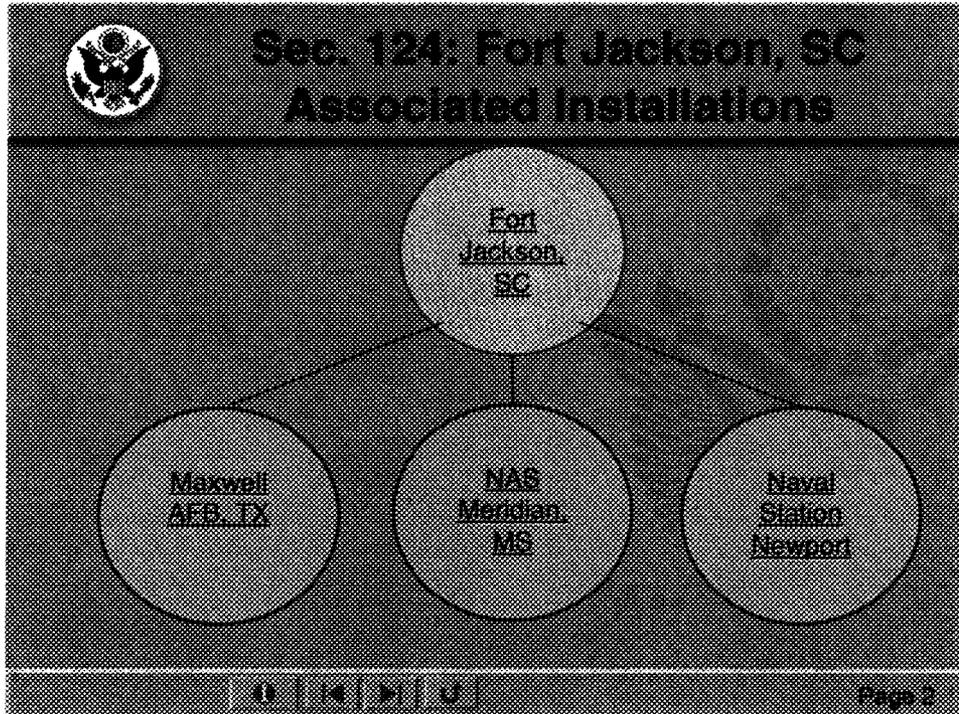


The image shows a slide thumbnail with a dark background and light text. In the top left corner is the Department of Defense seal. The title is "Sec. 124: Fort Jackson, SC DoD Recommendation". The main text reads: "Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a joint Center of Excellence for religious training and education." At the bottom left are navigation icons (back, forward, search), and at the bottom right is the text "Page 1".

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



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



## Sec. 124: Fort Jackson, SC DoD Justification

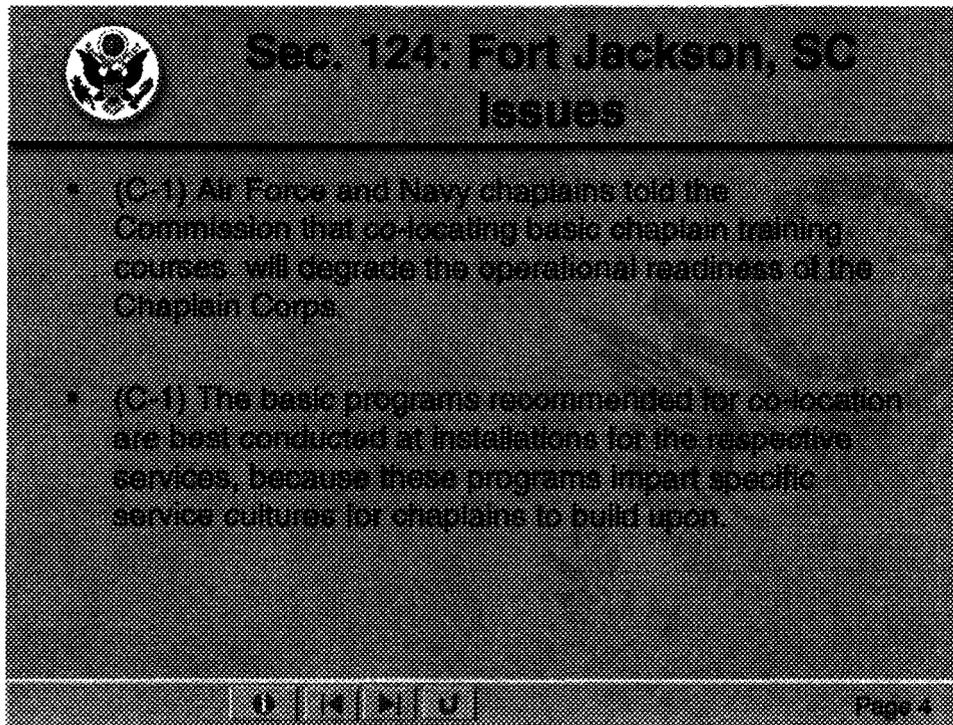
- Creates synergistic benefit by having each services' officer and enlisted programs conducted in close proximity to operational forces.
- Savings will result from consolidation and alignment of similar educational activities and the merging of common support functions
- COBRA:
- \$1.0 M One-time costs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


Page 3

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

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

A total of 71 personnel (68 military and 3 civilians) would be relocated from Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI to form the Center.



The slide features a dark background with a light-colored border. In the top left corner is the United States Air Force emblem. The title 'Sec. 124: Fort Jackson, SC Issues' is centered at the top. Below the title are two bullet points. At the bottom of the slide, there are navigation icons (back, forward, search, etc.) and the text 'Page 4'.

- (C-1) Air Force and Navy chaplains told the Commission that co-locating basic chaplain training courses will degrade the operational readiness of the Chaplain Corps.
- (C-1) The basic programs recommended for co-location are best conducted at installations for the respective services, because these programs impart specific service cultures for chaplains to build upon.

Chaplains from the Air Force and Navy told us that forming this center would affect their operational readiness due to reduced service acculturation opportunities. The Commission found that basic courses for chaplains are best conducted at installations of the chaplain's respective service, because these programs impart specific service cultures for chaplains to build upon.

Forming a Joint Center for religious education and training would provide only modest savings of \$845 thousand dollars per year. These would be generated by consolidating some common courses presently conducted by each service, and consolidating administrative functions.

**Staff Assessment**

**Deviation from Final Selection Criteria**

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

Page 5

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

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



## Sec. 124: Fort Jackson, SC Motion

- A Motion to Strike
- Education and Training Recommendation 124,
- Joint Center of Excellence for Religious Training and Education
- appearing at Chapter (Ch #), Section (Sec #) of the Bill.
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved  Disapproved
- I move:
- that the Commission find that when the Secretary of Defense made Education and Training Recommendation 124, Joint Center of Excellence for Religious Training and Education, be substantially deleted from Final Selection Criteria #1 and the Force Structure Plan;
- that the Commission strike the recommendation; and
- that the Commission find this change is consistent with the Final Selection Criteria and Force Structure Plan.



## Sec. 124: Fort Jackson, SC DoD Recommendation

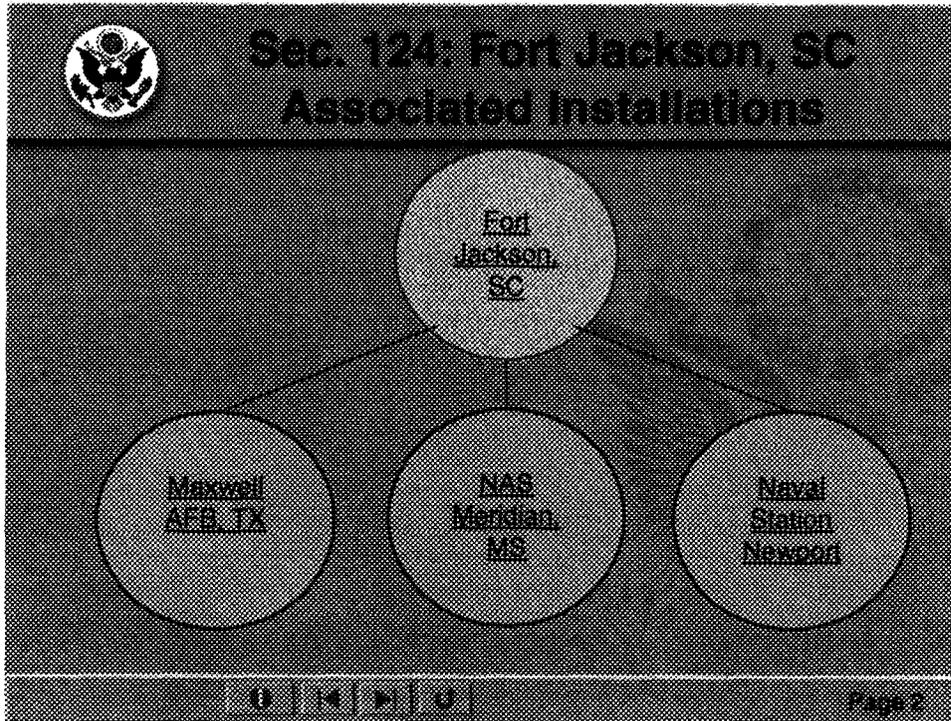
Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a joint Center of Excellence for religious training and education.

[Navigation icons]

Page 1

*Standard  
head in*

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



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



## Sec. 124, Fort Jackson, SC DoD Justification

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



Page 3

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

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

A total of 71 personnel (68 military and 3 civilians) would be relocated from Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI to form the Center.

Issues are reasons for deviation

The screenshot shows a presentation slide with the following content:

- Sec. 124: Fort Jackson, SC Issues**
- This recommendation provides for the co-location of religious training programs.
- Objective is to reduce redundancy in service lesson content by consolidating common courses where possible, i.e.
  - Using computer systems
  - Sexual violence counseling, and
  - Financial analysis and management
- Chaplains believe the consolidation will affect training effectiveness.

Handwritten annotations on the slide include:

- A bracket on the left side of the bullet points with the text "These aren't an issue".
- The word "community" written in the bottom left corner.
- Navigation icons (back, forward, search, etc.) at the bottom.
- The text "Page 1" in the bottom right corner.

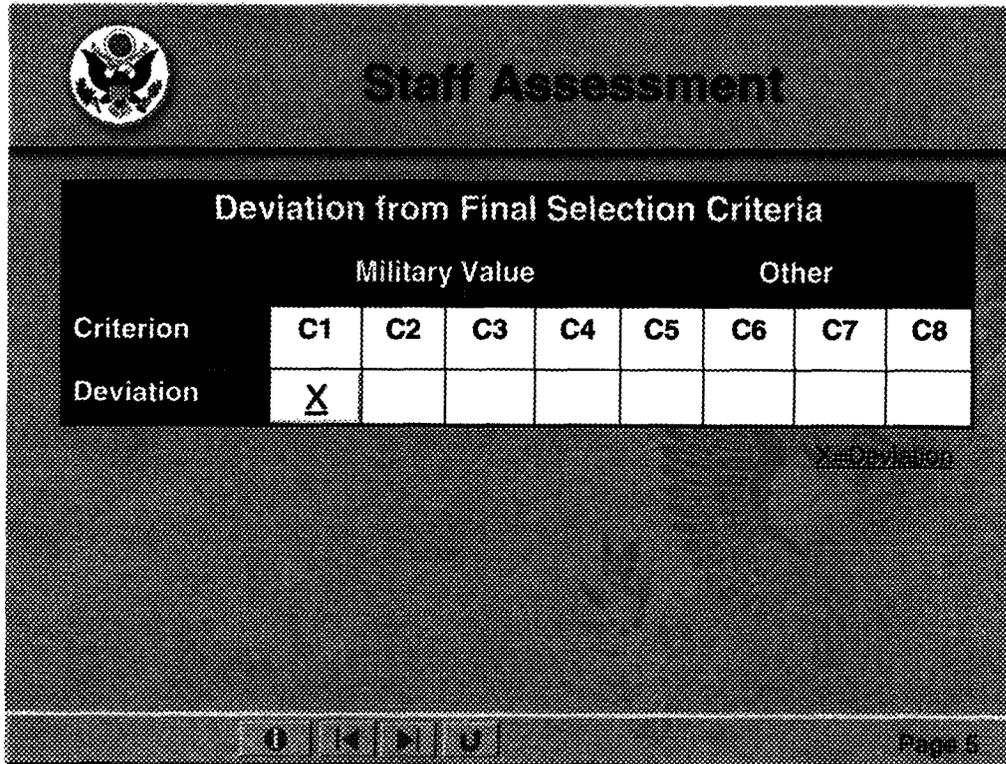
Need CI or C?  
on the issues

These aren't an issue

Forming a Joint Center for religious education and training would provide only modest savings of \$845 thousand dollars per year. These would be generated by consolidating some common courses presently conducted by each service, and consolidating administrative functions.

We do not believe the small savings to be realized from this recommendation warrant the potential damage that could possibly be done to the services' Chaplain Corps. Chaplains from the Air Force and Navy told us that forming this center would affect the operational readiness of chaplains due to reduced service acculturation opportunities.

Need an issue on Service Culture as critical ingredient



**Staff Assessment**

**Deviation from Final Selection Criteria**

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

X=Deviation

Page 5

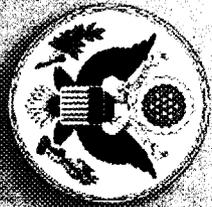
Staff determined the Secretary of Defense deviated from selection criteria #1 in making this recommendation.

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



## Sec. 124: Fort Jackson, SC Motion

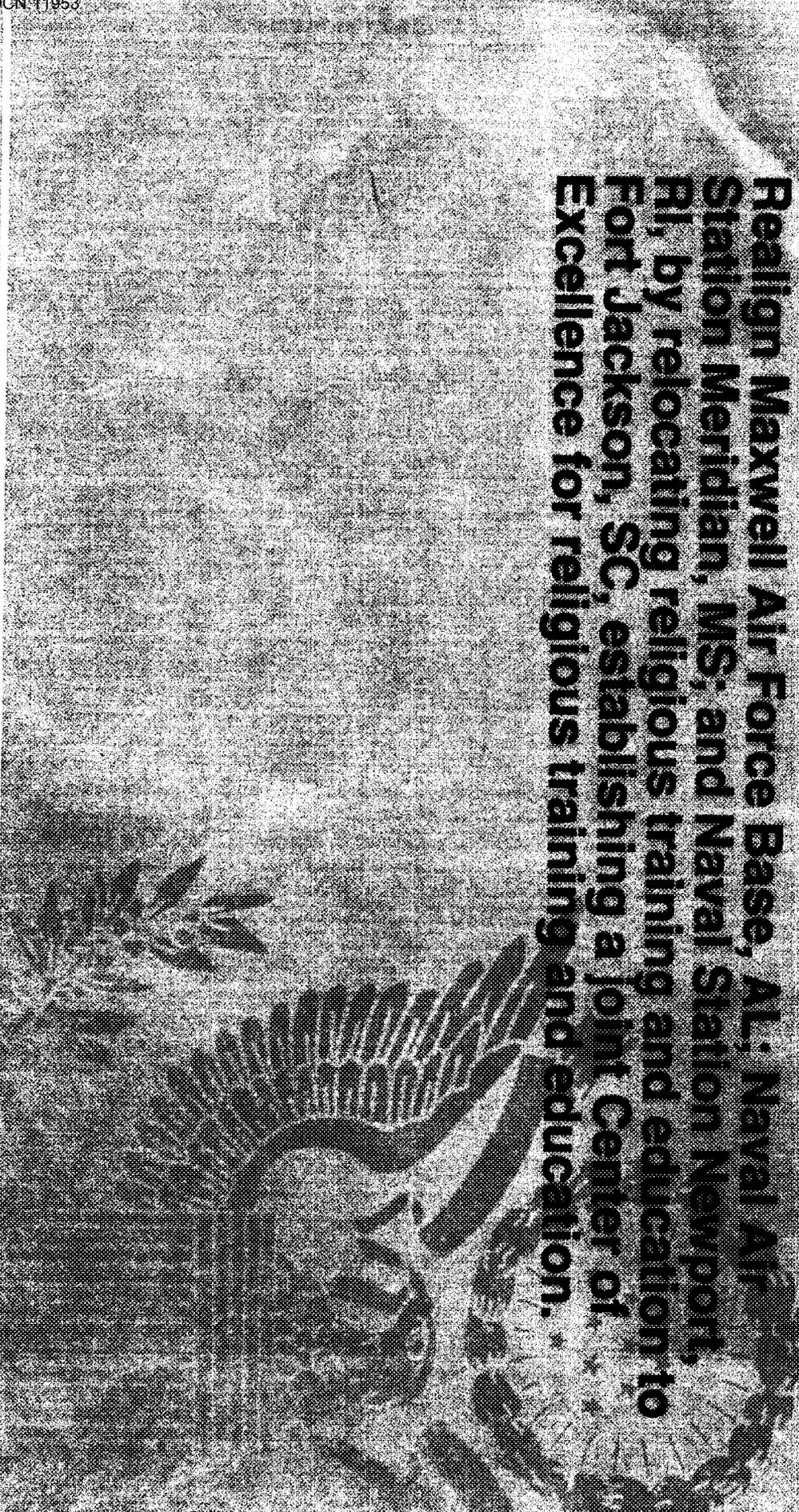
- A Motion to Sine
- Education and Training Recommendation 124
- Joint Center of Excellence for Religious Training and Education
- appearing at Chapter (Ch 4), Section (Sec 4) of the Bill
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved      Disapproved
- I move:
- that the Commission find that when the Secretary of Defense made Education and Training Recommendation 124, Joint Center of Excellence for Religious Training and Education, he is continuing to violate First Selection Criteria #1 and the Force Structure Plan;
- that the Commission strike the recommendation; and
- that the Commission find this change is consistent with the First Selection Criteria and Force Structure Plan.

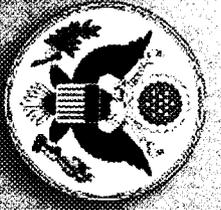


# Sec. 124: Fort Jackson, SC

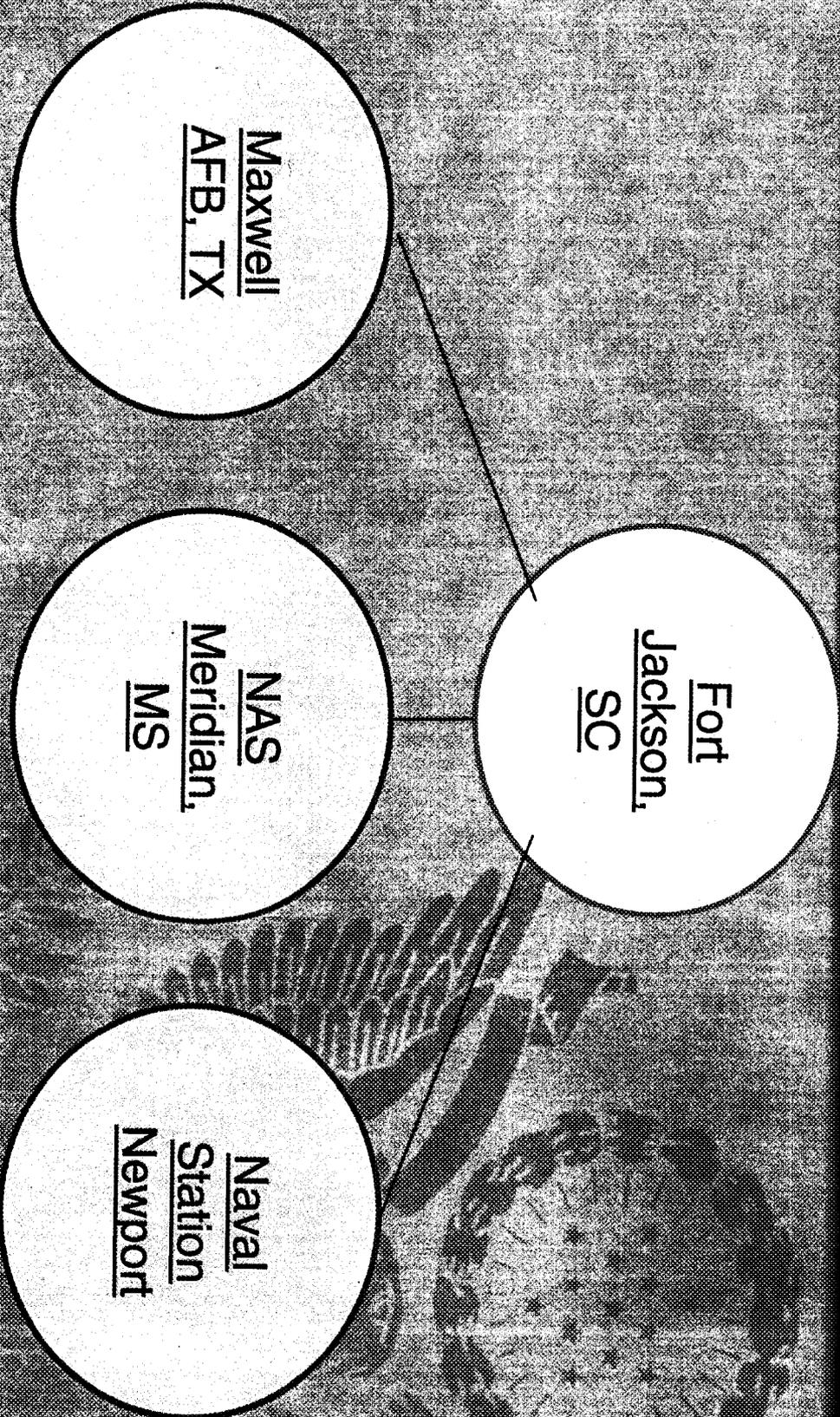
## DOD Recommendation

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

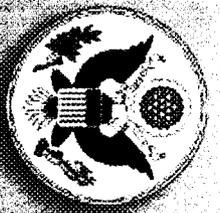




# Sec. 124: Fort Jackson, SC Associated Installations

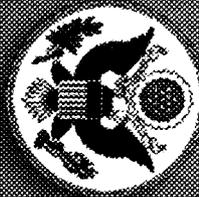






## Sec. 124: Fort Jackson, SC Issues

- This recommendation provides for the co-location of religious training programs.
- Objective is to reduce redundancy in service lesson content by consolidating common courses where possible, i.e.
  - Using computer systems,
  - Sexual violence counseling, and
  - Financial analysis and management.
- Chaplains believe the consolidation will affect training effectiveness.

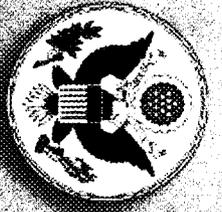


# Staff Assessment

## Deviation from Final Selection Criteria

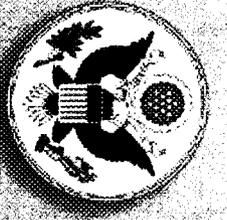
Criterion Deviation	Military Value						Other	
	C1	C2	C3	C4	C5	C6	C7	C8
<u>X</u>								

X=Deviation



# Sec. 124: Fort Jackson, SC Motion

- A Motion to Strike
- Education and Training Recommendation 124,  
Joint Center of Excellence for Religious Training and Education  
appearing at Chapter (Ch #), Section (Sec #) of the Bill.
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved \_\_\_\_\_ Disapproved \_\_\_\_\_
- I move:
- that the Commission find that when the Secretary of Defense made Education and Training Recommendation 124, Joint Center of Excellence for Religious Training and Education, he substantially deviated from Final Selection Criteria #1 and the Force Structure Plan;
- that the Commission strike the recommendation; and
- that the Commission find this change is consistent with the Final Selection Criteria and Force Structure Plan.



# BACKUP SLIDES

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

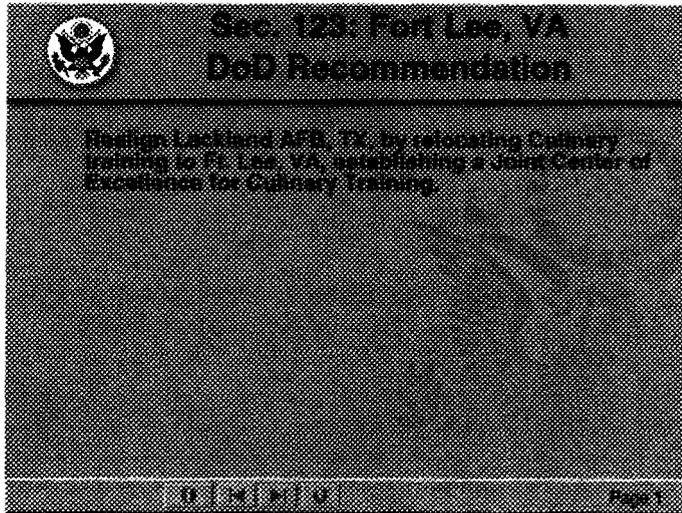




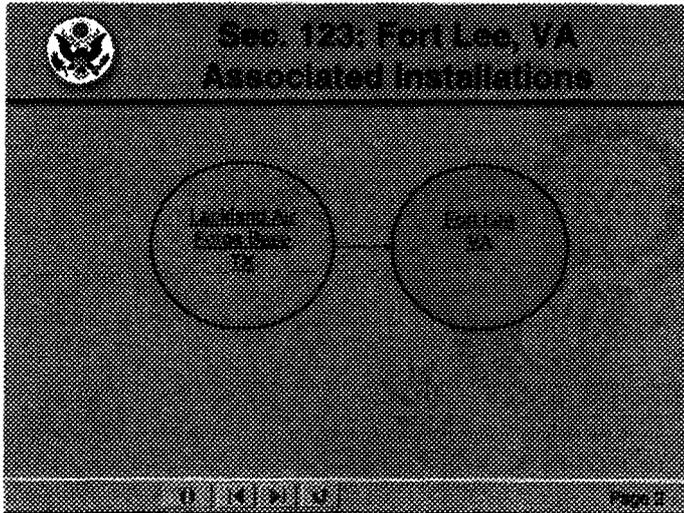
# Sec. 105 : Hector IAP AGS, ND

## C5. (Savings) / Cost

<b>COBRA DATA</b>	
	<b>DoD COBRA Run</b>
<b>One Time Cost</b>	
<b>Net Implementation</b>	
<b>Annual Recurring</b>	
<b>Payback Period</b>	
<b>Net Present Value at 2025</b>	



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



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



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

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

**COBRA:**

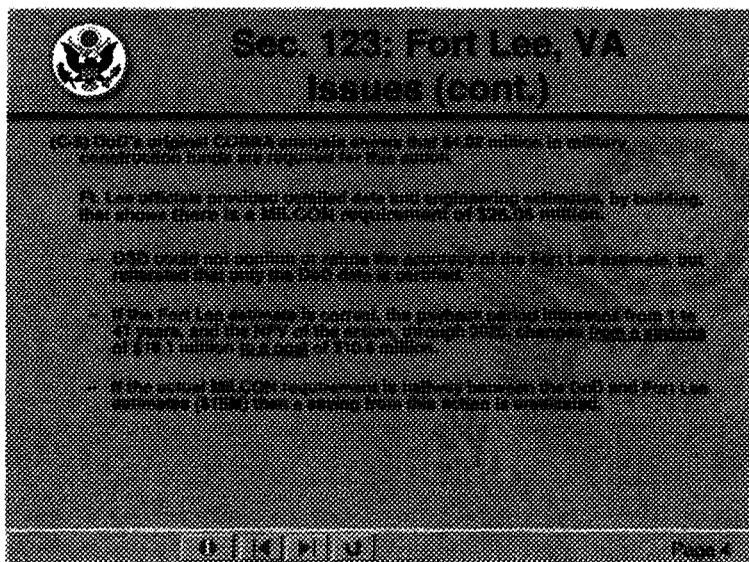
- \$5.0 M One-time costs
- 4 Year Payback
- (\$16.1) M 25-year Net Present Value
- 276 Military and 0 Civilians

Page 2

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

The one-time cost to implement this recommendation is \$ 5.0 million. Total implementation costs through 2011 are \$ 2.9 million, with a payback period of 4 years. The net present value of this recommendation through 2025 is \$ 16.1 million..

A total of 276 personnel (all military) would be relocated to form the training center.

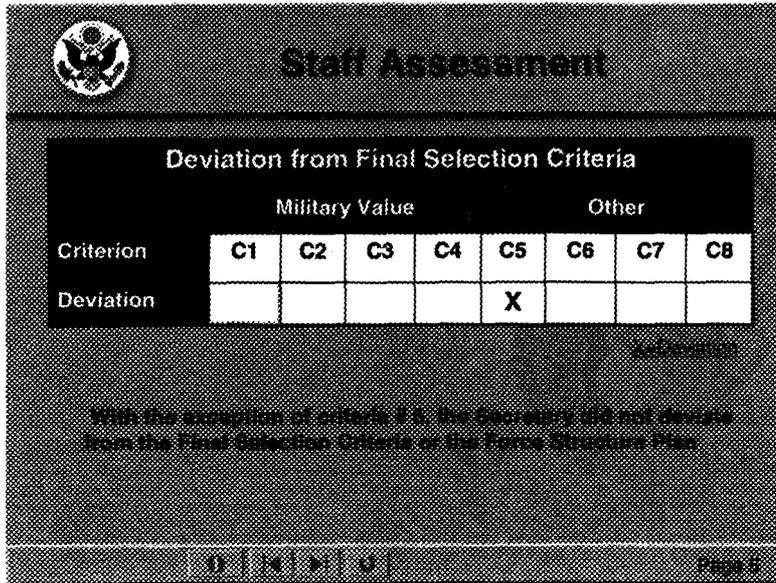


Our analysis shows that the cost of this recommendation is not agreed upon by DoD and Fort Lee.

First, there is a lack of agreement on the military construction funds needed for this action. DoD's original COBRA analysis shows that \$4.02 million in military construction funds are required; but Ft. Lee officials through their engineering estimates estimate a need for \$25.05 million. DoD could not confirm or refute the accuracy of the Fort Lee estimate, but reiterated that only the DoD data is certified.

- If the Fort Lee estimate is correct, the payback period increases from 1 to 41 years, and the NPV of the action, through 2025, changes from a savings of \$16.1 million to a cost of \$10.6 million.
- If the actual MILCON requirement is halfway between the DoD and Fort Lee estimates (\$15M) then a saving from this action is eradicated.

Secondly, after many years of being consolidated with the Air Force, the Navy is moving its culinary training program from Lackland Air Force Base to Great Lakes Naval Base. Differences in service unique cultural issues were cited as the reason for de-consolidating the training. The Navy has authorized the expenditure of \$ 1.4 million for renovation of facilities to house culinary training; and canceling contracts let for the Navy's move to Great Lakes would incur a \$500 thousand one-time cost to DoD that is not included in the COBRA for this recommendation.



The slide features the Department of Defense seal in the top left corner and the title "Staff Assessment" in the top center. Below the title is a table titled "Deviation from Final Selection Criteria". The table has two main columns: "Military Value" and "Other". Under "Military Value" are sub-columns C1, C2, C3, C4, and C5. Under "Other" are sub-columns C6, C7, and C8. The "Deviation" row shows an "X" in the C5 column. Below the table, a note states: "With the exception of criteria 5, the Secretary did not deviate from the Final Selection Criteria of the Force Structure Plan." At the bottom of the slide, there are navigation icons and the text "Page 6".

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

With the exception of criteria 5, the Secretary did not deviate from the Final Selection Criteria of the Force Structure Plan.

Page 6

Staff determined the Secretary of Defense deviated from selection criteria 5 in making this recommendation.

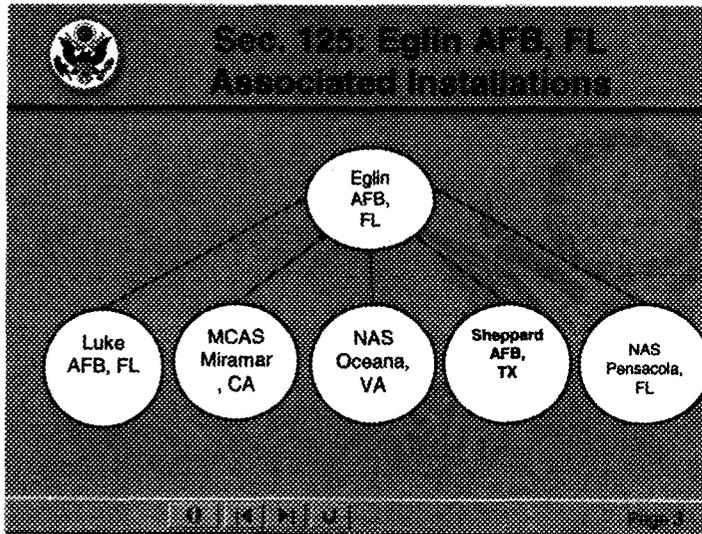
Mister Chairman, this concludes my presentation regarding military postgraduate education. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.



## Sec. 123: Fort Lee, VA Motion

- A Motion to Strike
- Education and Training Recommendation 123.
- Joint Center of Excellence for Culinary Training.
- appearing at Chapter (Ch #), Section (Sec #) of the Bill.
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved  Disapproved
- I move:
- that the Commission find that when the Secretary of Defense made Education and Training Recommendation 123,
- Joint Center of Excellence for Culinary Training,
- he substantially deviated from Final Selection Criteria (List FSC # as applicable) and the Force Structure Plan;
- that the Commission strike the recommendation; and
- that the Commission find this change is consistent with the Final Selection Criteria and Force Structure Plan.

O | K | F | U



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

This recommendation provides for the relocation of:

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

maintenance technicians and support personnel from:

- Pensacola Naval Air Station.



**Sec. 125: Eglin AFB, FL  
DoD Justification**

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

**DCRRA:**

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

0 4 1 0 Page 4

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

The one-time cost to implement this recommendation is \$ 199.1 million. Total implementation costs through 2011 are \$209.6 million, 81 percent of which is for military construction which will never be repaid from savings. Rather than a savings, the cost from this recommendation through 2025 is \$ 226.3 million..

A total of 811 personnel (790 military and 21 civilians) would be relocated to form the training site.

**Staff Assessment**

**Deviation from Final Selection Criteria**

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

- The Secretary did not deviate from the Final Selection Criteria in the Force Structure Plan.

Page 6

Staff determined the Secretary of Defense did not deviate from selection criteria in recommending the establishment of an initial training site for the JSF program.

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



## Sec. 125: Eglin AFB, FL Motion

- Motion # (190 B)-1
- A Motion to Approve
- Education and Training Recommendation 125,
- Joint Strike Fighter Initial Joint Training Site
- appearing at Chapter (Ch B), Section (Sec B) of the Bill.
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved      Disapproved
- I move that the Commission find that Education and Training Recommendation 125, Joint Strike Fighter Initial Joint Training Site,
- is consistent with the Final Selection Criteria and Force Structure Plan.



## BACKUP SLIDES

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



## JSF Initial Test Site Comparison of Cost & Savings

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

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

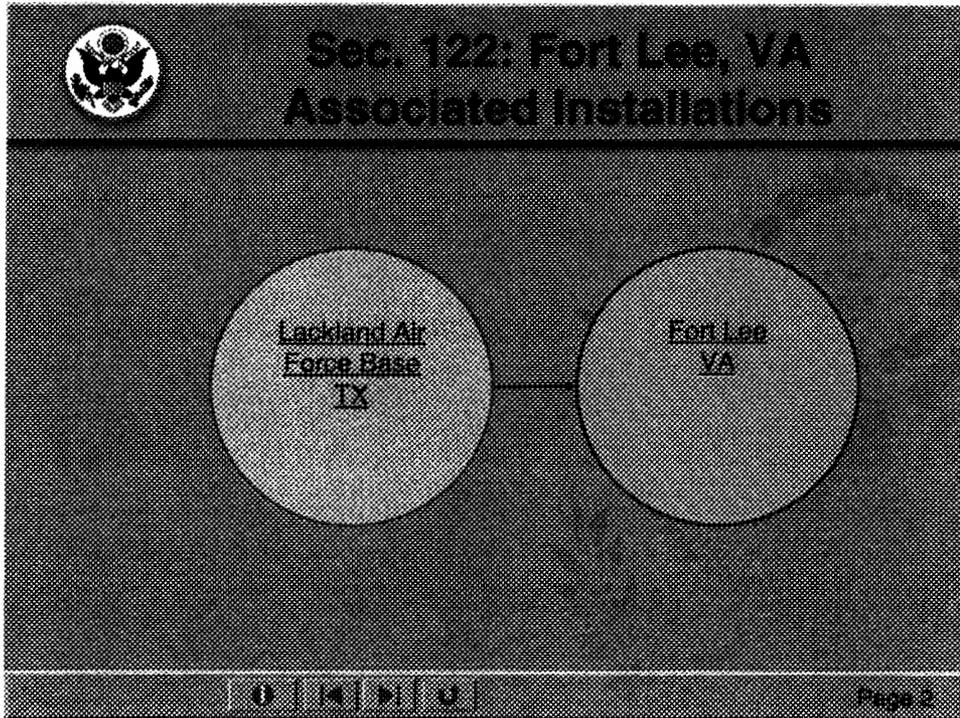
- Total implementation costs ( 2006 through 2011) are \$ 26.3 million less to establish the training site at Cannon.
- If the difference in implementation costs is applied to annual recurring costs after 2011, establishing the training site at Eglin becomes less expensive after 2013.
- After 2013, establishing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

**Sec. 122: Fort Lee, VA  
DoD Recommendation**

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

Page 1

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



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

**Sec. 122: Fort Lee, VA  
DoD Justification**

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

**COBRA:**

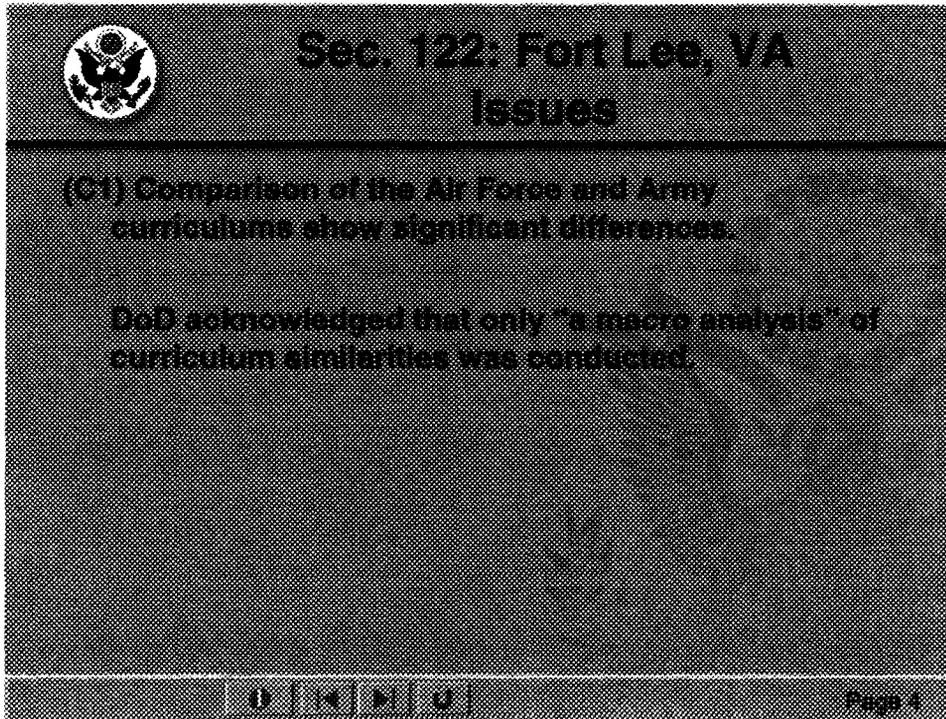
- \$1.5 M One-time costs
- 1 Year Payback
- (\$18.0) M 20-year Net Present Value
- 136 Military and 4 Civilians

Page 3

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

The one-time cost to implement this recommendation is \$ 1.5 million. Total implementation costs through 2011 are \$ 5.8 million, with a payback period of 1 year. The net present value of this recommendation through 2025 is \$ 18.0 million..

A total of 140 personnel (136 military and 4 civilian) would be relocated to form the consolidated program at Fort Lee.



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

**(C1) Comparison of the Air Force and Army curriculums show significant differences.**

**DoD acknowledged that only "a macro analysis" of curriculum similarities was conducted.**

Page 4

The Air Force expressed concern of the impact on their operational readiness if their Transportation Management Training Program is consolidated with the Army's.

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

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



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

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


Page 6

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

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

If the Fort Lee estimate is correct, the payback period increases from 1 to 18 years, and the NPV of the action, through 2025, changes from a savings of \$18.0 million to only \$1.2 million.

**Staff Assessment**

**Deviation from Final Selection Criteria**

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

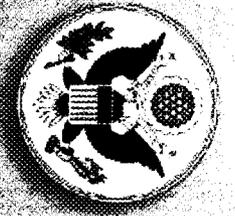
Analysis/Recommendation       Distribution

- With the exception of criteria # 1 & # 5, the Secretary did not deviate from the Final Selection Criteria or the Force Structure Plan

Page 5

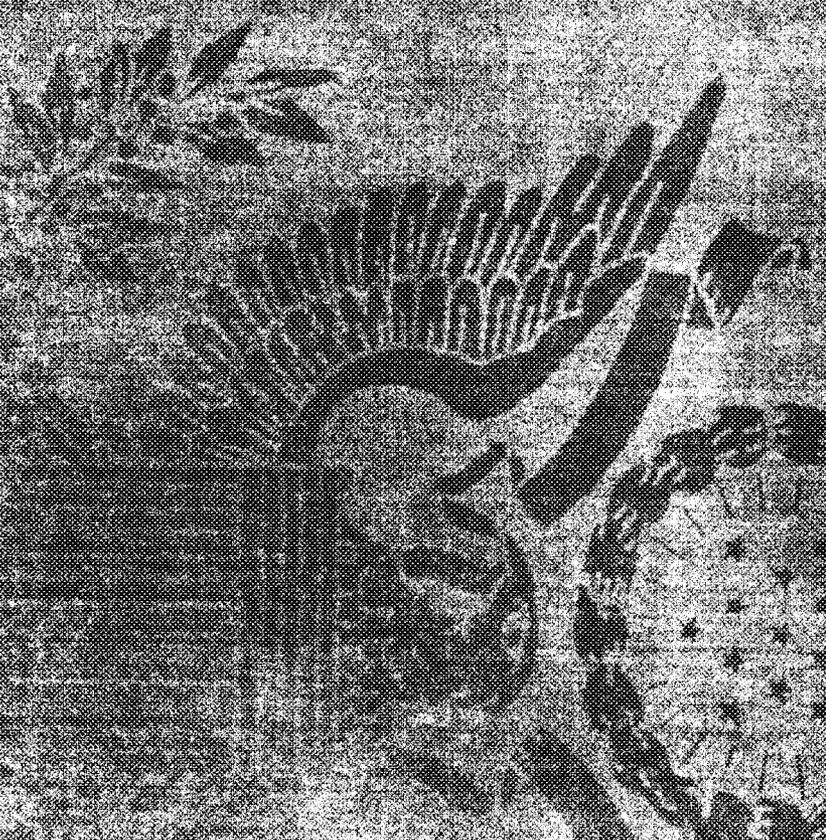
Staff determined the Secretary of Defense deviated from selection criteria # 1 and # 5 in preparing this recommendation.

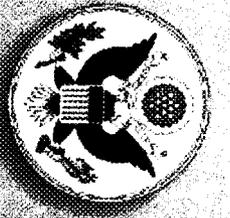
Mister Chairman, this concludes my presentation regarding military postgraduate education. I'll gladly address any questions that you or the other Commissioners may have prior to any motions you might make.



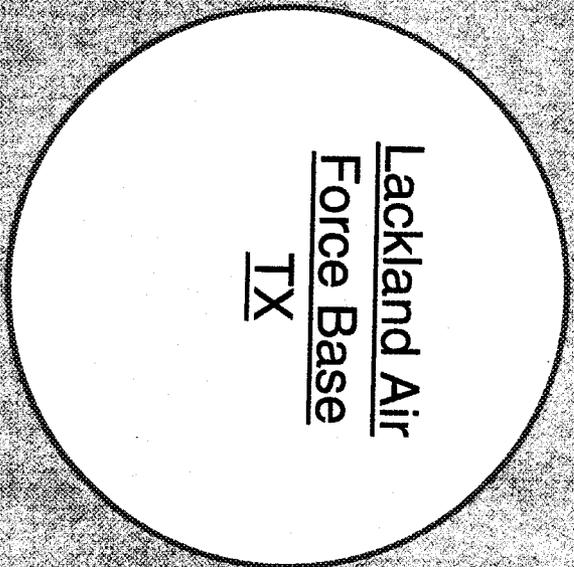
# Sec. 122: Fort Lee, VA DoD Recommendation

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

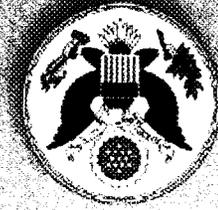




# Sec. 122: Fort Lee, VA Associated Installations



# Sec. 122: Fort Lee, VA DOD Justification



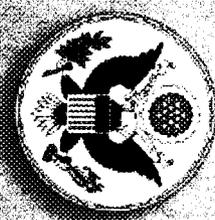
– Eliminates redundancy

– Consolidates like schools while preserving service unique culture.

COBRA:

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

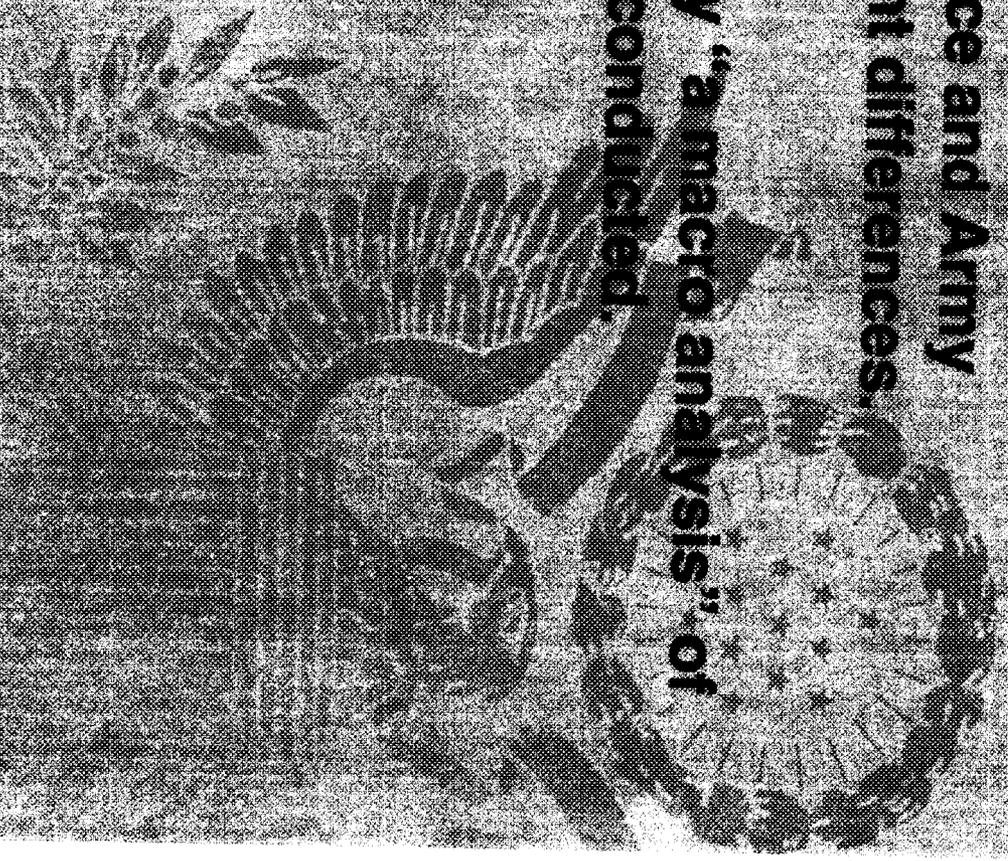




# Sec. 122: Fort Lee, VA Issues

(C1) Comparison of the Air Force and Army curriculums show significant differences.

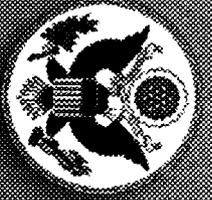
DOD acknowledged that only "a macro analysis" of curriculum similarities was conducted.





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

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



# Staff Assessment

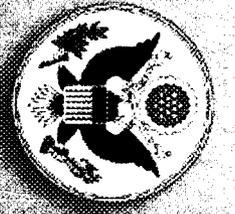
## Deviation from Final Selection Criteria

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

Xtra X's for your use

X=Deviation

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



# Sec. 122: Fort Lee, VA Motion

Motion # (190 #-)2

- A Motion to Strike
- Education and Training Recommendation 122
- Joint Center for Consolidated Transportation Management Training
- appearing at Chapter (*Ch #*), Section (*Sec #*) of the Bill.
- Offered by: \_\_\_\_\_
- Seconded by: \_\_\_\_\_
- Approved \_\_\_\_\_ Disapproved \_\_\_\_\_
- I move: \_\_\_\_\_
- that the Commission find that when the Secretary of Defense made (*Grouping Name*) Recommendation (*Grouping Number*), (*Undeclared Recommendation Title*), he substantially deviated from Final Selection Criteria 1 and 4 and the Force Structure Plan,
- that the Commission strike the recommendation; and
- that the Commission find this change is consistent with the Final Selection Criteria and Force Structure Plan.

