand their existing outsourced</u> graduate education programs and in so doing, leverage a larger market share and existing administrative infrastructure. • The Army outsources all of its graduate education. • The Air Force currently outsources 40% of its graduate education. • The Navy outsources approximately 1/3 of its graduate education. The cost is less than 6% of the OMN budget for post-graduate education. • Allows the Air Force and Navy to reallocate Base Operation and Maintenance and Repair funds to <i>more critical mission elements</i>. • Increases the name recognition and the value of the graduate degree for the officers. • Provides the Services with the option of selecting universities with recognized world class graduate degree programs. • Allows the Air Force and Navy the ability to offer officers graduate education at their home installations, decreasing total number of PCS moves. (QOL) • Eliminates high BAH costs for all 	<ul style="list-style-type: none"> • The Services state that civilian institutions (CIVINS) do not offer military specific degrees. <ul style="list-style-type: none"> • <u>Caveat</u>: AF stated in the past that only 1 of 23 AFIT degrees identified as military-specific; Navy: only 11 of 54 NPS degrees identified as military-specific) • <u>Caveat</u>: Similarly titled academic degrees reflect similar curricular content and <u>virtually all the degrees that AFIT and NPS grant are granted by civilian institutions</u>. However, while the degree title captures the bulk of its curricular content, there is a much smaller subset of content, especially in advanced degree curricula, that is unique to the degree granting institution. AFIT and NPS and civilian institutions are alike in this regard, all reflecting the reality that faculties of like disciplines differ and that advanced degrees are not standardized. This subset of unique content is either available at civilian institutions or could be developed at the direction of the Services. • Given that the Army outsources its whole graduate education program, mostly to civilian institutions, and that the Air Force and Navy both augment their in-house resident graduate education programs with a substantial portion outsourced to civilian institutions, tacitly recognizes that civilian institutions can rise to meet Service time constraints and curricular content. • Loss of control of military graduate degree programs <ul style="list-style-type: none"> • <u>Caveat</u>. Services control funding and accordingly, can control desired curricular content of civilian-hosted military programs. • Lack of professors at civilian universities to teach military specific programs <ul style="list-style-type: none"> • <u>Caveat</u>. Civilian universities could hire NPS and AFIT professors to teach military programs, but as has

**Privatize Both
AFIT and NPS
(cont'd)**

Services at NPS.

- Allows family members opportunity to pursue graduate education at civilian universities while the military member is in student status. (QOL)
- Reduces the high demand on TRICARE providers supporting students and families at the NPS.
- Allows closure of NPS facility, with a potential NPV savings of \$1.12B; privatizing AFIT has potential NPV savings of \$353M
- With closure of AFIT, allows MILCON cost avoidance of \$200M for Medical JCSG, moving School of Aerospace Medicine from Brooks City Base to Wright Patterson AFB

been the practice in the past, well structured MOAs and well thought-out RFPs, enable civilian institutions to tailor faculty recruitment and hiring to meet specific scholastic requirements.

- Lack of "secret" level facilities at civilian universities
 - Caveat. Secure space can be designated by MOU at existing military and ROTC units. Alternately, many CIVINS already have designated secure spaces.
- Loss of availability of research facilities at NPS and AFIT. Much of the research conducted is directly tied to military specific missions.
 - Caveat. Given that all graduate educational institutions vie for the same research dollars, program sponsors could identify other venues for their requirements or move (or build) the necessary infrastructure with BRAC funds at the selected institutions. Additionally, universities could be invited to use the facilities at AFIT as approved by the Service.
- Elimination of international student program that provides international students graduate degrees and loss of interaction between domestic and international students.
 - Caveat. See appendix.
- Loss of joint military education environment created by AFIT and NPS
 - Caveat. Services could create military concentrations at selected universities or in designated geographic regions. Note: neither NPS nor AFIT tailors student mix to create specific joint synergies. JPME is delivered via non-resident methods, without consideration for student body mix.
- Professional Continuing Education (PCE) realignment combines all USAF PCE functions at Maxwell AFB, creating a Service Center of Excellence while reducing duplicative functions.

Scenario	Pros	Cons
<p>Privatize AFIT only / Realign BOS for NPS/DLI</p>	<ul style="list-style-type: none"> • <u>For Air Force only: Improves civil-military relations</u> by commingling domestic and international military members with domestic and international civilians. • <u>For Air Force only:</u> Exposes the nation's civilian institutions of higher learning, their faculties, and their student bodies to <u>military problems, and military education and research requirements.</u> • <u>For Air Force only:</u> Obviates perception of military exclusivity. • Realignment of BOS for NPS and DLI creates BOS savings in Monterey; privatizing AFIT eliminates BOS support for AFIT at WPAFB • Allows Air Force to focus graduate education in civilian universities, plus use the NPS degree programs, as appropriate • Creates a single DOD Center of Excellence for Graduate Education • Allows the AF to reallocate Service personnel to critical wartime related missions • With closure of AFIT, allows MILCON cost avoidance of \$200M for Medical JCSG, moving School of Aerospace Medicine from Brooks City Base to Wright Patterson AFB • Allows the Air Force the ability to offer officers graduate education at their home installations, decreasing total number of PCS moves. (QOL) • Allows Air Force family members opportunity to pursue graduate education at civilian universities while the military member is in student status. (QOL) • Privatizing AFIT has potential NPV savings of \$353M 	<ul style="list-style-type: none"> • Maintains military exclusivity at NPS and does not favorably impact civil-military relations. • Loss of availability of research facilities at AFIT; loss of synergistic relationships with AF Research Lab, Aeronautical Systems Center, National Air and Space Intelligence Center and academic consortium of local institutions. <ul style="list-style-type: none"> • <u>Caveat.</u> Given that all graduate educational institutions vie for the same research dollars, program sponsors could identify other venues for their requirements or move (or build) the necessary infrastructure with BRAC funds at the selected institutions. Additionally, universities could be invited to use the facilities at AFIT as approved by the Service. • Lack of "Secret" level classrooms and facilities at existing civilian universities <ul style="list-style-type: none"> • <u>Caveat.</u> Space can be designated by MOU at existing military and ROTC units • <u>Caveat.</u> Air Force students can attend graduate degree programs at the "new" DOD Center of Excellence for Graduate Education • Loss of programs that had been consolidated in 2003 from NPS to AFIT under the AFIT/NPS Rationalization initiative (i.e. aeronautical engineering) <ul style="list-style-type: none"> • <u>Caveat.</u> Programs are available at CIVINS. • Professional Continuing Education (PCE) realignment combines all USAF PCE functions at Maxwell AFB,

		creating a Service Center of Excellence while reducing duplicative functions.
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Scenario	Pros	Cons
<p>Consolidate AFIT and NPS at AFIT</p>	<ul style="list-style-type: none"> • Availability of numerous existing 21st century research facilities at Wright Patterson AFB • Ability to eliminate redundant and duplicative programs • Availability of buildable acres at Wright-Patterson AFB • More affordable family resident housing in the Dayton, OH area, reducing high Monterey BAH costs for all Services. • Reduces demand on Tricare providers supporting NPS. • Allows closure of facility at NPS for significant BOS savings in Monterey • Improves joint and international officer interaction 	<ul style="list-style-type: none"> • Significant MILCON costs to move the larger graduate education program at NPS to a smaller program at AFIT (over \$231M) • Maintains military exclusivity and does not favorably impact civil-military relations. • Accreditation issues for consolidation of multiple new programs are problematic • The personnel savings from single-siting the institutions at AFIT yield minimal savings because there is a small reduction in faculty consolidations due to overhead required to conduct additive Navy grad ed and Navy "short courses". • A consolidation that impacted faculty might raise issues of faculty governance and tenure. • Does not allow cost avoidance of \$200M for Medical JCSG, moving School of Aerospace Medicine from Brooks City Base to Wright Patterson AFB

Scenario	Pros	Cons
<p>Consolidate AFIT and NPS at NPS; Realign BOS at NPS and DLI</p>	<ul style="list-style-type: none"> • Requires less MILCON (than the movement of NPS to AFIT) due to some excess capacity at NPS (only \$39M). • Fewer graduate degree programs and classes <u>to recreate</u> since NPS currently offers more classes and programs than AFIT • Ability to eliminate redundant and duplicative programs, thus eliminating more faculty positions • Reduces the number of officers, enlisted, and civilian support positions which must be moved for consolidation from AFIT to NPS • Accreditation issues for consolidation of similar programs are minimal • With closure of AFIT at WPAFB, allows MILCON cost avoidance of \$200M for Medical JCSG, moving School of Aerospace Medicine from Brooks City Base to Wright Patterson AFB • Title X, Chapter 605 designates the existence of graduate education ONLY at NPS; no such authority for AFIT • Improves joint and international officer interaction • Realignment of BOS for NPS and DLI creates BOS savings in Monterey; consolidating AFIT to NPS eliminates BOS support for AFIT at WPAFB • AF and Navy continue to take advantage of Service Centers of Excellence (National Security Studies, Homeland Security, Joint Information Operations, Regional Studies, etc.) 	<ul style="list-style-type: none"> • The existing capacity at NPS does not meet the future force requirements of the Services. Additional MILCON would be required. (approx. \$39M) • Degrades civil-military relations by isolating domestic and international military service members from domestic and international civilians. • Isolates a large portion of the Air Force and Navy graduate education programs from the nation's civilian institutions of higher learning, their faculties, and their students. • Fails to stimulate the faculties and students of civilian institutions with military problems, perspectives, and requirements. • Perpetuates the perception of military exclusivity and elitism. • Both institutions offer similar degree programs in several academic disciplines, but the degree programs contain curricular content that is Service-specific and focuses students on Service-specific research. • Tricare contracts currently meet demand, but must be renegotiated to reflect increased personnel numbers • Insufficient on-site student resident and on-site family resident facilities on NPS to accommodate the additional students and faculty moving from AFIT to NPS • Housing costs at Monterey and surrounding counties are very high • Rehab costs and some MILCON would be involved • Water credits for new buildings at NPS must be obtained. • Loss of availability of research facilities at AFIT; loss of synergistic relationships with AF Research Lab,

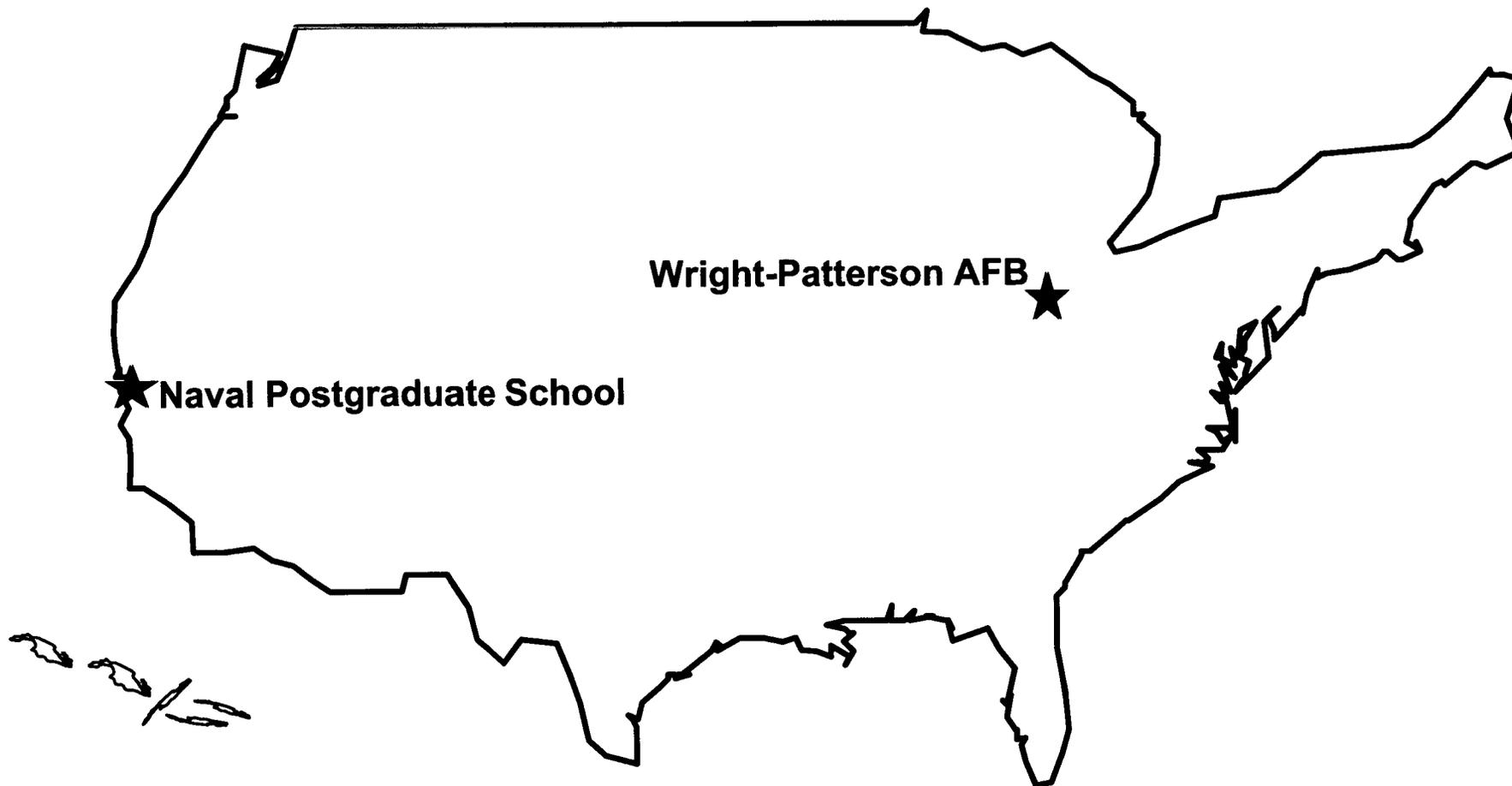
Aeronautical Systems Center, National Air and Space Intelligence Center and academic consortium of local institutions.

- Caveat. Given that all graduate educational institutions vie for the same research dollars, program sponsors could identify other venues for their requirements or move (or build) the necessary infrastructure with BRAC funds at the selected institutions. Additionally, universities could be invited to use the facilities at AFIT as approved by the Service
- A consolidation that impacted faculty might raise issues of faculty governance and tenure.
- Reallocates some AF personnel to critical wartime related missions
- Professional Continuing Education (PCE) realignment combines all USAF PCE functions at Maxwell AFB, creating a Service Center of Excellence while reducing duplicative functions.

Scenario	Pros	Cons
<p>Status Quo; only Realign BOS at NPS and DLI</p>	<ul style="list-style-type: none"> • Allows the Air Force and Navy to offer military graduate education to domestic and international officers • Title X, Chapter 605 designates the existence of graduate education at NPS • Realignment of BOS for NPS and DLI creates BOS savings in Monterey 	<ul style="list-style-type: none"> • Maintains military exclusivity and does not favorably impact civil-military relations. • Costly allocation of money to run two separate graduate degree programs that are not critical to Air Force and Navy missions; does not establish a DoD center of Excellence • Allows redundant curricula to continue since both Services consider similar graduate programs and classes to be Service unique. • Does not allow cost avoidance of \$200M for Medical JCSG, moving School of Aerospace Medicine from Brooks City Base to Wright Patterson AFB • Continues to limit number of officers allowed to attend civilian universities



Privatize Graduate Education Function





Candidate # E&T-0003

Candidate Recommendation: Realign Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base, Dayton, Ohio, by disestablishing graduate level education. Realign the Naval Postgraduate School (NPS) at Monterey, California, by disestablishing graduate level education.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Eliminates need for education programs at NPS and AFIT. ✓ Realize savings through privatizing education function to civilian colleges & universities. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ NPS: 73.7 (1st of 2) ✓ AFIT: 53.4 (2nd of 2)
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$ 47.2M ✓ Net Implementation Savings: \$121.6M ✓ Annual Recurring Savings: \$ 30.8M ✓ Payback Period: 1 year ✓ NPV (savings): \$353.3M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ Salinas CA : - 5,412 (2,793 Direct; 2,619 Indirect); 2.3% ✓ Dayton OH: -2235 (1,248 Direct; 987 Indirect); 0.44% ✓ Criterion 7: Assigns members to universities across the US - Less benefits of installations and medical care ✓ Criterion 8: No Impediments

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES of February 17, 2005

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 47th meeting of the E&T JCSG. Attendee List is Attachment 1. The following is a summary of discussions (Briefing slides are Attachment 2):

- Mr. Abell opened the meeting by welcoming participants. The E&T JCSG currently has 62 declared scenarios: 13 have been deleted, 36 deactivated, 12 approved and 1 pending further deliberations. It is anticipated that three candidate recommendations will be ready for presentation to the ISG on 4 March 2005. Mr. Abell highlighted the 11 February 2005 ISG meeting where he presented seven E&T JCSG candidate recommendations. The ISG approved all seven but requested follow-up on E&T-0003, "Privatize PDE function at NPS and AFIT" regarding Navy graduate-education concerns.

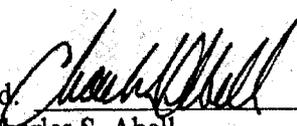
Note: Subsequent to this 17 February E&T JCSG meeting, the OSD BRAC advised the E&T JCSG that Mr. Wynne, ISG Chairman, plans to present all seven E&T candidate recommendations as well as other JCSGs' candidate recommendations to the IEC Wednesday, 23 February 2005. Mr. Dominguez, as the acting chair, will represent the E&T JCSG.

- E&T JCSG received an informational briefing on DON rationale for modification to E&T-0003 "Privatize PDE function at NPS and AFIT". RADM Jamie Barnett, N00TB, expressed DON concern that civilian academia does not currently possess an equivalent substitute for eight of the Advanced Academic Degrees (AAD) currently taught at NPS. DON recommended relocation of those degrees to the Naval War College, Newport, RI, using the BRAC 2005 process. Following RADM Barnett's presentation and a spirited discussion, it was clarified that DON did not necessarily want the entire degree program moved but only those courses that were military-unique and could not be easily replicated at a civilian institution. Mr. Abell thanked RADM Barnett for briefing the JCSG and helping them better understand Navy concerns. After RADM Barnett departed, the E&T JCSG Professional Development Education (PDE) Subgroup (Col Lynes) provided a briefing on the eight AAD programs in question to illustrate significant commonalities between the military and civilian academic structures. The E&T JCSG:

- **Tasked PDE to get clarification from Office of General Council (BRAC Legal Advisor) regarding parameters of BRAC law.** Specifically, if E&T-0003 becomes a BRAC recommendation, would DON be precluded from establishing, reestablishing, or moving portions of the concerned resident/non-resident grad-ed courses.
 - **Requested the Navy (through the Navy E&T JCSG representative) provide Navy specific grad-ed courses (at the course-level vice degree-level) and proposed faculty cost for subsequent re-examination by the PDE subgroup.**
 - **Deferred further discussion on E&T-0003, "Privatize PDE function conducted at AFIT and NPS" pending OGC opinion and DON listing of specific courses.** [NOTE: E&T-0003 is to be briefed to the IEC 23 Feb 05]
- The Flight Training Subgroup (Col Simmons and CAPT Summerlin) provided an update for E&T-0052 "JSF Stand-Alone / Joint Strike Fighter Initial Training Site". The subgroup compared costs of a basing arrangement that would accommodate separate Pilot Training and Maintenance Training Centers (PTC/MTC) verses an Integrated Training Center (ITC). Mr. Brian Buzzell from OSD BRAC produced a record of staffing action that proclaimed the ITC concept had been directed by Mr. Aldridge.
 - **The E&T JCSG directed that the E&TCR-0052 "quint-chart" Title and Candidate Recommendation summary blocks be edited to read "Initial Training Site" and include verbiage that the base of choice be sized to accommodate an "Integrated Training Center".** The Principals noted that this Candidate Recommendation dealt only with the initial JSF Pilot Training/bed down; subsequent JSF ITS or PTC/MTC decisions will occur well after BRAC 2005 and will necessitate re-evaluation.
 - **Approved E&T 0052, "Joint Strike Fighter Integrated Training Site" updated analysis.**
- Mr. Howlett noted that during the previous meeting, the E&T JCSG approved E&T 0032, "Realign SLCs under NDU and co-locate at Fort McNair" to go forward but still had two alternatives as active candidate recommendations in the ISG Scenario Tracker Tool. The E&T JCSG:
 - **Deactivated E&T 0025, "Realign SSCs in Place."**
 - **Deactivated E&T 0058, "Realign USAWC and USACG."**
- The E&T JCSG also directed the following:
 - **Each subgroup is to review scenarios and identify those that may have been prematurely rejected on the basis of low payback and high one-time costs. SST was to specifically re-look DLI.**

- ***Each subgroup was also tasked to identify and monitor their personnel requirements between 16 May and 30 September 2005 and let the E&T JCSG know of any potential problems.***

The next scheduled meeting of the E&T JCSG is Thursday, 3 March 2005.

Approved. 

Charles S. Abell

Principal Deputy Under Secretary of Defense
(Personnel & Readiness)
Chairman, Education & Training
Joint Cross-Service Group

Attachments:

1. List of Attendees, February 17, 2005
2. Briefing Slides

Copies:

1. OSD BRAC Office
2. E&T JCSG Coordination Team
3. DoD IG

**BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
February 17, 2005**

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (Personnel & Readiness) Chair
- BG Tom Maffey, USA, JCS VDJ-7
- BGen Thomas Conant, USMC, Deputy Director, Training and Education Command
- BG Louis Weber, Director, Training Army G-3 (DAMO-TR)
- CAPT Bill Wilcox, USN, OPNAV N12B
- Col Joanna Shumaker, USAF, AF DPX

Others:

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness
- Mr. Jim Gunlicks, USA, Army G-3 (DAMO-TR)
- Mr. Bob Howlett, E&T JCSG Coordination Team
- Ms. Nancy Weaver, E&T JCSG Coordination Team
- Mr. Mark Horn, Ctr., E&T JCSG Coordination Team
- RADM James Barnett, USN, N00TB
- Mr. Frank Petho, USN, N00T
- CAPT Gene Summerlin, USN, NAVY BRAC, Flight Training Subgroup
- Col Jimmie Simmons, USAF, AETC/DOR, Flight Training Subgroup
- Col James Briggs, USAF, AETC/DOO, Specialized Skill Training Subgroup
- Col Jerome Lynes, USMC, JCS/J-7, PDE Subgroup
- CAPT Cathy Osman, USN, JCS/J-7, PDE Subgroup
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Col Samuel Walker, USAF, Professional Development Education Subgroup
- Mr. Bob Harrison, USA, G3 Training
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DODIG
- Capt Ernest Wearren, USAF, AF-BRAC Office

Attachment (1)

E&T JCSG 0003 -- Recommendation

- No modification of 0003 required
 - Overwhelming majority of the coursework for these courses available at civilian universities or DoD institutions
 - Alternate sites for these Advanced Academic degrees already exist



Department of the Navy

Infrastructure Analysis Team

Proposed Scenario E&T-0003A Privatize Graduate Education; Relocate Eight Warfighting Essential Curricula to Newport

DON Rationale

17 February 2005



**Privatize all NPS curricula except:
retain and relocate the
eight warfighting essential curricula
to Newport,
leveraging the Naval War College, Naval
Undersea Warfare Center and private
educational institutions**

Combat Systems

Joint C4I

Information Warfare

Operational Logistics

Information Systems Operations

Undersea Warfare

Information Systems Technology

Special Operations



The DON Request

- **Special Assistant to the SECNAV memo 1 Feb**
- **Amend E&T-0003 to realign the military specific graduate degree programs / courses of instruction from Naval Postgraduate School to Naval Station Newport, RI.**
- **Current enrollment**
 - **168 Navy**
 - **88 Other US Military**
 - **55 International Military**



DON Concerns

E&T-0003

- **These curricula increase combat effectiveness.**
 - They are unique warfighting, operational combat programs.
 - They are not available in CIVINS.
 - We want to retain a rapid, flexible response capability.
 - We want to retain a unique pool of specialists.
 - Deployable in support of operational units.
 - SECNAVINST 1524.2A
- **Many of these curricula address Information Warfare.**
 - Center of Excellence for Information Operations
 - DEPSECDEF memo of 3 Sep 04
 - Develop Information Operations as core military competency.
- **Educational Responsiveness to Military Requirements**
 - Align admissions and calendar with military personnel management requirements
 - Resident interaction with international military officers



Warfighting Programs

- **Combat Systems**
- **Joint Command, Control, Communications, Computers, and Intelligence**
- **Information Warfare**
- **Operational Logistics**
- **Information Systems Operations**
- **Undersea Warfare**
- **Special Operations**
- **Information Systems Technology**



Military Content

- **Information Warfare – 47.2%**
- **Special Operation Operations – 45.8%**
- **Information Systems Operations – 36.7%**
- **Undersea Warfare – 31.3%**
- **Joint Command, Control, Communications, Computers, and Intelligence – 25.0%**
- **Operational Logistics – 24.4%**
- **Combat Systems – 22.2%**
- **Information Systems Technology – 6.7%**



Sample Warfighting Courses

- Guerrilla Warfare [DA XXXX (4-0)]
- Combat Systems Simulations [SE 2911 (4-3)]
- Physics of Underwater Weapons [PH 3479 (4-0)]
- Weapons and Effects [SE 3800 (4-0)]
- Explosives [PH 4171 (4-0)]
- Lethality and Survivability [(PH 4858 (4-0)]
- Military Satellite Communications [SS 3613 (3-0)]
- Combat Analysis for C4I [CC3102 (4-0)]
- Information Warfare Targeting [IW 3920 (3-2)]
- Information Warfare Systems Engineering [IW 4500 (3-2)]
- USW Modeling and Simulation [UW 3303 (4-1)]
- C4I Systems Engineering [CC 4101 (4-2)]
- Signals Intelligence Systems [EC 3750 (3-2)]



-
- **Naval Undersea Warfare Center**
 - Full-spectrum research, development, test and evaluation, engineering and fleet support center.
 - People
 - 2,000 people
 - 148 hold doctorates in Information Systems; Sensors Electronics, and Electronic Warfare; and Weapons and Armaments.
 - Laboratories
 - **Naval War College**
 - Educational administration
 - Intermediate Service College

Summary

- Retain eight warfighting curricula.
- Moving these eight curricula to Newport saves vast amounts of money and exploits existing facilities and capabilities.
- No mission creep because:
 - Comprehensive resident graduate education is no longer affordable.
 - E&T-0003 will allow DON to divest itself of infrastructure.
 - It is our intent to strictly limit resident graduate education.

E&T JCSG 0003 Reassessment

- Acceptable
 - Transformational Option #34: Privatize Graduate Level Education (Mr. Wynne Memo, 8 Sept 04)
- Suitable
 - Approved by E&T JCSG 5 Jan 05; Approved by ISG 11 Feb 05
- Feasible
 - 8 USN Advanced Academic Degree Programs in question

Information Systems Technology

1ST QTR	IS-2020 Visual Basic	CS-3030 Computer Architecture and Op Systems	OS-3105 Statistics for Technical Management	NW-3230 Strategy And Policy	
2nd QTR	IS-3020 Software Design	IS-3201 Database	IS-3502 Computer Networks	OS-3004 Operations Research for Computer Systems	
3rd QTR	CC-3000 Intro to C4I	IS-3301 Decision Support Systems	IW-3101 Principles of Information Operations	MO-1901 Mathematics for ISSO	
4th QTR	EO-2514 Intro to Comm System Engineering I	SS-3011 Space Technology Applications	CS-3600 Intro to Computer Security	GB-3510 Financial Mgmt in the Armed Forces	MN-4125 Managing Planned Change in Complex Org
5th QTR	EO-3514 Intro to Comm Systems Engineering II	IS-4300 Software Engineering and Management	IS-4031 Information Systems Evaluation	PH-3052 Physics of Space and Airborne Systems	IS-3333 Intro to Thesis Research
6th QTR	EO-4514 Comm System Analysis	IS-0810 Thesis Research	IS-4220 Architecting Information Systems	ELECTIVE	
7th QTR	IS-0810 Thesis Research	ELECTIVE	CC-4221 C4ISR SYSTEMS	MN-3331 Principles Acquisition Management	
8th QTR	IS-0810 Thesis Research	IS-4182 Information Systems Management	ELECTIVE	ELECTIVE	

Information Systems and Operations

1ST QTR	MA1901 Mathematics for ISSO	IS3001 Computer and Software Technology	IW3101 Principles Of Information Operations		NW-3230 Strategy And Policy
2nd QTR	OS2100 Probability & Statistics	EO3502 Telecommunications Systems Engineering	IS3502 Computer Networks	SO3101 Warfare In The Information Age	
3rd QTR	OS3000 Operations Analysis	CS3600 Information Assurance	IS3302 Decision Support & Databases	CC3000 Intro Command And Control	NW-3275 Joint Maritime Operations Part 1
4th QTR	IS0810 Thesis	SS3011 Space Technology And Applications	IO4300 Information Operations Planning And Execution	SO4450 Analytical Methods	NW-3276 Joint Maritime Operations Part 2
5th QTR	IS0810 Thesis	CC4221 C4ISR Systems	SO4104 Militaries & Technological Change	OS3603 Simulation and War Gaming	NW-3285 National Security Decision Making
6th QTR	IS0810 Thesis	IS0810 Thesis	EO3921 SIGINT for the Warfighter	IO4500 Information Operations Strategies	

Information Warfare

1ST QTR	MA2139 Introduction Differential Equations and Vector Analysis	CS2971 Introduction to Object- Oriented Programming In C++	IW310 Principles of Information Operations		NW-3230 Strategy And Policy
2nd QTR	MA3139 Fourier Analysis and Partial Differential Equations	OS3104 Statistics for Science and Engineering	CS3030 Computer Architecture and Operating Systems	EO2652 Field, Waves, and Electromagnetic Engineering	
3rd QTR	OS3003 Operations Research for Information Warfare	EO2512 Introduction to Communications	EO3602 Electromagnetic Radiation, Scattering & Propagation	PH3998 Information Warfare Targeting	
4th QTR	EO4612 Microwave Devices and Radar	CS3600 Computer Security	EO3512 Communication and Countermeasures I	PH2203 Waves & Optics	
5th QTR	EO3911 Fiber Optics Systems	EO4512 Communication and Countermeasures II	EC3750 SIGINT Systems	EO4622 EW for Info Warfare	
6th QTR	OS3403 Human Factors in Information Warfare	EC3760 Network Operating Systems	SO3101 Warfare in the Information Age	IW0810 Thesis Research	
7th QTR	EC4010 Principles of Sys Engineering	Elective I	Elective II	IW0810 Thesis Research	
8th QTR	IO4300 IO Campaign Planning	Elective III	IW0810 Thesis Research	IW0810 Thesis Research	

JC4I Systems

1ST QTR	CC3000 Introduction to Command, Control, Communication, Computer and Intelligence Systems in DoD	CC2041 Introduction to Systems Technology Battle Lab	CI9008 Computer & Software Technology	MO1901 Mathematics	NW-3230 Strategy And Policy
2nd QTR	CC3101 Combat Analysis for C3	SS3011 Space Systems	OS3104 Statistics for Science and Engineering	CS3600 Computer Security	EO2513 Intro to Communication System Engineering
3rd QTR	IW3101 Introduction to Information Operations	OS3008 Analytical Planning Methodology	PH3052 Sensors	EO3513 Communication Systems Engineering: Modulation	
4th QTR	CC4101 C4I Systems Engineering	IS3302 Decision Support and Database Systems	IS3502 Computer Networks (LAN/WAN)	EO4513 Communication System Analysis	
5th QTR	CC4221 C4ISR	MN3316 Acquisition Management	CC3041 Intro to Joint C2 Systems	Elective	CC0810 Thesis
6th QTR	CC4041 Advanced Joint C2 Systems Lab	CC4750 Military C4I Systems & Networks	CC4103 C4I Systems Evaluation	CC0810 Thesis Research	
7th QTR	CC4913 Policies and Problems in C3	CC0810 Thesis Research	Elective	Elective	

Operational Logistics

1st QTR	OA2200 Computational Methods for Opns Research I	MA1115 Statistics	MA3042 Linear Algebra	OA3101 Probability	
2nd QTR	OA3200 Computational Methods for Opns Research II	OA3304 Decision Theory	OA3610 Introduction to Naval Logistics	OA3102 Statistics	
3rd QTR	OA3201 Linear Programming	OA4611 Joint/Combined Logistics	OA3301 Stochastic Models I	OA3103 Data Analysis	
4th QTR	OA3501 Inventory I	OA3302 OA System Simulation	OA4201 Nonlinear Programming	OA4655 Joint Combat Modeling	
5th QTR	OA4202 Network Flows and Graphs	OA4501 Supply Systems Seminar	Experience Tour (Off Campus)		
6th QTR	OA4612 Logistics Models	NW-3275 Joint Maritime Operations Part 1	Elective	OA0810 Thesis Research	
7th QTR	OA4801 Modeling for Military Operations Research	OA4604 Wargaming Analysis	NW-3276 Joint Maritime Operations Part 2	OA0810 Thesis Research	
8th QTR	Elective	OA4602 Joint Campaign Analysis	NW-32785 National Security Decision Making	OA0810 Thesis Research	

Undersea Warfare

1ST QTR	MA1115/6 Multi-Var Calculus	MA2121 Ordinary Diff Eqns	EO2402 Intro Linear Systems	NW-3230 Strategy And Policy	
2nd QTR	OS2103 Applied Prob	OC3230 Descriptive Phys Ocn	EO3402 Signals & Noise	MA3139 Fourier Anal & PDEs	
3rd QTR	OS3604 Decision & Data Anal	Elective	UW3303 UW Model & Sim	NW-3210 National Security Decision Making Part 1	
4th QTR	OA3602 Search & Detection	OC3260 Sound in the Ocean	OC/MR3522 Remote Sensing	NW-3211 National Security Decision Making Part 2	
5th QTR	OA4607 Tact Decision Making	PH3002 Non-acoustic Sen & Sys	UW3301 UW in 20th Century	Elective	NW-3270 Joint Maritime Operations Part 1
6th QTR	XX0810 Thesis Research	OC4270 Tactical Oceanography	EC4450 Sonar Systems Eng	Elective	NW-3271 Joint Maritime Operations Part 2
7th QTR	XX0810 Thesis Research	PH3479 Phys of UW Weapons	Elective	Elective	NW-3272 Joint Maritime Operations Part 3
8th QTR	XX0810 Thesis Research	XX0810 Thesis Research	Elective	Elective	

Combat Systems Science and Technology

1st QTR	PH1994 Special Topics I	PH1995 Special Topics II	PH1121 Mechanics I	SE2911 Combat Systems Simulations	EC1010 MATLAB
2nd QTR	PH3991 Theoretical Physics	PH1322 E&M I	PH2151 Particle Mechanics	PH2724 Thermodynamics	PH2001 Research Seminar
3rd QTR	PH2652 Modern Physics	PH2351 E&M II	PH3152 Mechanics III	SE2013 Analog Techniques	PH0999 Physics Colloquium
4th QTR	PH3655 Solid State Physics	PH3352 E&M Waves	PH3292 Physical Optics	SE3014 Digital Techniques	PH0999 Physics Colloquium
5th QTR	PH4656 Quantum Mechanics	Concentration	SE3172 Fluid Dynamics	SE4015 Autonomous Robots	PH0999 Physics Colloquium
6th QTR	SE3400 Underwater Acoustics	NW-3230 Strategy And Policy	SE4860 Missiles	Concentration	PH0999 Physics Colloquium
7th QTR	Concentration	Thesis	SE3800 Weapons and Effects	Thesis	PH0999 Physics Colloquium
8th QTR	SE4022 Combat Systems Capabilities	Thesis	SE3200 E&M Sensors	Thesis	PH4001 Thesis Presentation

E&T JCSG 0003 -- Recommendation

- No modification of 0003 required
 - Overwhelming majority of the coursework for these courses available at civilian universities or DoD institutions
 - Alternate sites for these Advanced Academic degrees already exist

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES of March 24, 2005

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 50th meeting of the E&T JCSG. A list of attendees is at Attachment 1. Currently, the E&T JCSG has 62 declared scenarios: 14 have been deleted, 34 deactivated, and 14 approved. Two will be briefed to the ISG at the 1 April 2005 ISG meeting (E&T-0004A and E&T-0058). Participants were advised of future administrative/report/briefing requirements and the need to sustain key personnel in order to respond to Congressional and Commission Request/Inquiries. Although no shortfalls were identified by the subgroups, Mr. Abell offered his assistance, if required, to ensure appropriate personnel are retained. Mr. Dominguez advised he was working potential USAF personnel departures. Mr. Abell briefly summarized Infrastructure Steering Group (ISG) and Infrastructure Executive Council (IEC) deliberations undertaken during the week of 21 March 2005.

- IEC tentatively approved E&T 0003R – Privatizing Grad-Ed at NPS and AFIT. Concern was expressed by the Vice Chairman on potential impacts to foreign student enrollment/ participation. The group agreed to readdress if impacts are unacceptable.
- IEC rejected E&T 0032 – Relocate Service War Colleges to Fort McNair. All Services opposed this scenario. Key synergy can be maintained by co-locating the various levels of Service professional military education.
- IEC postponed a decision on E&T 0046 – Cooperative Flight Training until alternative approaches can be considered. Flight Training working to provide a comparison between the E&T JCSG (E&T – 0046) approach and an Air Force proposal which will be briefed at the March 28 IEC meeting.
- IEC approved E&T 0052 -- Joint Strike Fighter and noted JSF was not funded via BRAC wedge. IEC members questioned “Why BRAC?” but agreed that JSF fell within BRAC guidelines.
- ISG reconsidered and disapproved E&T 0039 – Diver School based on USSOCOM concerns of possible encroachment and DoN’s decision to not close Truman Annex, which this E&T JCSG CR had enabled.

Subgroups then provided updates and information for E&T JCSG consideration/deliberation (Attachment 2). The following is a summary of discussions.

- The Ranges Subgroup (Mr. Gunlicks) updated members on E&T 0038A – Joint Range Coordination Centers. Data call inputs from Services on projected closure of installations for position/duty description availability is still underway. Once information has been provided, new criteria 8 summaries for all losing installation will be required. Mr Abell cautioned the subgroup that concerns of cost (coupled

with a payback period of NEVER), impact on training, no fence line closures and the question if BRAC is the appropriate forum for this scenario will challenge the approval as a candidate recommendation. It is important to be able to successfully articulate the impact of creating Joint Range Coordination Centers on training and benefit to the nation to get it through the ISG/IEC.

- The Flight Training Subgroup (RADM Mayer and Col Simmons) briefed a comparison of E&T 0046 and an Air Force Under graduate Flight Training (UFT) proposal (0046A). The Air Force proposal (0046A) appears less disruptive to pilot production during implementation; reduces personnel moves for USAF students and is less expensive to execute with a lower one-time cost. However, this proposal offers no change in joint training for primary and multi-engine pilots; increases personnel moves for Navy students; and offers less long-term return on investment and does not uncover any Flight Training base. The subgroup also reviewed Scenario E&T -0050 “UAV Center of Excellence at Indian Springs AF Aux” at the request of the ISG (9 Mar memo). The E&T JCSG:
 - *Approved the proposed briefing for the IEC meeting, 28 March 05 and requested maps be included in the final brief.*
 - *Agreed with previous decisions to inactivate E&T-0049 UAV Center of Excellence – Rucker and E&T-0050 UAV Center of Excellence – Indian Springs.* The E&T JCSG will consider reactivation of E&T-0050, which realigns Fort Huachuca Unmanned Aerial Vehicles (UAVs) to Indian Springs to force long term synergies and create a Center of Excellence, only if Ft. Huachuca is considered for closure. It is still the opinion of the E&T JCSG, based on the Subgroup analysis, that UAV training is not sufficiently developed to be able to define a common curriculum or to be able to identify an installation that meets all Services’ requirements. Service training requirements are too specialized to consider joint training efficient or effective; however, there may be efficiencies from an RDT&E perspective if Ft Huachuca closes.
- The Specialized Skills Training Subgroup (Col Briggs) reviewed E&T 0042 at the request of the ISG (9 Mar memo) and briefed 0004R and a SERE proposal requested at the 10 Mar E&T JCSG Meeting. The E&T JCSG:
 - *Approved E&T - 0004R Navy Supply Corps School to Newport as a candidate recommendation.* This revised candidate recommendation realigns Navy supply training from Athens, GA, to Newport, RI, facilitating the closure of Athens. The original scenario (E&T 0004) realigned all services supply training to create a joint center of excellence at Fort Lee.
 - *Agreed with previous decisions to inactivate E&T 0042 – USA/USAF Intel Training – Goodfellow AFB.* E&T 0042 not considered for reactivation due to no savings in realigning Fort Huachuca Intelligence Training to Goodfellow and no synergies between Army and Air Force programs. However, the E&T

Potential Add

Privatization Of Officer
Professional Development and
Education (PDE)

What Would Be Privatized

YES

- Post graduate courses currently conducted by the military at:
 - Naval Postgraduate School, and
 - Air Force Institute of Technology.

NO

- Army War College
- Naval War College
- Air University
- Command and General Staff College
- National War College

Current Programs

- **Navy**

- Resident courses taught at Naval Postgraduate School, Monterey, CA.

- **Air Force**

- Resident courses taught at Air Force Institute of Technology.

- **Army**

- Service members (90%) receive degrees by attending private colleges and universities.

OSD Joint Group Position

- DoD should not be in the post-graduate education business.
 - There was a need for the service programs in the past.
 - Now, there is not a single course taught at the service schools (including classified courses) where an identical curriculum is not available in the private sector.
 - Should no longer be a military mission.

OSD's Joint Group Proposal

- Close Naval Postgraduate School at Monterey, CA.
- Close Air Force Institute of Technology.
- Contract with colleges and universities for post-graduate training programs that lead to a degree.

Estimated Benefits

- Based on COBRA analysis.
 - \$1.1 Billion can be saved over 20 years
 - Privatization also frees up hundreds of military personnel to return to units and military matters.
- Savings shown does not include the value of the real estate at Monterey, CA.

What Happened to the OSD Recommendation?

- Privatization of all post-graduate education was originally approved by the IEC.
- On May 2 the Navy introduced concerns over the impact of privatization on international students.
 - Specious argument (details provided by OSD), but time ran out and the recommendation was deactivated.

Where Do We Go From Here?

- COBRA runs have been requested through the DoD clearing house.
- Arrangements have been made with OSD to obtain all analysis details and internal meeting minutes.

Would The Commissioners Support?



Naval Postgraduate School
Monterey, California

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**Review Date: February
2003**

Naval Postgraduate School
1 University Circle
Monterey, CA 93943-5001
(831) 656-2441
DSN: 756-2441

To meet its educational requirements, the Navy has developed a unique academic institution at the Naval Postgraduate School (NPS) whose emphasis is on educational research programs that are relevant to the Navy, defense and national and international security interests. NPS provides a continuum of learning opportunities, including Degree Programs, Continuous Learning Opportunities, Refresher and Transition Education. These programs are under the auspices of the four graduate schools

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Public Affairs Office
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Monterey, California

About NPS

The Naval Postgraduate School's impact upon the Central California coast by the following numbers:

2,807	-Total number of Faculty, Students and Staff members (military and Civilian)
\$161.3M	-Total annual salaries (Faculty, Students and Staff)
\$112.9M	-Total annual spendable income
\$34.5M	-Total value of goods and services purchased annually in the community
\$11M	-Contracts for local construction and support services
\$6M	-Estimated local credit card purchases
\$5-6M	-Local contracts and purchases for grants/research projects
\$3.18M	-Value to hotels & restaurants from short courses & conferences
\$1.6M	-Amount of goods and services purchased for recreation programs
\$14.88M	-Value of 1,030 rental leases in the community

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NPS Celebrates 50 Years in Monterey - Slideshow

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NPS at a Glance

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Revision Date: 04/12/03

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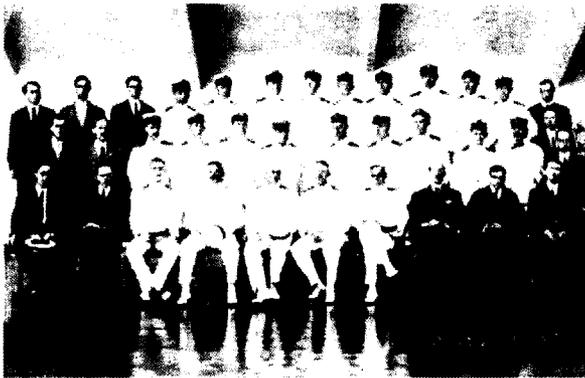
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50 Years in Monterey

The History of the Naval Postgraduate School's Move from Annapolis to Monterey

Origins of NPS



1909
SECNAV General Order establishes
School of Marine Engineering

1912
SECNAV General Order transforms
program into Postgraduate Department,
USNA

1917
School closes as U.S. enters
World War I

Post-War Transformation

1919
Navy reestablishes advanced education
program as the Naval Postgraduate
School.
Capt. Ernest Klag, new NPS Head.

7 Academic Tracks

Aeronautical Engineering - Radio
Engineering - Naval Construction
Electrical Engineering - Ordnance
Civil Engineering



Lessons Learned

"The Navy learned a lesson in World War I - one of those lessons that has a long fuse. In World War I we cut out all postgraduate work for naval officers and sent them to sea to fight the war. At the end of the war we had a blank in the Navy of about four years with no officers trained in the technical skills of the day. The Navy suffered badly during the 1920s from this technical gap."

Capt. Frank K.B. Wheeler



(Right) USS Langley, CV-1,
Commissioned 1922.



Go to next panel





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Naval Postgraduate School Monterey, California

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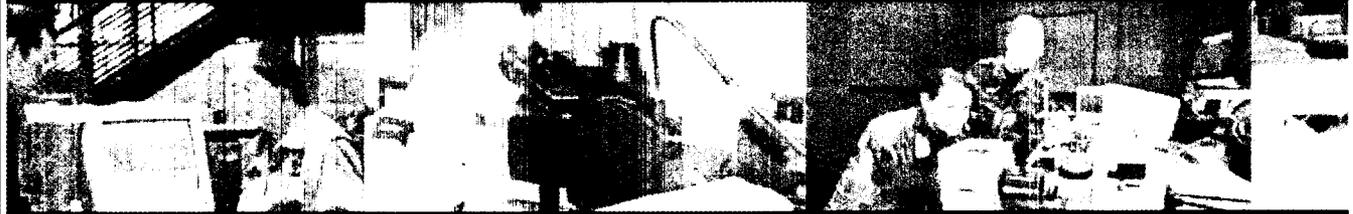
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Graduate School of Engineering and Management



wright patterson afb, ohio 45433-7765

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MISSION: The mission of the Graduate School of Engineering and Management is to engage in research activities that enable the Air Force to maintain its scientific and technological edge. The school's mission reflects its focus on preparing students with the skills required for the Air Force, with the recognition of research as a critical element in quality graduate education.

The Graduate School of Engineering and Management provides scientific, technical, and management education applicable to Air Force, Department of Defense, and civilian research and development. The School not only enhances the intellectual growth of its students by offering a variety of programs, but also prepares them for successful careers in engineering, science, and management. In the preparation of its curricula and in its operation, the Graduate School is committed to the responsibility – the technical and management education of Air Force officers and civilians in their country to the greatest degree possible.

The Graduate School of Engineering and Management offers graduate programs including the Doctor of Philosophy degrees in engineering, applied science, and management.

Air Force Institute of Technology

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ACCREDITATION

The Air Force Institute of Technology is accredited by The Higher Learning Commission and is a member of the North

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Chicago, IL 60602-2504
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on the web:**

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In addition to institutional accreditation, the Accreditation Board for Engineering and Technology (ABET) accredits several of the Graduate School of Engineering and Management. These curricula are Aeronautical Engineering, Astronautical Engineering, Electrical Engineering, Nuclear Engineering, and Systems Engineering. ABET can be contacted at:

**Accreditation Board for Engineering and Technology, Inc.
111 Market Pl., Suite 1050
Baltimore, MD 21202
(410) 347-7700
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RRE Bldg 125
Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-800-768-8000

Description:

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This program provides the student with a broad background in aeronautical engineering and in-depth specialization in one or more of the areas of aerodynamics, propulsion, structures and flight mechanics. The program leads to the degree of *Master of Science in Aeronautical Engineering* or *Master of Science*.

Degree(s):

M.S.;

DSY - Aeronautical Engineering

Air Force Institute Of Technology

Graduate School of Engineering
Applied Mathematics
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Wright Patterson AFB, OH 45433-7765 U.S.A.

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This program is conducted by the Department of Mathematics and Statistics and provides a comprehensive and balanced education in analytical, statistical and computational mathematics necessary for the applied mathematician to understand mathematical theory and its manifold applications in science, engineering, and society. The program provides a sound development of existing mathematical and statistical theory as well as its practical implications

Degree(s):
M.S.;

DSC-Applied Mathematics

Air Force Institute Of Technology

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This program provides the Air Force officer-engineer with a broad education in the scientific and engineering disciplines associated with astronautical engineering and to develop considerable depth of knowledge in selected areas of these disciplines. Thus the curriculum is designed to prepare the Air Force officer to make direct contributions as an engineer in the astronautical engineering field but also to prepare him or her to evaluate, monitor and administer astronautical research and development projects

Degree(s):
M.S.;

DSY-Astronautical Engineering

Air Force Institute Of Technology

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The Graduate Computer Engineering (GCE) and Computer Systems (GCS) programs are conducted by the Department of Electrical and Computer Engineering and prepare officers for assignments involving the design, test, evaluation and management of computer systems. These programs develop a broad competence in the application of concepts and techniques of Computer Engineering/Computer Systems, emphasizing the specialized areas of interest to the Air Force.

Degree(s):
M.S.C.E.;

DSG-Computer Engineering

Air Force Institute Of Technology

Graduate School of Engineering
Computer Systems

RRE Bldg 125
Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-800-768-8000

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Degree(s):

M.S.;

DSG - Computer Systems

Air Force Institute Of Technology

Graduate School of Engineering
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Phone: 1-800-768-8000

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The Graduate Electrical Engineering program is conducted by the Department of Electrical and Computer Engineering and is designed to develop technical expertise in specialty areas of electrical engineering which are of particular importance to the Air Force. Its objective is to develop a broad background in several specialty areas with the ability to apply this knowledge in the design, development, test, and evaluation of Air Force systems.

Degree(s):

M.S.;

DSG - Electrical Engineering

Air Force Institute Of Technology

Graduate School of Engineering
Meteorology
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Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-800-768-8000

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This program is conducted by the Department of Engineering Physics and provides each student with a broad foundation in meteorology at the graduate level with emphasis in atmospheric dynamics, analysis and forecasting, and physical meteorology. Laboratory practice is used extensively in the analysis and forecasting classes, and computational methods are emphasized in some of the dynamics and physical meteorology courses.

Degree(s):
M.S.

Air Force Institute Of Technology

Graduate School of Engineering
Operation Sciences
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Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-800-768-8000

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Degree(s):
M.S. - Operational Analysis;
M.S. - Operations Research;

D.S.S. - Operations Research

Air Force Institute Of Technology

Graduate School of Engineering
Physics
RRE Bldg 125
Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-800-768-8000

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This program is conducted by the Department of Engineering Physics and provides each student with a broad foundation in applied physics at the graduate level with specialization available in general applied physics, engineering physics, space environmental science, or nuclear engineering. Laboratory practice and computational methods are emphasized in all four specializations through courses and research apprenticeships which are designed to probe minor research problems in a group environment.

Degree(s):
M.S. - Applied Physics;
M.S. - Engineering Physics;
M.S. - Nuclear Engineering;
M.S. - Physics of the Space Environment;

DSP - Nuclear Engineering

Air Force Institute Of Technology

Graduate School of Engineering

Systems Engineering
AFIT/ENY Bldg 640 Rm 201, 2950 Hobson Way WPAFB
Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-937-255-3069

Description:

AFIT is primarily a graduate school for selected U.S. and foreign military officers, and for equivalent-rank Department of Defense (DOD) civilian personnel. For all AFIT programs, admission and selection of students are handled through appropriate USAF directives. There is no charge for tuition, since our students are granted a "scholarship" to attend AFIT through their respective services.

Degree(s):

M.S.-Systems Engineering

Air Force Institute Of Technology

Department of Engineering and Environmental Management
Graduate Engineering and Environmental Management (GEEM) Program
AFIT/ENV, 2950 P Street, Bldg 640
Wright Patterson AFB, OH 45433-7765 U.S.A.

Click to send E-mail to: AFIT.coding@afit.edu

Phone: 1-937-255-2998

Fax: 1-937-656-4699

Description:

AFIT is primarily a graduate school for selected U.S. and foreign military officers, and for equivalent-rank Department of Defense (DOD) civilian personnel. For all AFIT programs, admission and selection of students are handled through appropriate USAF directives. There is no charge for tuition, since our students are granted a "scholarship" to attend AFIT through their respective services.

The Graduate School of Engineering, Department of Engineering and Environmental Management offers the Graduate Engineering and Environmental Management (GEEM) Program. This program is only open to U.S. citizens. The GEEM program provides students with the opportunity to develop and apply a variety of quantitative and qualitative concepts, skills, and techniques to integrate engineering, science, and policy issues into a decision-making framework for optimum management of facility and environmental programs at the organizational level.

Degree(s):

M.S.

Research Areas:

Designing for the environment, total quality environmental management, and solid/hazardous waste systems management and modeling. Long-term liability using microeconomic theory, environmental risk assessment from a management perspective, and hazardous waste treatment/cleanup/assessment.

Air Force Institute Of Technology

The Graduate Acquisition Logistics Management Program
Bldg 126, 2950 P Street
Wright Patterson AFB, OH 45433-7765 U.S.A.

Phone: 1-937-255-0515

Fax: 1-937-255-2791

Description:

AFIT is primarily a graduate school for selected U.S. and foreign military officers, and for equivalent-rank Department of Defense (DOD) civilian personnel. For all AFIT programs, admission and selection of students are handled through appropriate USAF directives. There is no charge for tuition, since our students are granted a "scholarship" to attend AFIT through their respective services.

DCN: 11931

The purpose of the Graduate Acquisition Logistics Management Program is to educate students on concepts and techniques for managing Air Force and DoD acquisition logistics. In particular, the courses in this program emphasize the importance of identifying and evaluating critical alternatives in the early phases of the design process. Special emphasis is placed on understanding the acquisition process, the key elements of integrated logistics support, life cycle cost techniques, the application of supportability analysis, the impact of reliability and maintainability on the system throughout its life cycle, and integrated logistics support planning.

Degree(s):

M.S.



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**BRAC 2005 Infrastructure Executive Council (IEC)
Meeting Minutes of May 2, 2005**

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

Mr. Michael Wynne, Under Secretary of Defense (AT&L), opened the meeting by reviewing the agenda, the Process Overview and Outstanding Issues. He emphasized that this meeting would entail some difficult decision-making. Mr. Wynne mentioned the BRAC “Reading Room” that had been set up in the Pentagon to facilitate expeditious final coordination before the recommendations are presented to the Secretary for his approval.

Mr. Wynne provided an overview of Outstanding Issues:

Close Carlisle Barracks (USA-0163v3) - The Army leadership remains concerned about relocating the Army War College from Carlisle Barracks to Fort Leavenworth, because they believe the action lose the benefit that proximity to DC provides in terms of guest lecturers, the value of Collins Hall, and the benefit of access to the new Heritage Center.

Close MCLB Barstow (DON 165R) – DoN opposes this recommendation because it would leave the Department without a multi-commodity depot west of the Mississippi. Mr. Wynne noted that the Army and the Marine Corps are considering some alternatives involving realignment combinations between Barstow and Sierra. Ms. Davis proceeded to brief seven different options (slide 8) to realign rather than close Barstow.

RDAT&E Integrated Center at China Lake (TECH 0018DR) – The Navy and Technical JCSG reached a compromise on this candidate recommendation that the IEC approved: Program Executive Offices and Program Managers will stay at Paxtuent River and the pyrotechnic experts will remain at Crane. The Technical JCSG will revise this recommendation with Navy input.

Close Natick Soldier Systems Center (USA 0227) – The issue with this candidate recommendation was the high upfront cost and long payback period.

Close Adelphi and create an Army Land C4ISR center at Aberdeen (TECH 0052)
Dr. Sega briefed the transformational framework and strategy for this recommendation and with the assistance of Mr. Brian Simmons, presented two options (Army 0223 and 0227) that would create a fully integrated RDA element at a single site.

Relocate Army Headquarters and Field Operating Agencies (H&SA 0092R) -
Mr. Tison addressed the IEC’s concerns about the cost of this candidate recommendation.

Close seven National Geospatial-Intelligence Agency (NGA) sites (INT 0004R) – The issue with this candidate recommendation was its high upfront cost. Proponents noted that the St. Louis piece was the largest cost component.

Establish Centers for Rotary Wing Air Platform DAT&E (TECH 0005Rv2) - The Army objected to this candidate recommendation because they were concerned about the effect on special operations at Fort Eustis. The Technical JCSG revised the recommendation to address this concern.

Mr. Wynne proceeded to review standalone candidate recommendations with negative NPV (i.e. they still cost money after 20 years) (slide 22).

The Air Force briefed USAF 0013, which would close Los Angeles Air Force Base (LAAFB) (slides 24-25). They recommended not closing LAAFB because of its high military value score and the potential schedule and performance disruption to D&A programs. The IEC concurred with this recommendation.

Mr. Wynne then re-introduced three integrated candidate recommendations:

- Walter Reed National Military Medical Center Bethesda – (MED 0002R):
Approved
- Chem/Bio/Medical Research (MED 0028R): Approved
- Pope AFB USAF (0122R): Approved

Mr. Wynne presented three new candidate recommendations:

- Close Gen Mitchell ARS (USAF 0130): Approved
- Co-locate Extramural Research Program Managers to Bethesda: Approved
- Realign Boise Air Terminal AGS (USAF 0128): Approved.

Mr. Wynne provided a summary of candidate recommendations in terms of statistics, major closures and realignments, Joint Centers of Excellence, cost and savings and total economic impact. IEC members discussed recurring savings (COBRA estimates) attributed to BRAC actions regarding military base operating support personnel and end strength.

Mr. Wynne highlighted the emerging themes for this BRAC round and mentioned that extra effort had been expended by all involved to ensure that DoD's surge capabilities be protected. During discussion of the BRAC funding wedge, Mr. Wynne mentioned that the Industrial JCSG had withdrawn their candidate recommendation on

Pueblo Army Depot because the closure cannot be finalized within the six-year implementation period.

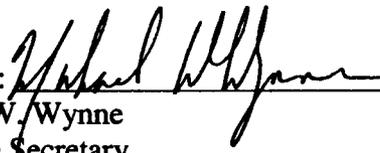
This portion of the meeting concluded with Mr. Dick McGraw providing the IEC an update on the BRAC rollout plan.

At this juncture, non-IEC members departed the meeting room and the IEC began an Executive Session. A list of attendees of the Executive Session is attached. Highlights of the discussion follow:

- The Army objected to closure of Carlisle Barracks (Army War College – USA 0136) for several reasons: Its present locale accommodates proximity to Washington DC, the embassies and accordingly, a large pool of speakers/instructors. The new location does not have a Conference or Heritage Center. The IEC agreed to remove this recommendation for the reasons cited by the Army.
- The Navy stated that they believed all education recommendations should be withdrawn because education is a core competency of the Department and relying on the private sector to fulfill that requirement is too risky. The IEC agreed. Accordingly, the following recommendations were disapproved: Carlisle Barracks (USA-0136), Naval Post Graduate School (E&T-003, DoN-70), Air Force Institute of Technology (E&T 003, DoN 70), Uniformed Services University of Health Sciences (MED-0030), and Navy Corps Supply School (DoN 126).
- Soldier Systems Center Natick (USA 0227R) - was dropped as too costly with a long payback period.
- Relocate USA Army Headquarters (H&SA 0092R) – Approved.
- Establish Centers for Rotary Wing Air Platform DAT&E (TECH 0005Rv2) – Approved.
- Army Land C4ISR (Combine with Fort Monmouth closure TECH 00052 and USA 0223) – Approved.
- MCLB Barstow (DoN 0165A) – closure disapproved because the strategic value of maintaining a multi-commodity depot on the West Coast outweighed benefits of closure. The Navy and Industrial JCSG will examine options for realigning Barstow to improve its mission focus.

- Grand Forks AFB (USAF-0117V2) and Ellsworth AFB (USAF-0018v3) in North Dakota: Discussion focused on whether the totality of these recommendations left the Department without a sufficient presence in that region of the country. The Air Force indicated that they were reexamining these closures to see if one or both could be modified to better support homeland defense and emerging missions.
- Cannon AFB (USAF-0114): The discussion focused on the economic impact of closing this installation. IEC members acknowledged the severity of the impact, but concluded that the savings were of such a magnitude and could provide such value to the Department that the recommendation should go forward notwithstanding this impact. All members agreed that the Department should be ready to provide economic adjustment assistance quickly.
- NAS Brunswick (DoN-0138R) – The discussion focused on whether this closure would leave the Department without a strategic presence in that area, and on the economic impact of the closure on the local community. The IEC decided that Brunswick should remain open as a Naval Air Facility to support homeland defense (response over maritime targets) and for a surge capability.

The IEC agreed to meet Wednesday, May 4.

Approved: 
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:

1. List of Attendees
2. Briefing slides entitled “Base Realignment and Closure 2005, Infrastructure Executive Council” dated May 2, 2005

**Infrastructure Executive Council Meeting
May 2, 2005**

Attendees

(* denotes Executive Session attendee)

Members:

- *Mr. Paul Wolvowitz, Deputy Secretary of Defense
- *Hon Francis J. Harvey, Secretary of the Army
- *Gen Richard B. Myers, Joint Chiefs of Staff
- *Gen John P. Jumper, Chief of Staff of the Air Force
- *Hon Gordon R. England, Secretary of the Navy
- *Mr. Michael W. Wynne, Under Secretary of Defense (AT&L)
- *Mr. Michael L. Dominguez, Acting Secretary of the Air Force
- *GEN Peter J. Schoomaker, Chief of Staff of the Army

Alternates:

- *ADM Robert F. Willard, Vice Chief of Naval Operations for ADM Vern Clark, Chief of Naval Operations
- *Gen William Nyland, Assistant Commandant of the Marine Corps for Gen Michael Hagee, Commandant of the Marine Corps

Others:

- Hon William Haynes, DoD General Counsel
- *Mr. Raymond DuBois, Director, Administration & Management
- *Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Lt Gen George Taylor, Chairman, Medical JCSG
- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- VADM Evan M. Chanik, Director, J-8
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- BG Thomas C. Maffey, Vice Director, J-7
- BG Fred Helmick, Military Assistant to the Deputy Secretary of Defense
- Mr. Pete Potochney, Director, OSD BRAC
- *Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Dr. Ronald Sega, Chairman, Technical JCSG
- Ms. Carol Haave, Chairman, Intelligence JCSG

- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Mr. Dick McGraw, Special Assistant to the Secretary of the Defense
- Mr. B. J. Penn, Assistant Secretary of the Navy for Installations and Environment
- Mr. Bob Earl, Special Assistant to the Secretary of the Navy
- Mr. Gary Motsek, Chair, Armaments and Munitions JCSG subgroup (Industrial)
- Mr. Brian Simmons, Analyst, Technical JCSG



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RP-0584
IAT/REV
4 May 2005

MEMORANDUM FOR THE DON ANALYSIS GROUP (DAG)

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

- Encl:
- (1) 7 April 2005 DAG Agenda
 - (2) Concord Inland Area Scenario Wrap-up and Weapons Station Final Analysis Brief of 7 April 2005
 - (3) IAT E&T Team Brief Concerning Naval Postgraduate School Scenario Decision - Full Closure or Enclave of 7 April 2005
 - (4) IAT HSA Team Brief Concerning JAST Scenarios for Reserve Centers of 7 April 2005
 - (5) IAT Technical Team Update Brief Concerning Fenceline Assessment of Naval Support Activity, Crane, IN of 7 April 2005
 - (6) IAT Technical Team Update Brief Concerning Naval Air Engineering Station Lakehurst, NJ of 7 April 2005
 - (7) IAT Supply and Storage Team Update Brief Concerning Naval Surface Warfare Center, Carderock Division, Ship Systems Engineering Station, Philadelphia, PA of 7 April 2005
 - (8) IAT Technical Team Brief Concerning Scenario to Close Naval Support Activity Corona, CA of 7 April 2005
 - (9) IAT Technical Team Update Brief Concerning Fenceline Assessment of Naval Surface Warfare Center, Indian Head, MD of 7 April 2005

1. The fifty-third deliberative session of the Department of the Navy (DON) Analysis Group (DAG) convened at 1014 on 7 April 2005 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor.

The following members of the DAG were present: Ms. Ariane Whittemore, Member; Mr. Paul Hubbell, Member; Mr. Michael Jaggard, Member; Mr. Mark Anthony, alternate for Mr. Thomas R. Crabtree, Member; Ms. Debra Edmond, Member; and, RDML Wayne G. Shear; alternate for RADM Christopher E. Weaver, USN, Member. Ms. Anne R. Davis, Chair; MajGen Emerson N. Gardner Jr., USMC, Member; BGen Martin Post, USMC, Member; RDML (sel) Charles Martoglio, USN, Member; Ms. Carla Liberatore, Member; did not attend the deliberative session. Additionally, Ronnie J. Booth, Navy Audit Service Representative; Whitney Katchmark, Naval

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Facility Engineering Command representative; LtCol Anthony A. Winicki, USMC, and, the following members of the IAT were present: Mr. Dennis Biddick, IAT Chief of Staff, Mr. David LaCroix, Senior Counsel; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC; Recorder. All attending DAG members were provided enclosures (1) through (9). Ms. Whittemore assumed the chair in Ms. Davis' absence.

2. Mr. Robert Graham, IAT Industrial Team Lead, Ms. Susan Peters, a member of the IAT Industrial Team, and CDR Margaret M. Carlson, JAGC, USN, IAT Environmental Team Lead, used enclosure (2) to present preliminary COBRA results, Selection Criteria 6 through 8 analyses, and Candidate Recommendation Risk Assessment (CRRA) for scenario DON-0172. This scenario would close the majority of the Inland area of Naval Weapons Station (NAVWPNSTA) Seal Beach Detachment Concord, CA, while maintaining the Tidal area and a small portion of the Inland Area in order to support operations conducted in the Tidal area. See slide (2) of enclosure (2). Ms. Peters noted that an evaluation of the one-time costs and steady state savings reveals that the Payback is one year and the 20-year net present value (NPV) savings would be approximately \$199.72M. See slide 3 of enclosure (2). She further noted that the preliminary COBRA results did not identify any civilian or military billet reductions or the need to relocate any billets. She explained that 26 firefighters currently stationed at the Inland area would need to be retained in order to provide firefighting services for the Tidal area. Additionally, the Army has indicated that numerous security personnel and three administrative support personnel would need to be retained in order to support Army operations within the Tidal area. See slide 4 of enclosure (2).

3. Ms. Peters outlined the one-time costs associated with scenario DON-0172 noting that it included \$10.14M in MILCON costs to construct a combined administration and railroad maintenance shop facility and a fire station in the Tidal area. She explained that the one-time costs also included approximately \$2.5M to construct safety gates and fences at two Department of the Interior controlled canals that flow through NAVWPNSTA Seal Beach Detachment Concord. See slides 5 and 6 of enclosure (2). The DAG directed the IAT Industrial Team to verify DON's legal responsibility for the canal gate and fence costs. Ms. Peters provided the recurring costs and savings associated with the scenario. See slides 7 and 8 of enclosure (2).

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4. Ms. Peters provided the preliminary Selection Criterion 6 results and noted that the preliminary analysis did not identify any issues of concern. Slide 9 of enclosure (2) and Economic Impact Reports for scenario DON-0172, which are attachments to enclosure (2), pertain. She also provided the preliminary Selection Criterion 7 results and noted that the preliminary analysis did not identify any community infrastructure risks with this scenario. Slides 10 and 11 of enclosure (2) and Community Infrastructure Reports, which are attachments to enclosure (2), pertain.

5. CDR Carlson provided the preliminary Selection Criterion 8 results. Slides 12 through 14 of enclosure (2) and Summary of Scenario Environmental Impacts (SSEI), which are attachments to enclosure (2), pertain. She informed the DAG that the Selection Criterion 8 analysis did not identify any substantial environmental impacts, including the impact of environmental costs. She noted that the new MILCON at the Tidal area may impact endangered species and wetlands and informed the DAG that the IAT Environmental Team would continue to assess these possible issues.

6. The DAG then reviewed the CRRA for scenario DON-0172. Slide 15 of enclosure (2) pertains. The DAG determined that, although this scenario reduces flexibility since it reduces the number of magazine storage facilities on the West Coast, it will enable DON and DOD activities to continue to perform their respective weapons storage and throughput missions. Accordingly, the DAG decided that the Warfighting/Readiness portion of the CRRA should be assigned a score of "2".

7. The DAG reviewed the capacity and military value analysis results. See slides 16 through 19 of enclosure (2). Upon review, the DAG determined that the capacity and military value analysis indicates that there is no excess capacity for munitions throughput surge requirements. Regarding, DON munitions storage requirements, the DAG determined that scenario DON-0172 would reduce DON excess capacity from 24% to 16%. The DAG decided to inform the IEG that scenario DON-0172 maintains essential throughput capabilities through retention of the Tidal area, while eliminating excess munitions storage capacity by closing the Inland area, which has a lower military value and is severable from the Tidal area. Accordingly, the DAG decided to recommend that the IEG approve preparation of a Candidate Recommendation (CR) package for scenario DON-0172, which would include transfer of the Tidal area and retained portion of the Inland area to Department of the Army.

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

8. LtCol Mark Murphy, USMC, a member of the IAT E&T Team, used enclosure (3) to provide the DAG an update concerning scenarios affecting Naval Postgraduate School (NPS), Monterey, CA. He reminded the DAG that the E&T JCSG developed scenario E&T-0003, which would privatize postgraduate education, and scenario E&T-0012, which would relocate Defense Resource Management Institute programs to the Defense Acquisition University at Fort Belvoir, VA, and the Technical JCSG developed scenario TECH-0020, which would relocate the Naval Research Laboratory Detachment (NRL Det) to Stennis Space Center, MS. He also reminded the DAG that it had developed scenario DON-0070, which would close NPS and relocate Fleet Numeric Meteorology and Oceanography Center (FNMOC) to Stennis Space Center, MS, and scenario DON-0070C, which would close NPS and enclave FNMOC and NRL Det at Monterey. See slide 2 of enclosure (3). He informed the DAG that the Technical JCSG has decided to hold the final decision concerning scenario TECH-0020 in abeyance until DON decides whether to relocate or enclave FNMOC and NRL Det. See slide 3 of enclosure (3). He then provided updated COBRA results for scenarios DON-0070 and DON-0070C. He noted that an evaluation of the one-time costs and steady-state savings indicate an immediate Payback for both scenarios. Additionally, the 20-year NPV savings would be approximately \$932.34M for scenario DON-0070 and approximately \$1.13B for scenario DON-0070C. For comparison purposes, he also provided the updated COBRA analysis for the DON portion of scenarios E&T-0003, DON-0012, and TECH-0020. See slide 4 of enclosure (3).

9. LtCol Murphy informed the DAG that the IAT E&T Team conducted a sensitivity analysis of the information technology (IT) relocation costs provided by FNMOC in its scenario data call response for scenario DON-0070. Specifically, the IAT E&T Team requested DON IT personnel to review the FNMOC computer infrastructure and contractor support costs. He reminded the DAG that FNMOC indicated that the relocation costs would include hardware and contractor support costs totaling \$50M and \$80M, respectively. He noted that the DON IT personnel estimated \$26.2M in hardware costs and \$36M in contractor support costs. He stated that FNMOC reviewed the DON IT personnel estimated costs and readjusted the hardware costs to approximately \$36.4M, but determined that the \$80M contractor support costs was accurate. LtCol Murphy explained that, while the Payback for scenario DON-0070 remains immediate, the estimated costs provided by DON IT personnel increases the 20-year NPV savings from \$932.34M to \$983.4M. See slide 5 of enclosure (3). He informed the DAG that the E&T Team was continuing to assess the IT relocation costs with FNMOC.

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10. LtCol Murphy recapped the disposition of billets, one-time costs and savings, including MILCON costs, and recurring costs and savings for scenarios DON-0070 and DON-0070C, as well as the E&T and Technical JCSG enabling scenarios. See slides 6 through 10 of enclosure (3). Regarding disposition of billets, he noted that seven base operations support (BOS) personnel would be necessary to support the FNMOC and NRL Det enclave at Monterey. See slide 6 of enclosure (3). He informed the DAG that the MILCON costs to relocate FNMOC and NRL Det to Stennis Space Center would be approximately \$30.34M, \$2.28M of which would be included in scenario TECH-0020. See slide 8 of enclosure (3). He explained that scenario DON-0070C would require approximately 140,000 square feet (SF) at Monterey in order to enclave FNMOC and NRL. See slide 9 of enclosure (3). He also informed the DAG that the IAT E&T Team and E&T JCSG were assessing an annual \$35K graduate education cost per student contained in the "Other" costs section of the recurring costs and savings. See slide 10 of enclosure (3).

11. The DAG reviewed the issues associated with closing NPS and noted that both FNMOC and NRL Det have indicated a preference to remain in Monterey as an enclave. See slide 11 of enclosure (3). The DAG reviewed preliminary CRRAs for scenarios DON-0070 and DON-0070C. The DAG noted that the Executability Risk portion of the CRRAs was based on projected Selection Criteria 6 through 8 results. Regarding the Warfighting/Readiness portion of the CRRAs, the DAG determined that both scenarios reduced DON flexibility, but enabled DON to continue its postgraduate school, FNMOC, and NRL missions. See slides 12 and 13 of enclosure (3). The DAG reviewed remaining integration issues associated with E&T JCSG scenarios E&T-0003 and E&T-0012, noting that the Technical JCSG was awaiting a DON decision concerning FNMOC and NRL Det before making a final decision concerning scenario TECH-0020 and that the OSD BRAC office, E&T JCSG, and IAT E&T Team were scheduled to hold an integration resolution meeting shortly. The DAG directed the IAT E&T Team to conduct Selection Criteria 6 through 8 analyses and prepare an updated CRRA for scenario DON-0070C for the DAG's review at a subsequent deliberative session. The DAG noted that the updated COBRA results reflect increased 20-year NPV savings and that DON-0070C obviates the need for an unnecessary relocation of DON assets. Accordingly, the DAG conceptually approved scenario DON-0070C pending review of final Selection Criteria 6 through 8 analyses and CRRA review.

12. CAPT Matthew R. Beebe, CEC, USN, IAT HSA Team Lead, and CDR Raymond Mardini, CEC, USN, a member of the IAT HSA Team, used

DCN: 11931

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enclosure (4) to provide the DAG an update concerning the COBRA results for JAST scenarios. They explained that the COBRA analysis has been conducted using COBRA 6.09, the latest approved version. Additionally, the Army has corrected the Basic Allowance for Housing (BAH) calculations for the JAST scenarios by incorporating the applicable BAH rates. See slide 2 of enclosure (4). They informed the DAG that the BAH corrective actions impact the DON portion of two CRs, DONCR-0096 (which closes NMCRC St. Louis, MO, and NRC Cape Girardeau, MO, and relocates naval reserve assets to Armed Forces Reserve Center (AFRC) Jefferson Barracks, MO) and DONCR-0102 (which closes NMCRC Des Moines, IA and relocates naval reserve assets to ARFC Camp Dodge, IA), by extending the DON Payback period to beyond 20 years. They noted that the BAH corrective action extends the Joint Payback period of another JAST CR to beyond 20 years (the DON portion of this JAST scenario is DONCR-0120, which closes NMCRC Lehigh Valley, PA, and NMCRC Reading, PA and relocates naval reserve assets to AFRC Allentown-Bethlehem, PA). See slide 3 of enclosure (4). They noted that the DAG and IEG had previously determined that Paybacks exceeding 20 years for either the DON and/or JAST scenario were not viable closure scenarios unless closure produced a compelling operational benefit.

13. CAPT Beebe and CDR Mardini reminded the DAG that, at its 29 March 2005 deliberative session, it was informed that OSD had conducted a legal review of the JAST scenarios and determined that 23 CRs must be withdrawn. The OSD review determined that since these CRs did not include a Department of the Army activity, but rather only National Guard activities, they were not viable JAST scenarios. They noted that OSD had since determined that 24 CRs must be withdrawn as JAST scenarios and informed the DAG that the IAT HSA Team determined that five of these CRs affect DON. They explained that the IAT HSA Team evaluated the COBRA analyses for the five scenarios in order to determine actual DON MILCON costs. See slide 2 of enclosure (4). CDR Mardini noted that the Army is constructing an AFRC onboard a DON installation in four of the five CRs, USACR-0142, USACR-0152, USACR-0209, and USACR-0213. Accordingly these four CRs do not impact DON since they do not relocate naval reserve assets nor require any DON financial obligations. See slide 4 of enclosure (4). He explained that USACR-0160 does impact DON since NMCRC Milwaukee, WI, would relocate to AFRC Milwaukee. He noted that the COBRA results indicate that the Payback period for DONCR-0114, the DON portion of the JAST scenario, is extended to over 100 years. See slides 4 and 5 of enclosure (4).

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

14. The DAG reviewed the updated COBRA results for the four affected DON JAST CRs. Regarding DONCR-0096, the DAG noted that Commander, Marine Forces Reserve (MARFORRES) has identified this action as a top priority. The DAG also noted that DON previously withdrew scenario DON-0013, a DON-specific scenario that would close NRC Cape Girardeau, as a potential CR in order to participate in this JAST scenario. The DAG reviewed the updated COBRA results for scenario DON-0013 and noted that an evaluation of the one-time costs and steady-state savings indicates an immediate Payback and 20-year net present value (NPV) savings of approximately \$7.2M. CDR Mardini also informed the DAG that MARFORRES and Commander, Naval Reserve Force (NAVRESFOR) reviewed the updated COBRA results for DONCR-0096 and scenario DON-0013 and now recommends that DON withdraw from participation in DONCR-0096 and resubmit the CR package for scenario DON-0013. See slides 3 and 5 of enclosure (4). The DAG discussed DONCR-0102 and noted that it has not been identified as a Navy or Marine Corps priority and there is no DON-specific scenario to close NMCRC Des Moines. See slides 3 and 5 of enclosure (4).

15. The DAG discussed DONCR-0120 and noted that both MARFORRES and NAVRESFOR identified this action as a top priority. CDR Mardini informed the DAG that the IAT HSA Team had previously developed scenario DON-0017A, a DON-specific scenario that would close NMCRC Reading. He explained that the DAG had previously decided not to recommend that a CR package for this scenario since the Payback period was 14 years. He noted that MARFORRES and NAVRESFOR reviewed the updated COBRA results for DONCR-0120 and scenario DON-0017A and now recommends that DON withdraw from participation in DONCR-0120 and prepare a CR package for scenario DON-0017A. The DAG discussed DONCR-0114 and noted that it has not been identified as a Navy or Marine Corps priority and there is no a DON-specific scenario to close NMCRC Milwaukee. See slides 4 and 5 of enclosure (4).

16. Noting that JAST CRs DONCR-0096, DONCR-0102, DONCR-0120, and DONCR-0114 have Payback periods exceeding 20 years, the DAG decided to recommend that the IEG notify the IEC that DON is withdrawing from future participation. Additionally, the DAG noted that the Payback period for scenario DON-0013 is immediate and both MARFORRES and NAVRESFOR recommend proceeding with the closure of NRC Cape Girardeau in order to increase reserve operational efficiencies. Accordingly, the DAG decided to recommend that the IEG resubmit the CR package for scenario DON-0013. The DAG also directed the IAT HSA Team to consult with

DCN: 11931

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

MARFORRES concerning scenario DON-0017A and provide an update brief to the DAG at a subsequent deliberative session.

17. Col Walter B. Hamm, USMC, IAT Technical Team Lead, and Mr. Mark E. Shiffler, a member of the IAT Technical Team, used enclosure (5) to provide the DAG a status update concerning various Technical and Industrial JCSG CRs and scenarios affecting DON assets at Naval Support Activity (NSA) Crane, IN. They reminded the DAG that, at its 29 March 2005 deliberative session, it reviewed the proposed JCSG scenarios and determined that these actions do not remove sufficient DON assets from NSA Crane to warrant a fenceline closure scenario. They informed the DAG that, even if CRs TECHCR-0018 and TECHCR-0042 are approved by the IEC, most of the technical and industrial functions currently located at NSA Crane, as well as approximately 1593 DON personnel, would remain there. See slides 2 through 5 of enclosure (5). Accordingly, a fenceline closure scenario would not appear to be a viable option. The DAG directed the IAT Technical and Industrial Teams to continue to monitor the JCSG CRs and scenarios.

18. Col Hamm and Col Joseph Kennedy, USMCR, a member of the IAT Technical Team, used enclosure (6) to provide the DAG a status update concerning various Technical and Industrial JCSG CRs and scenarios affecting DON assets at Naval Air Engineering Station (NAES) Lakehurst, NJ. They reminded the DAG that the ISG directed DON to analyze the possible closure of NAES Lakehurst. They informed the DAG that the IAT Technical Team issued a scenario data call (SDC) for NAES Lakehurst on 6 April 2005 and expected a certified response by 8 April 2005. They noted that the Technical JCSG planned to attend the ISG's 8 April 2005 deliberative session and recommend removal of the relocation of DON assets at NAES Lakehurst from TECHCR-0006 because of the impact that this relocation had on the Payback period. Additionally, the Industrial JCSG informed the IAT Technical Team that scenarios IND-0063, IND-0073, and IND-0083, which would relocate DON Industrial assets from NAES Lakehurst, would probably be deactivated since the Payback period was over 100 years. See slides 2 and 3 of enclosure (6). The DAG directed the IAT Technical and Industrial Teams to analyze the SDC response and continue to monitor the JCSG CRs and scenarios.

19. Mr. Dennis Biddick used enclosure (7) to provide the DAG preliminary COBRA results for scenario DON-0170, a fenceline closure scenario for Naval Surface Warfare Center (NSWC) Carderock Division, Philadelphia, PA. He reminded the DAG that NSWC Carderock Division is located at the Philadelphia Naval

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

Business Complex (PNBC) and recapped the other activities remaining at PNBC. See slide 2 of enclosure (7). He noted that an evaluation of the one-time costs and steady-state savings for the combined scenario indicates a Payback is never realized and the 20-year NPV costs would be approximately \$940.6M. See slide 3 of enclosure (7). The DAG decided to recommend that the IEG remove scenario DON-0170 from further consideration since this scenario requires significant one-time costs and does not provide DON any savings.

20. Col Hamm and Col Kennedy used enclosure (8) to provide the DAG a status update concerning scenario DON-0161B, a fenceline closure scenario for NSA Corona, CA. They informed the DAG that, at its 1 April 2005 deliberative session, the ISG directed DON to analyze a scenario that would relocate NSWC Corona assets to NAS Point Mugu, CA, and close NSA Corona. See slide 2 of enclosure (8). They provided updated COBRA results noting that an evaluation of one-time costs and steady-state savings indicate a Payback in six years and 20-year NPV savings of approximately \$81M. See slide 3 of enclosure (8). They recapped the disposition of billets, one-time costs and savings, including MILCON costs, and recurring costs and savings for scenario DON-0161B. See slides 4 through 8 of enclosure (8). Regarding disposition of billets, they explained that the fenceline closure scenario would eliminate 38 BOS billets. See slide 4 of enclosure (8). They also reminded the DAG that two Technical JCSG scenarios, TECH-0018D and TECH-0054, are the enabling scenarios that would enable DON to close NSA Corona by freeing up existing spaces at NAS Point Mugu.

21. The DAG then reviewed Selection Criteria 6 through 8 analyses for scenario DON-0161B. Col Kennedy provided the preliminary Selection Criterion 6 results and noted that the preliminary analysis did not identify any issues of concern. Slides 10 and 11 of enclosure (8) and Economic Impact Reports for scenario DON-0161B, which are attachments to enclosure (8), pertain. He also provided the preliminary Selection Criterion 7 results and noted that the preliminary analysis did not identify any community infrastructure risks. Slides 12 and 13 of enclosure (8) and Community Infrastructure Reports for scenarios DON-0161B, which are attachments to enclosure (8), pertain.

22. CDR Carlson provided the preliminary Selection Criterion 8 results. Slides 14 through 15 of enclosure (8) and Summary of Scenario Environmental Impacts (SSEI) for scenario DON-0161B, which are attachments to enclosure (8), pertain. She informed the DAG that the Selection Criterion 8 analysis did not identify

Subj: REPORT OF DAG DELIBERATIONS OF 7 APRIL 2005

any substantial environmental impacts, including the impact of environmental costs, for scenario DON-0161B. She noted that there may be a cultural resources issue associated with new MILCON at NAS Point Mugu. She informed the DAG that the IAT Environmental Team would continue to assess this possible issue. The DAG then reviewed the CRRA for scenario DON-0161B and concurred with the IAT Technical Team's recommendations. Slide 16 of enclosure (8) pertains. Accordingly, the DAG decided that the Payback period and 20-year NPV savings made this a viable scenario and decided to recommend that the IEG approve preparation of a CR package for scenario DON-0161B.

23. Col Hamm and Col Kennedy used enclosure (9) to provide the DAG a status update concerning scenario DON-0169, a fenceline closure for NSWC, Indian Head, MD. They reminded the DAG that the ISG directed DON to analyze the possible closure of NSWC Indian Head. They informed the DAG that the IAT Technical Team issued a scenario data call (SDC) for scenario DON-0169 on 1 April 2005 and was conducting analysis of the SDC responses. They noted that the Technical JCSG planned to attend the ISG's 8 April 2005 deliberative session and recommend no further action on scenario TECH-0059, which would relocate DON Industrial and Technical assets at NSWC Indian Head to Naval Air Weapons Station China Lake. The DAG noted that if scenario TECH-0059 was withdrawn by the ISG, then there would not be any JCSG scenarios that would enable the closure of NSWC Indian Head. The DAG directed the IAT Technical and Industrial Teams to continue to analyze the SDC response and monitor the JCSG CRs and scenarios.

24. The deliberative session ended at 1202.



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



Department of the Navy
Infrastructure Analysis Team

Naval Postgraduate School Scenario Decision Full Closure or Enclave

7 April 2005

LtCol Mark Murphy



Department of the Navy
Infrastructure Analysis Team

Scenario Description

- **DON-0070: Close Naval Postgraduate School, Monterey, CA**
 - **Move Fleet Numerical Meteorology and Oceanography Center (FNMOC) to Stennis Space Center, MS**
 - **E&T-0003: Disestablishes all professional development programs; expand civilian graduate education programs**
 - **E&T-0012: Relocates Defense Resource Management Institute programs to Defense Acquisition University at Fort Belvoir**
- **TECH-0020: Relocates NRL Det Monterey to Stennis**
- **DON-0070C: Disestablish installation Naval Postgraduate School**
 - **Execute E&T-0003 and E&T-0012**
 - **Enclave both FNMOOC and NRL Det at PG School Annex**



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TECH JCSG ACTION

NRL DET

TECH-0020: This scenario realigns and consolidates Battlespace Environments DTAP activities in research, development and acquisition (RDA) for the sub-areas of space, atmospheric and oceanographic and terrain sciences. In order to support Joint Functional Concepts and relevant Joint Operating Concepts of the future, this scenario provides a consolidated center-of-mass for the science base for theater weather, the enabling models and simulations, and predictive tools; b) ready access for research and development to a DoD high performance computing Major Shared Resource Center; and, c) efficiencies in development and acquisition through consolidated Joint Program Management where applicable.

Scenario	One Time Cost (\$M)	Net Cost (\$M)	Net Recurring Savings (\$M)	NPV (\$M)	ROI - Years
TECH-0020 (64N + 36A personnel)	19.4	19.4	-1.2	1.3	19

TJCSG Issues

- MILCON allowances significantly reduced by TJCSG - 70K sqft requested, 16K sq ft allowed
- 15% reduction in Navy and Army personnel applied without justification.
- Required Contractor personnel need to be accounted for now that MILCON is allowed. (35P)
- As presented here, scenario includes Army personnel moving from White Sands

TJCSG Decision – 5 April, 2005 – Hold in abeyance pending Navy decision on FNMOC/NRL move.



Department of the Navy
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ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T-0003 Privatize Grad Ed (DON Data Only)	49.00	-27.32	2	-283.71
E&T-0012 Relocate DRMI to Ft Belvoir (DON Data Only)	1.99	-0.26	8	-1.87
TECH-0020 Relocate NRL Det Monterey and consolidate with NRL Det Stennis (DON Data Only)	15.29	-0.54	43	5.50
DON-0070 Close All Monterey Combined	260.02	-92.37	Immediate	-932.34
DON-0070 Enclave FNMOC and NRL Det	60.11	-89.34	Immediate	-1,127.70

All Dollars shown in Millions
 Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA

FNMOC IT Costs Sensitivity Analysis

Department of the Navy
Infrastructure Analysis Team



Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
DON-0070 Close All Monterey Combined	260.02	-92.37	Immediate	-932.34
DON-0070 Close All Monterey; Cut FNMOCT IT	191.42	-92.37	Immediate	-853.40

All Dollars shown in Millions
Notes:

Original FNMOCT response called for \$50 million hardware, \$80 million contractor support

Technical review proposed \$26.2 million hardware, \$36 million support

FNMOCT suggested \$13.6 million in hardware cost avoidance; firm on contractor support



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Disposition of Billets/Positions

Scenario	OFF	ENL	CIV	STU	TOT
E&T-0003	Eliminate	143	743		886
	Move	0	0	2,064	2,064
E&T-0012	Eliminate	0	0		0
	Move	2	26	36	64
TECH-0020	Eliminate	0	12		12
	Move	1	62	0	64
DON-0070 (Close)	Eliminate	100	861		1,113
	Move	29	216	2,100	2,366
DON-0070 (Enclave)	Eliminate	107	846		1,094
	Move	13	30	2,100	2,143

Notes: FNMOC personnel 16 Officer, 20 Enlisted, 125 Civilian

NRL personnel 1 Officer, 1 Enlisted, 74 Civilian

BOS personnel for Enclave 1 Officer, 3 Enlisted, 3 Civilian



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One-Time Costs/Savings Summary

One - Time Costs/Savings FY 06 – FY11								
Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
E&T-0003	0	23.49	13.30	6.58	5.63	49.01	0	49.01
E&T-0012	0	0.16	0.18	1.55	0	1.99	-0.01	1.98
TECH-0020	2.28	0.42	0.13	10.08	2.37	15.28	-0.01	15.28
DON-0070 (Close)	30.34	26.32	18.77	157.10	27.49	260.02	-2.23	257.79
DON-0070 (Enclave)	0.20	26.28	18.38	9.61	5.63	60.11	-2.13	57.98

All Dollars Shown in Millions

Notes: Cost reductions associated with the enclave come directly from reduced MILCON and IT costs

MILCON Summary

Scenario: TECH-0020 (NRL Detachment) & DON-0070 (Fleet Numerical METOC)		COMNAVMETOCCOM STENNIS SPACE CENTER, MS			
Construction FAC Description		UM	New	Rehab	Cost
Admin Building (TECH-0020)		SF	16,000		2.28
Admin Building (DON-0070)		SF	60,000		8.53
Data Processing Center (DON-0070)		SF	60,000		11.26
Back-up Power Supply (DON-0070)		KW	2,000		8.00
Roads and Parking (DON-0070)		SY	8,343		0.27
TOTAL					30.34

All Dollars Shown in Millions



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Enclave Summary

Scenario: DON-0070 (Enclave Both FNMOC and NRL)		Enclave at PG School Annex	
FAC Description	UM	Qty	
SCIF (FNMOC)	SF	1,000	
Admin Building (FNMOC)	SF	60,600	
Computer Building (FNMOC)	SF	55,400	
RDT&E Lab (NRL)	SF	24,672	
Miscellaneous RDT&E Facility (NRL)	SF	1,200	



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Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06 – FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T-0003	28.34	0	244.91	273.25	-343.29	-70.04
E&T-0012	0.25	0.12	0	0.37	-1.70	-1.33
TECH-0020	0.57	0.14	5.24	5.95	-10.02	-4.01
DON-0070 (Close)	13.96	1.15	195.26	210.37	-508.19	-297.82
DON-0070 (Enclave)	10.55	0.52	180.84	191.91	-538.74	-338.83

All Dollars Shown in Millions

Notes: "Other" includes cost for Grad Ed at \$35 K per student per year



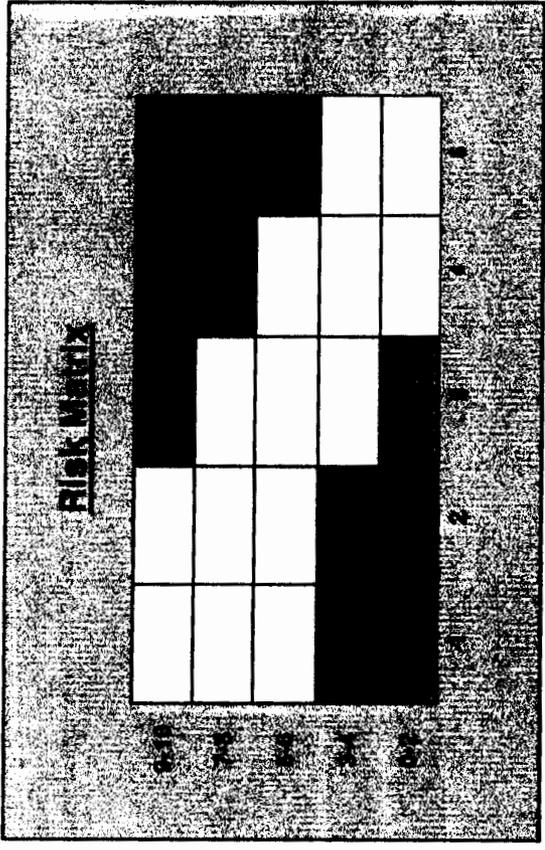
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Scenario Issues

- **Naval Postgraduate School emphasized:**
 - **Loss of militarily relevant research and curriculum**
 - **Loss of officer student interaction with international and other government agency counterparts**
 - **Loss of direct support to military operations**
 - **Admissions problems for military students at civilian schools**
 - **Impact on other Federal agencies – approximately \$45 million currently paid to DON will go elsewhere**
- **NRL & Fleet Numerical METOC recommend they be enclaved**

DON-0070 Enclave FNMOC & NRL Risk Assessment

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Executability Risk

Investment Recoupment
 0: Immediately self financing 0-1 years
 1: Investment recoverable in 2-4 years
 2: Investment is not recoverable in less than 4 years

Investment/Ratio of 20 Year NPV to Initial Cost
 0: Initial investment < \$100M and ratio is > 5 to 1
 1: Initial investment < \$200M and ratio is > 3 to 1
 2: Initial investment > \$200M or ratio is < 3 to 1

Economic Impact
 0: Low direct/indirect job losses in community (<.1%)
 1: Some direct/indirect job losses in community (>.1% and < 1%)
 2: Greater potential economic effect on community due to single action or cumulative effort of all actions (>1%)

Community Infrastructure Impact
 0: Receiving site community(ies) readily able to absorb forces, missions, personnel
 1: Some potential impact on receiving site community(ies) but absorption likely over time
 2: Impact on receiving community likely; uncertainty regarding absorption of forces, missions, personnel

Environmental Impact
 0: Minimal impact at receiving site or no risk of executability
 1: Mitigation at receiving site required but possible
 2: Complex mitigation at receiving site probable; uncertainty about executability

Issues:
 1. **Vision of single site campus – unknown executability.**

Warfighting/Readiness Risk

(0-1) Low Minor impact on mission capability

(2-3) Medium Reduced flexibility, but still mission capable

(4-5) High Significant impact, approaching point impact which affects capability to support/deploy forces

COCOM Concerns:



Department of the Navy
Infrastructure Analysis Team

DON-0070 Close PG School Risk Assessment

Executability Risk

Investment Recoupment

0: Immediately self financing 0-1 years
 1: Investment recoverable in 2-4 years
 2: Investment is not recoverable in less than 4 years

Investment/Ratio of 20 Year NPV to Initial Cost

0: Initial investment < \$100M and ratio is > 5 to 1
 1: Initial investment < \$200M and ratio is > 3 to 1
 2: Initial investment > \$200M or ratio is < 3 to 1

Economic Impact

0: Low direct/indirect job losses in community (<.1%)
 1: Some direct/indirect job losses in community (>.1% and < 1%)
 2: Greater potential economic effect on community due to single action or cumulative effort of all actions (>1%)

Community Infrastructure Impact

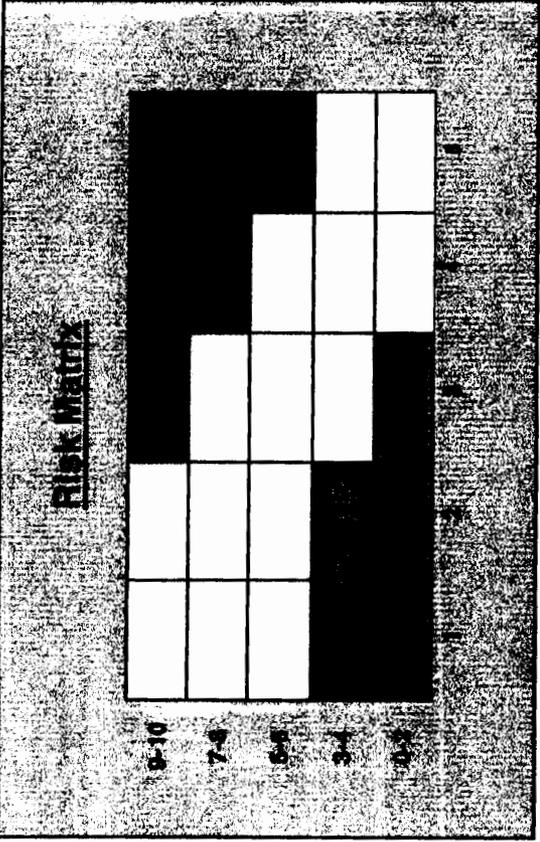
0: Receiving site community(ies) readily able to absorb forces, missions, personnel
 1: Some potential impact on receiving site community(ies) but absorption likely over time
 2: Impact on receiving community likely; uncertainty regarding absorption of forces, missions, personnel

Environmental Impact

0: Minimal impact at receiving site or no risk of executability
 1: Mitigation at receiving site required but possible
 2: Complex mitigation at receiving site probable; uncertainty about executability

Issues:

1. **Vision of single campus site – unknown executability**



Wartighting/Readiness Risk

- (0-1) Low Minor impact on mission capability
- (2-3) Medium Reduced flexibility, but still mission capable
- (4-5) High Significant impact, approaching point impact which affects capability to support/deploy forces

COCOM Concerns:

Naval PG School Monterey Summary & Way Ahead

*Department of the Navy
Infrastructure Analysis Team*

Scenario	Billets Elim	Billets Moved	One-Time Costs	Steady-State Savings	Payback Years	20 Year NPV
E&T-0003 (Privatize Grad Ed)	994	2,064	49.00	-27.32	2	-283.21
DON-0070 (Close)	1,113	2,365	260.02	-92.37	Immediate	-932.34
DON-0070 (Enclave FNMOC & NRL)	1,094	2,143	60.11	-99.34	Immediate	-1,127.70

- **Resolve scenario integration issues with E&T JCSG**
 - CR E&T-0003 Privatize Graduate Education
 - CR E&T-0012 Relocate DRMI from Monterey to Fort Belvoir
- **TECH-0020 Relocate NRL Det Monterey pending DON Decision**
 - If DON moves FNMOC, JCSG moves NRL Det
 - If DON enclaves FNMOC, JCSG leaves NRL Det in place
- **Final DAG Recommendation Brief Monday 11 April**

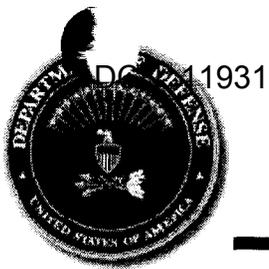
RECOMMENDATION: Deactivate Naval Postgraduate School; Enclave FNMOC and NRL



Consolidate AFIT & NPS PDE Functions at NPS (E&T 0022)

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none">▪ Consolidate Air Force Institute of Technology & Naval Postgraduate School at the NPS (Monterey, CA)▪ Gaining Installations: NAVPGSCOL, Monterey, CA▪ Losing Installations: Wright-Patterson AFB, OH	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">▪ Principle: Organize▪ TO 36: Establish Centers of Excellence for Inter-service education by combining like schools▪ Considerations<ul style="list-style-type: none">▪ Organize #4
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">▪ Eliminates need for education program support resources at AFIT▪ Cross-flow of Navy/AF faculty & support for Service-provided graduate-level programs	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">▪ Loss AF synergies; proximity of AFIT to research labs at Wright-Patterson AFB (e.g. Aeronautical Systems Center)

Approved Disapproved Revised Deferred



Candidate E&T 0022

Candidate Recommendation: Consolidate AFIT & NPS PDE Functions at NPS

<u>Justification</u>	<u>Military Value</u>														
<ul style="list-style-type: none"> ✓ Eliminates need for education program support resources at AFIT ✓ Cross-flow of Navy/AF faculty & support for Service-provided graduate-level programs 	<ul style="list-style-type: none"> ✓ Improves Military Value ✓ MVA Scores: NPS (73.7), AFIT (53.4) 														
<u>Payback</u>	<u>Impacts</u>														
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$62.6 M</td> </tr> <tr> <td>2. MILCON:</td> <td>\$39.6M</td> </tr> <tr> <td>3. NPV:</td> <td>\$-15.6M</td> </tr> <tr> <td>4. Payback/Break Even Yr:</td> <td>12/2020</td> </tr> <tr> <td>5. Steady State:</td> <td>\$-5.2</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td>0/53</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td>150/67/1.09</td> </tr> </table>	1. One-Time Cost:	\$62.6 M	2. MILCON:	\$39.6M	3. NPV:	\$-15.6M	4. Payback/Break Even Yr:	12/2020	5. Steady State:	\$-5.2	6. Mil/Civ Reductions:	0/53	7. Mil/Civ/Stu Relocated:	150/67/1.09	<ul style="list-style-type: none"> ✓ Criteria 6 Job Change - Gain of 2,511 at Monterey CA and Loss of 2,454 at Dayton, OH ✓ Criteria 7- No Issues ✓ Criteria 8 - Limited to Only 16 Unrestricted Buildable Acres
1. One-Time Cost:	\$62.6 M														
2. MILCON:	\$39.6M														
3. NPV:	\$-15.6M														
4. Payback/Break Even Yr:	12/2020														
5. Steady State:	\$-5.2														
6. Mil/Civ Reductions:	0/53														
7. Mil/Civ/Stu Relocated:	150/67/1.09														

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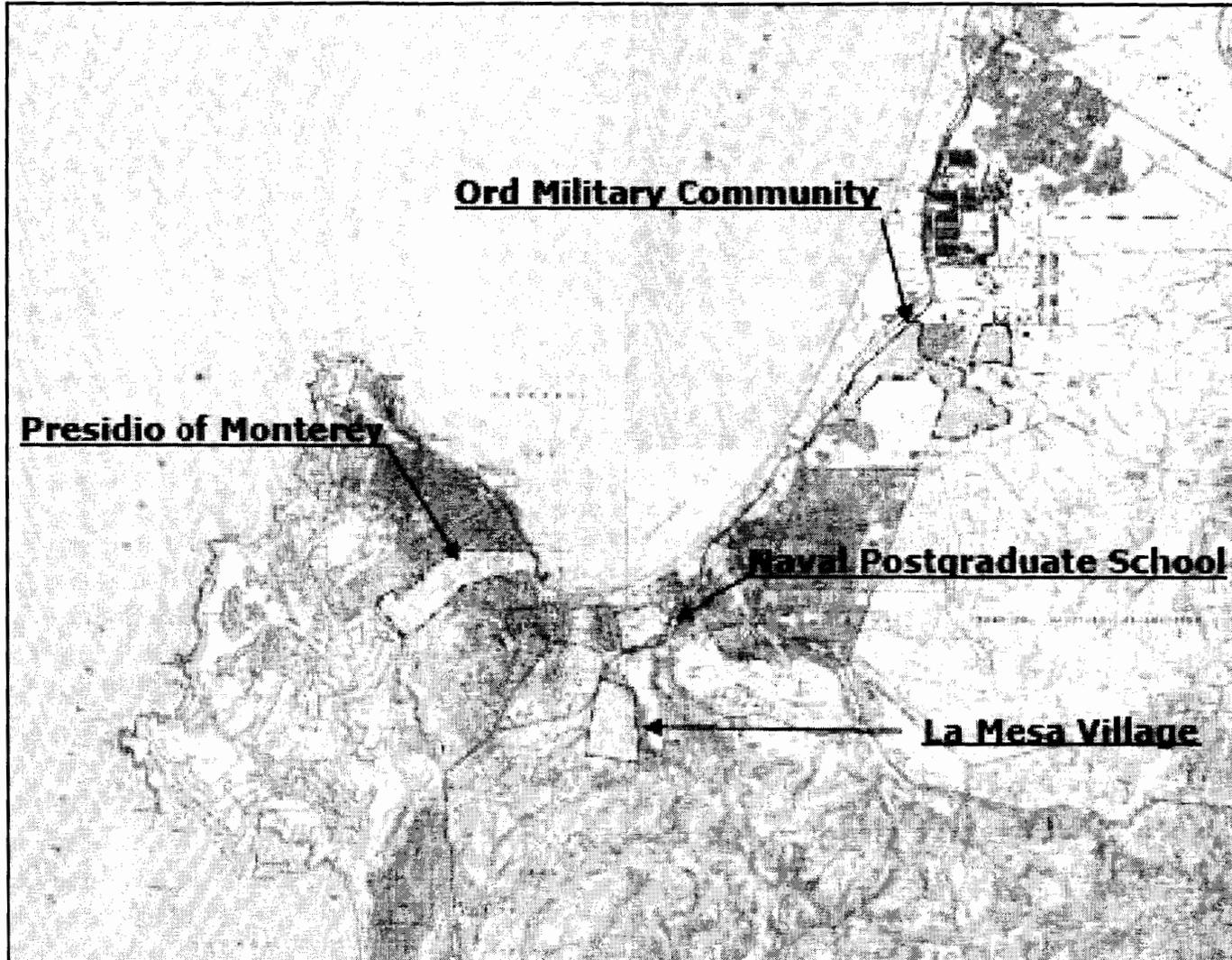
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ☐ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps

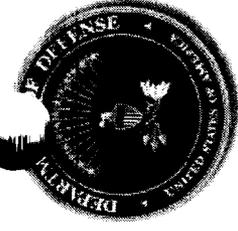


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E&T JCSG-PDE SUBGROUP

The Parks at Monterey Bay Site Map





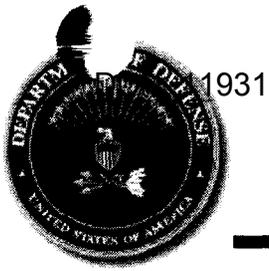
Consolidate AFIT & NPS PDE Functions at NPS Scenario E&T 0022 Criterion 5 - COBRA

5 January 2005



Scenario Description

- **Action 1: Disestablish AFIT graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA**



ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T 0022	62.6	-5.2	12	-15.6

All Dollars shown in Millions

Notes: Key Elements of One-Time Costs:

1. MILCON \$39.6M
2. Personnel \$.7 (Mainly RIF of Civilian Positions)
3. Overhead \$4.8M (Program Management Costs)
4. Moving \$7.3M (Freight, Civilian and Military)
5. Other \$10.2M

Key Elements Steady State Savings:

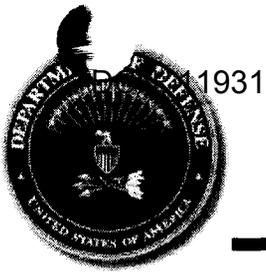
1. Overhead \$4.5M



Disposition of Billets/Positions

Scenario		OFF	ENL	CIV	STU	TOT
E&T 0022	Eliminate	0	0	53		53
	Move	149	1	67	1097	1314

- Notes:
1. Movement Consists of Required Specialty Instructors currently at AFIT moving to NPS.
 2. 1,097 represents AF Projected 2009 Student Throughput



One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Cost s	Svgs	Net Costs
E&T 0022	39.5	0.7	4.8	7.3	10.2	62.6	-0.6	62.0

All Dollars Shown in Millions

Notes:

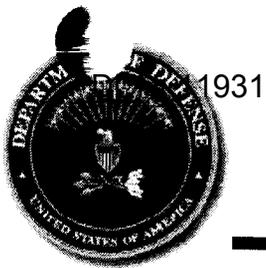
1. "Overhead" consists of Program Management Costs
2. Movement costs are \$3.2M Civilian moves, \$390,000 civilian PPP, \$1.3M Military Moves, \$485,567 Freight, \$1.9M one time moving costs
3. "Other" Consists of \$2.7M for Furniture, Fixtures and Equipment for new Academic Building, \$5M for Temporary Office Space Until MILCON Completion, \$1.5M for Relocations Due to Reorganizations, and \$500,000 Environmental Mitigation Costs all at NPS Monterey. \$500,000 HAP/RSE Costs are Associated with Wright-Patterson AFB.



MILCON Summary

Scenario: E&T 0022 (may need multiple pages if different versions are being displayed)	NPS, Monterey CA (need summary for each receiving location with MILCON)		
	UM	New	Rehab Cost
Construction FAC Description			
General Purpose Instruction Building	SF	58,000	24.5
Vehicle Parking, Surfaced	SY	1,400	5.8
Road, Surfaced	SY	5,382	3.0
Indoor Physical Fitness Facility	SF	11,115	2.7
Nursery and Child Care Facility	SF	15,000	3.6
TOTAL			39.6

Note: All Dollars Shown in Millions



Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06-FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T 0022	\$ 30.0	\$ 17.5	\$ 14.8	\$ 62.2	\$ -91.3	\$ -29.1

Notes:

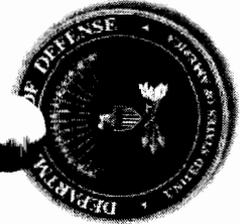
1. O&M: \$18.8M BOS Costs, \$1.2M Sustainment, \$2.0M Recap., \$2.9M Civilian Salary, \$4.8M TRICARE
2. Mil Per. consists of increased BAH costs
3. "Other" Consists of Additional Staff Labor (\$1M/yr), Additional Software Licenses(\$.64/yr), Additional Operating Costs for Telecommunications (\$.14M/Yr), Home to Work Shuttle Service (\$.4M/Yr) and Maintenance Increases (\$.25M/Yr). (\$2.47M*5 Years=\$14.8M)



11931

Key Elements of Savings

Scenario: E&T 0022		
Element (* indicates recurring savings will occur to year 2025)	Description	Total Net Savings (\$M) FY06-FY11
BOS*	Reduced Overhead	-44.6
Civilian Salaries*	53 Positions Eliminated	-16.7



Scenario E&T 0022

Consolidate AFIT & NPS PDE Functions at NPS

Criterion 6 – Economic Impact

5 January 2005



Scenario Description

- **Action 1: Disestablish AFIT graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Post Graduate School, Monterey CA**

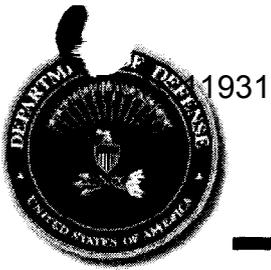


C6 – Employment Change

Base	Direct Loss/Gain	Indirect Loss/Gain	Total Loss/Gain	% of ROI Employment
Wright-Patterson AFB	-1,367	-1,087	-2,454	-0.48
NPS, Monterey	1,314	1,197	2,511	1.07

AFIT

NPS



Scenario E&T 0022

Consolidate Air Force Institute of Technology (AFIT) and Naval Postgraduate School (NPS) PDE Functions at NPS

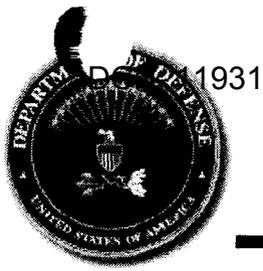
Criterion 7 – Community Infrastructure

5 January 2005



Scenario Description

- **Action 1: Disestablish Air Force Institute of Technology (AFIT) graduate education function at Wright-Patterson AFB**
- **Action 2: Consolidate AFIT graduate education function with Naval Postgraduate School (NPS), Monterey CA**



C7 Issues - Profiles

- **Issues identified in review of profiles:**
 - **NPS, Monterey, CA**
 - **None**
 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**



C7 Issues – Scenario Data Call

- **Issues identified in scenario data call:**
 - **NPS, Monterey, CA**
 - **Limited Child Care Facilities in local community**
 - **Limited (or non-existent) medical providers that accept TRICARE in the local community**

 - **Wright-Patterson AFB, OH (AFIT)**
 - **None**

AFIT

NPS



Scenario E&T 0022

Consolidate AFIT and NPS PDE Functions at NPS

Criterion 8 – Environmental Profile

5 January 2005



NPS, Monterey, CA – Installation Environmental Profile

DCN: 11931

- **Air Quality:** Is in Attainment for all Criteria Pollutants. Within Maintenance for Ozone (1 hr). No State Implementation Plan growth allowance has been allocated for this installation.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It does not have sites with high archeological potential identified.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** 16 unconstrained acres available for development out of 623 acres. NPS does not have Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Does not have noise contours that extend off the installation's property.



NPS, Monterey, CA – Installation Environmental Profile

DCN: 11931

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Does not have a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** NPS discharges to an impaired waterway. Groundwater contamination is not reported. Surface water contamination is not reported.
- **Wetlands:** Has less 2% wetland restricted acres on the military installation.

AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

- **Air Quality:** Is in Attainment for all Criteria Pollutants. WPAFB is in an area projected or proposed to be designated nonattainment for the 8-hour Ozone or the PM2.5 NAAQS.
- **Cultural/Archeological/Tribal Resources:** Historical property identified. It has sites with high archeological potential identified, which do not restrict construction and do not restrict operations.
- **Dredging:** No impediments to dredging.
- **Land Use Constraints/Sensitive Resource Areas:** WPAFB has Explosive Safety Quantity Distance Arcs, none of which require safety waivers, and some with the potential for expansion.
- **Marine Mammal/Marine Resources/Marine: Sanctuaries:** Not impacted.
- **Noise:** Has noise contours that extend off the installation's property. Of the 17,124 acres that extend to off-base property, 2,219 acres have incompatible land uses.



AFIT, Wright-Patterson AFB, OH – Installation Environmental Profile

- **Threatened and Endangered Species/Critical Habitat:** Has federally-listed TES are present, candidate species are present, and critical habitat is not present.
- **Waste Management:** Has a permitted Resource Conservation and Recovery Act (RCRA) Treatment Storage and Disposal Facility; does not have an interim or final RCRA Part X facility; does not have an on-base solid waste disposal facility.
- **Water Resources:** Does not discharge to an impaired waterway. Groundwater contamination is reported. Surface water contamination is not reported.
- **Wetlands:** Has less than 1% wetland restricted acres on the military installation.

**BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
February 17, 2005**

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (Personnel & Readiness) Chair
- BG Tom Maffey, USA, JCS VDJ-7
- BGen Thomas Conant, USMC, Deputy Director, Training and Education Command
- BG Louis Weber, Director, Training Army G-3 (DAMO-TR)
- CAPT Bill Wilcox, USN, OPNAV N12B
- Col Joanna Shumaker, USAF, AF DPX

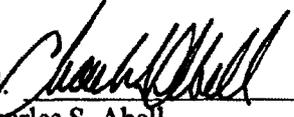
Others:

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness
- Mr. Jim Gunlicks, USA, Army G-3 (DAMO-TR)
- Mr. Bob Howlett, E&T JCSG Coordination Team
- Ms. Nancy Weaver, E&T JCSG Coordination Team
- Mr. Mark Horn, Ctr., E&T JCSG Coordination Team
- RADM James Barnett, USN, N00TB
- Mr. Frank Petho, USN, N00T
- CAPT Gene Summerlin, USN, NAVY BRAC, Flight Training Subgroup
- Col Jimmie Simmons, USAF, AETC/DOR, Flight Training Subgroup
- Col James Briggs, USAF, AETC/DOO, Specialized Skill Training Subgroup
- Col Jerome Lynes, USMC, JCS/J-7, PDE Subgroup
- CAPT Cathy Osman, USN, JCS/J-7, PDE Subgroup
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Col Samuel Walker, USAF, Professional Development Education Subgroup
- Mr. Bob Harrison, USA, G3 Training
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DODIG
- Capt Ernest Wearren, USAF, AF-BRAC Office

Attachment (1)

- ***Each subgroup was also tasked to identify and monitor their personnel requirements between 16 May and 30 September 2005 and let the E&T JCSG know of any potential problems.***

The next scheduled meeting of the E&T JCSG is Thursday, 3 March 2005.

Approved: 

Charles S. Abell

Principal Deputy Under Secretary of Defense
(Personnel & Readiness)
Chairman, Education & Training
Joint Cross-Service Group

Attachments:

1. List of Attendees, February 17, 2005
2. Briefing Slides

Copies:

1. OSD BRAC Office
2. E&T JCSG Coordination Team
3. DoD IG

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES of February 17, 2005

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 47th meeting of the E&T JCSG. Attendee List is Attachment 1. The following is a summary of discussions (Briefing slides are Attachment 2):

- Mr. Abell opened the meeting by welcoming participants. The E&T JCSG currently has 62 declared scenarios: 13 have been deleted, 36 deactivated, 12 approved and 1 pending further deliberations. It is anticipated that three candidate recommendations will be ready for presentation to the ISG on 4 March 2005. Mr. Abell highlighted the 11 February 2005 ISG meeting where he presented seven E&T JCSG candidate recommendations. The ISG approved all seven but requested follow-up on E&T-0003, "Privatize PDE function at NPS and AFIT" regarding Navy graduate-education concerns.

Note: Subsequent to this 17 February E&T JCSG meeting, the OSD BRAC advised the E&T JCSG that Mr. Wynne, ISG Chairman, plans to present all seven E&T candidate recommendations as well as other JCSGs' candidate recommendations to the IEC Wednesday, 23 February 2005. Mr. Dominguez, as the acting chair, will represent the E&T JCSG.

- E&T JCSG received an informational briefing on DON rationale for modification to E&T-0003 "Privatize PDE function at NPS and AFIT". RADM Jamie Barnett, N00TB, expressed DON concern that civilian academia does not currently possess an equivalent substitute for eight of the Advanced Academic Degrees (AAD) currently taught at NPS. DON recommended relocation of those degrees to the Naval War College, Newport, RI, using the BRAC 2005 process. Following RADM Barnett's presentation and a spirited discussion, it was clarified that DON did not necessarily want the entire degree program moved but only those courses that were military-unique and could not be easily replicated at a civilian institution. Mr. Abell thanked RADM Barnett for briefing the JCSG and helping them better understand Navy concerns. After RADM Barnett departed, the E&T JCSG Professional Development Education (PDE) Subgroup (Col Lynes) provided a briefing on the eight AAD programs in question to illustrate significant commonalities between the military and civilian academic structures. The E&T JCSG:

4/2
JHE
2/2/05

- **Tasked PDE to get clarification from Office of General Council (BRAC Legal Advisor) regarding parameters of BRAC law.** Specifically, if E&T-0003 becomes a BRAC recommendation, would DON be precluded from establishing, reestablishing, or moving portions of the concerned resident/non-resident grad-ed courses.
 - **Requested the Navy (through the Navy E&T JCSG representative) provide Navy specific grad-ed courses (at the course-level vice degree-level) and proposed faculty cost for subsequent re-examination by the PDE subgroup.**
 - **Deferred further discussion on E&T-0003, "Privatize PDE function conducted at AFIT and NPS" pending OGC opinion and DON listing of specific courses.** [NOTE: E&T-0003 is to be briefed to the IEC 23 Feb 05]
- The Flight Training Subgroup (Col Simmons and CAPT Summerlin) provided an update for E&T-0052 "JSF Stand-Alone / Joint Strike Fighter Initial Training Site". The subgroup compared costs of a basing arrangement that would accommodate separate Pilot Training and Maintenance Training Centers (PTC/MTC) verses an Integrated Training Center (ITC). Mr. Brian Buzzell from OSD BRAC produced a record of staffing action that proclaimed the ITC concept had been directed by Mr. Aldridge.
 - **The E&T JCSG directed that the E&TCR-0052 "quint-chart" Title and Candidate Recommendation summary blocks be edited to read "Initial Training Site" and include verbiage that the base of choice be sized to accommodate an "Integrated Training Center".** The Principals noted that this Candidate Recommendation dealt only with the initial JSF Pilot Training/bed down; subsequent JSF ITS or PTC/MTC decisions will occur well after BRAC 2005 and will necessitate re-evaluation.
 - **Approved E&T 0052, "Joint Strike Fighter Integrated Training Site" updated analysis.**
- Mr. Howlett noted that during the previous meeting, the E&T JCSG approved E&T-0032, "Realign SLCs under NDU and co-locate at Fort McNair" to go forward but still had two alternatives as active candidate recommendations in the ISG Scenario Tracker Tool. The E&T JCSG:
 - **Deactivated E&T 0025, "Realign SSCs in Place."**
 - **Deactivated E&T 0058, "Realign USAWC and USACG."**
- The E&T JCSG also directed the following:
 - **Each subgroup is to review scenarios and identify those that may have been prematurely rejected on the basis of low payback and high one-time costs. SST was to specifically re-look DLI.**