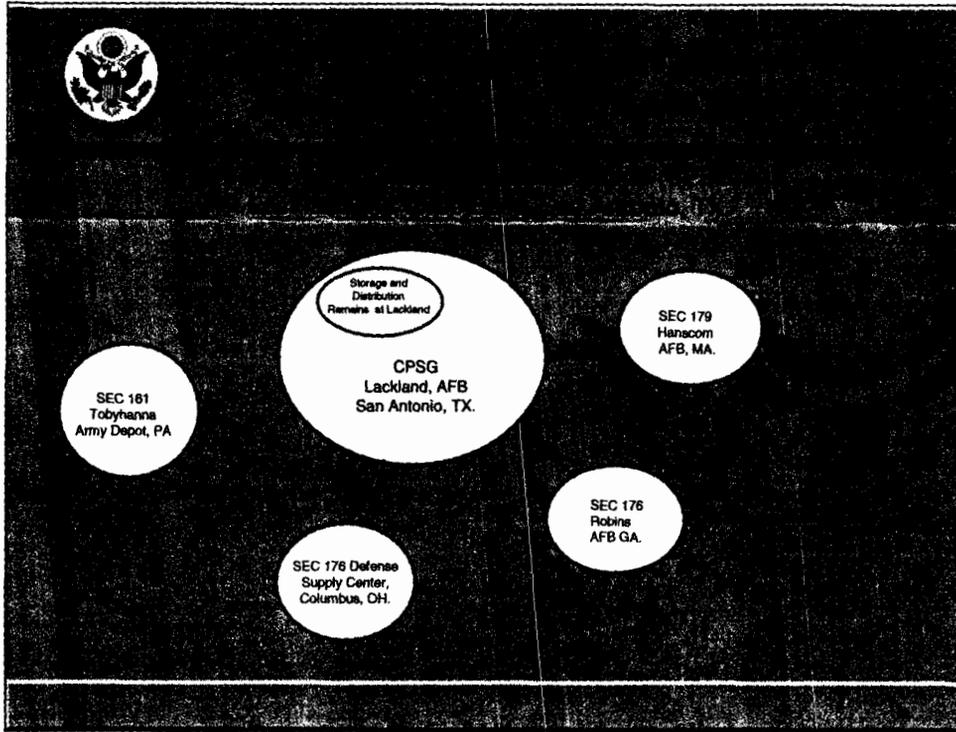


Mister Chairman, commissioners, the next recommendation for your consideration is found in Chapter 6, Section 161.

This recommendation covers the proposed disestablishment of the depot maintenance capabilities of the Cryptologic Systems Group at Lackland Air Force Base, Texas and the Relocation of the capability to Tobyhanna Army Depot, Pennsylvania.

This action has a direct impact on two other DoD recommendations being reviewed.

The following slide better illustrates the interaction of these 3 recommendations.



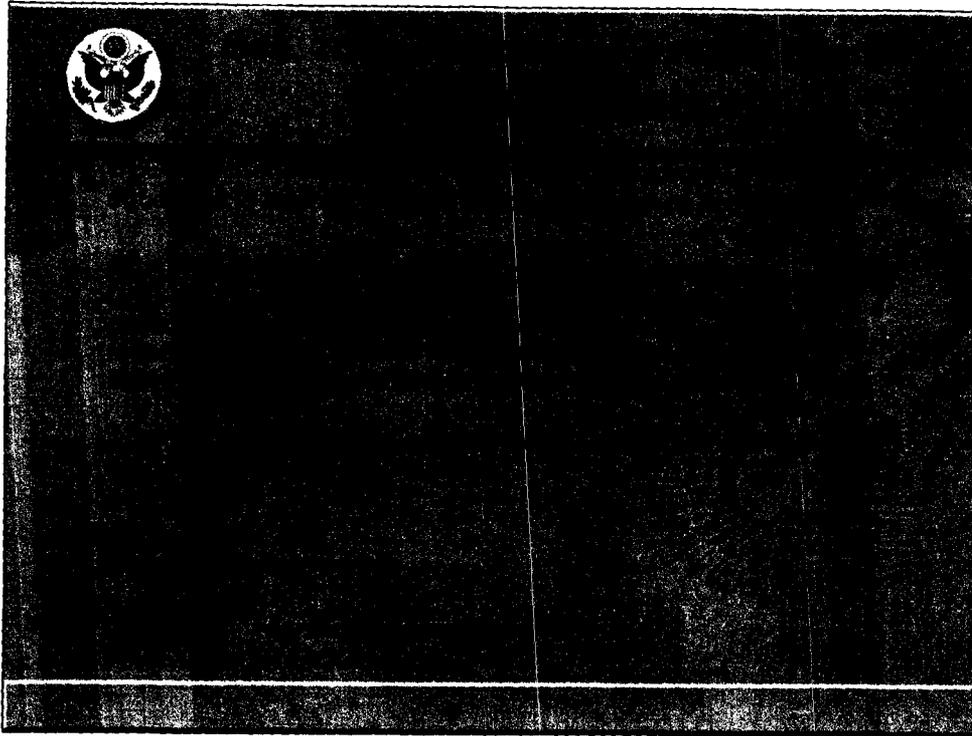
Recommendation 161, relocates depot functions from Lackland San Antonio, Texas to Tobyhanna, Pennsylvania, which in turn precipitates;

Recommendation 176 that moves reparable procurement management and Supply to Columbus, Ohio and Robins Air Force Base, Georgia, and

Recommendation 179 which moves air and space research and development and acquisition to Hanscom Air Force base, Massachusetts.

The Storage and Distribution functions of the Cryptologic Systems Group remains at Lackland.

SLIDE



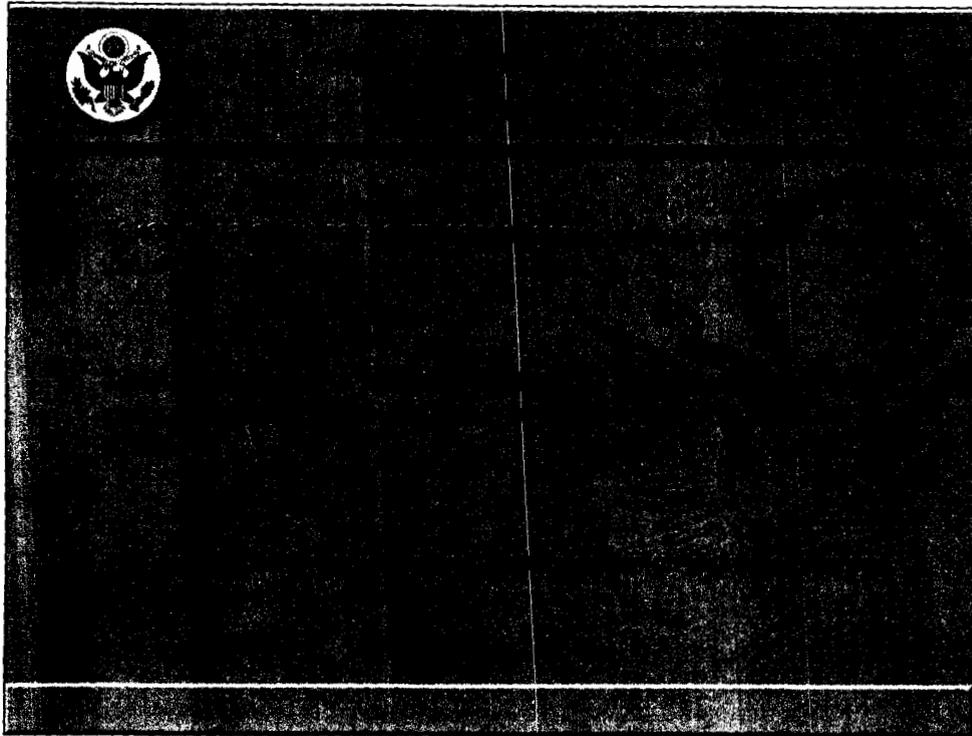
MR. CHAIRMAN, COMMISSIONERS,

Recommendation 161 was justified on the basis that consolidation, and elimination of duplicate overhead structures, achieves synergy and savings.

Recommendations 176 and 179, which include multiple facility movements in addition to the movement from the Cryptologic Systems Group at Lackland were justified on the basis that the inventory control point, technical management, and storage realignments achieve savings, and technical synergies.

COBRA data for the movement of the depot function, recommendation 161, had an estimated one-time cost of \$10.2 million, a 3 year payback, a 20-year net present value savings of \$28 million, and affects 76 civilian positions.

SLIDE



This slide summarizes the key issues that were developed during analysis of this recommendation and are grouped by their associated selection criteria.

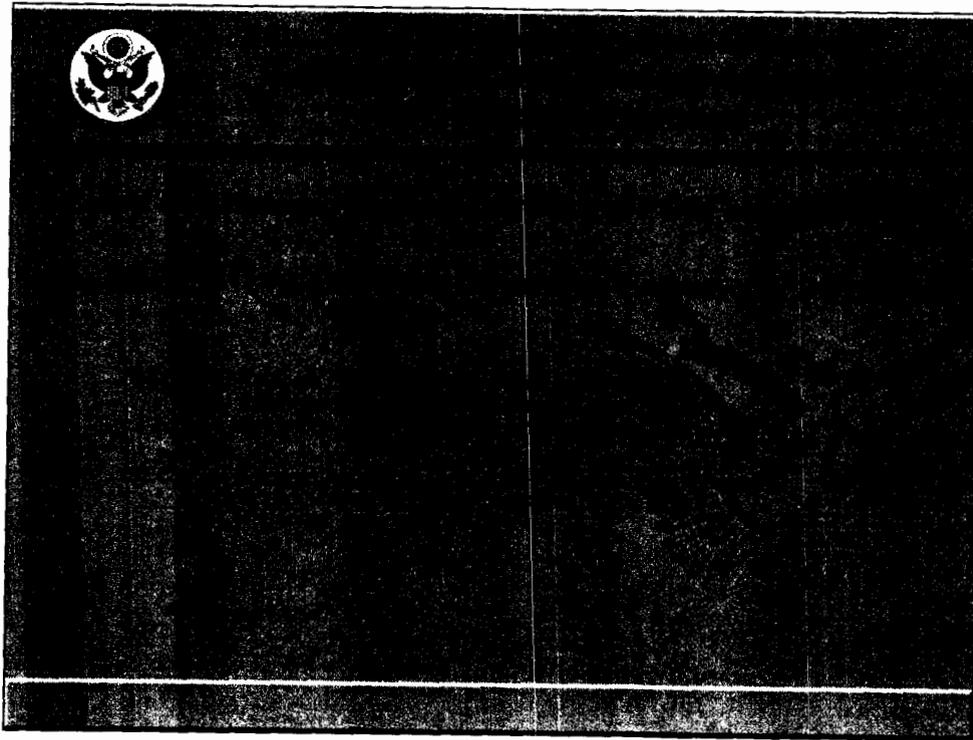
Because DoD evaluated military value of individual elements of the Cryptologic Systems Group the collective military value of the Group was not captured. This issue has been a concern to a number of the customers of the group.

We also found the cost estimates used in this recommendation do not represent fairly the costs associated with the breakup of the Cryptologic Systems Group at Lackland.

Additionally, we found potential costs outweigh savings, with no payback of investment.

Staff assessment reveals there was deviation from final criteria ~~C~~1, ~~C~~4 and ~~C~~5 in this recommendation.

SLIDE



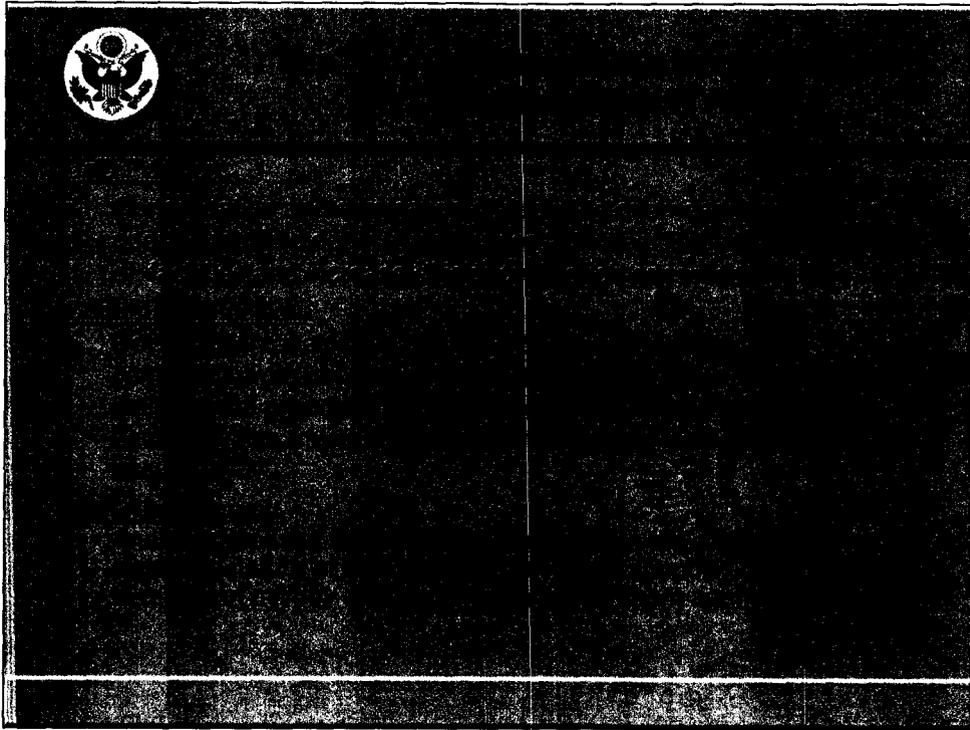
Mr. Chairman, this concludes my prepared presentation. ~~I will be happy to address any additional questions you or the commissioners have prior to any motion you may wish to offer.~~

STP



### Deviation from Final Selection Criteria

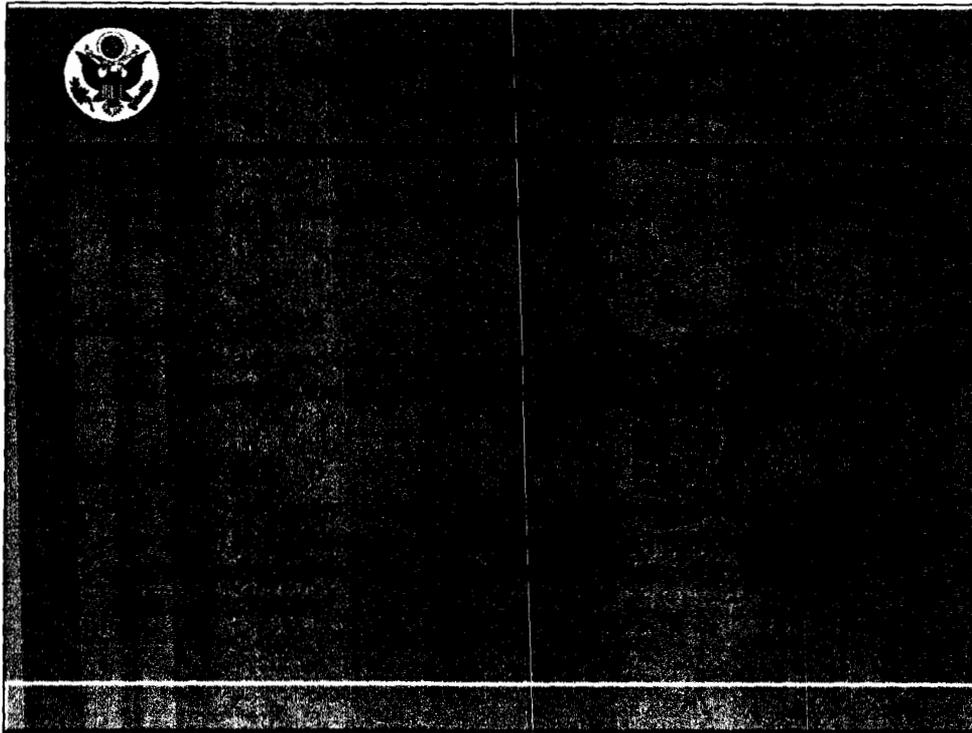
Criterion	Military Value				Other			
	C1	C2	C3	C4	C5	C6	C7	C8
Deviation	<u>X</u>			<u>X</u>	<u>X</u>			



For mission Value DoD maintains that the mission value of the depot maintenance function of the Cryptologic Systems Group at Lackland is not as high as Tobyhanna and consolidation of the depot function will achieve synergy and savings.

The Community disagrees, and notes the mission analysis performed by DoD was flawed because the intelligence community was not sufficiently involved in the decision. The community believes the proposed split of the collective functions of the Cryptologic Systems Group has the potential to severely damage national security.

We found the DoD analysis performed for the individual recommendations did not take into consideration the full scope of the classified nature of the Cryptologic Systems Group work or the support it currently provides to a host of military and non-military government agencies.



For the Cost of operations issues, the DoD position is that certified cost data show this recommendation is cost effective and has a 20-year Net Present Value savings of \$28 million.

The community disagrees with DoD and questions the accuracy and completeness of the costs used to justify this recommendation.

We found the costs estimates associated with this recommendation were not accurate and did not represent fairly costs associated with the breakup of the Cryptologic Systems Group at Lackland.

The following cost comparisons will better illustrate this point.



### COBRA DATA

	<b>DoD COBRA Run</b>	<b>Staff Excursion</b>
<b>One Time Cost Cost/(Savings)</b>	<b>\$10 M</b>	<b>\$18 M</b>
<b>Net Implementation Cost/(Savings)</b>	<b>(\$.7M)</b>	<b>\$33.7M</b>
<b>Annual Recurring Cost/(Savings)</b>	<b>(\$2.9 M)</b>	<b>\$5.7 M</b>
<b>Payback Period</b>	<b>3 year</b>	<b>Never</b>
<b>Net Present Value at 2025 Cost/(Savings)</b>	<b>(\$28 M)</b>	<b>\$53.1M</b>

This slide compares the DoD cost and savings estimates to our revised estimates. The comparison shows that after taking into consideration recurring transportation costs and some of the current projected costs associated with this recommendation, the annual recurring savings of \$2.9 million change to recurring cost of \$5.7 million. The payback period changed for 3 years to never and the 20 year net present value savings of \$28 million become a \$53.1 million cost.



**COBRA DATA**

	<b>DoD COBRA NPV</b>	<b>Staff Excursion NPV</b>
<b>SEC. 161 Depot Maintenance to Tobyhanna Cost/(Savings)</b>	<b>(\$28 M)</b>	<b>\$53.1 M</b>
<b>SEC. 176 Reparables to Robins and Columbus Cost/(Savings)</b>	<b>\$26.1M</b>	<b>\$14.9M</b>
<b>SEC. 179 C4ISR R&amp;D and Acquisition, to Hanscom Cost/(Savings)</b>	<b>\$23.4M</b>	<b>\$40M</b>
<b>TOTAL</b>	<b>\$21.5M</b>	<b>\$108M</b>

As this slide shows, If the 3 recommendations were analyzed collectively the breakup of the Cryptologic Systems Group would not be cost effective. When the cost data is updated for more current estimates the collective net present value cost of all 3 recommendations increases from \$21.5 to \$108 million.

0086

personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** Surveys and consultation with the SHPO will be required to determine disposition of archaeological and historical resources. Restoration, monitoring, access control, and deed restrictions may be required for former waste management areas to prevent disturbance, health and safety risks, and/or long term release of toxins to environmental media. Restoration and monitoring of contaminated sites will likely be required after closure to prevent significant long-term impacts to the environment. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$1.3M for environmental compliance activities. This cost was included in the payback calculation. Umatilla reports approximately \$10.3M in environmental restoration costs. Because the Department of Defense has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

#### **Lackland Air Force Base, TX**

**Recommendation:** Realign Lackland Air Force Base, TX, by relocating the depot maintenance of Computers, Crypto, Electronic Components (Non-Airborne), and Radio to Tobyhanna Army Depot, PA; and disestablishing all depot maintenance capabilities.

**Justification:** This recommendation supports depot maintenance function elimination at Lackland Air Force Base, TX and follows the strategy of minimizing sites using maximum capacity at 1.5 shifts. This recommendation eliminates over 36,200 square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$0.1M. Required capacity to support workloads and Core requirements for the Department of Defense (DoD) is relocated to other DoD Centers of Industrial and Technical Excellence, thereby increasing the military value of depot maintenance performed at these sites. This recommendation decreases the cost of depot maintenance operations across DoD by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. Additionally, this recommendation supports transformation of the Department's depot maintenance operations by increasing the utilization of existing capacity by 150 percent while maintaining capability to support future force structure. Another benefit of this recommendation includes utilization of DoD capacity to facilitate performance of interservice workload.

**Payback:** The total estimated one time cost to the Department of Defense to implement this recommendation is \$10.2M. The net of all costs and savings to the Department during implementation period is a cost of \$0.07M. Annual recurring savings to the Department after

implementation are \$2.9M with payback expected in 3 years. The net present value of the costs and savings to the Department over 20 years is a saving of \$28.0 M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 376 jobs (177 direct jobs and 199 indirect jobs) over the 2006-2011 period in the San Antonio, TX, Metropolitan Statistical Area which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has a potential to impact air quality at Tobyhanna. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does otherwise not impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Lone Star Army Ammunition Plant, TX**

**Recommendation:** Close Lone Star Army Ammunition Plant (AAP), TX. Relocate the Storage and Demilitarization functions to McAlester AAP, IL. Relocate the 105MM and 155MM ICM Artillery, MLRS Artillery, Hand Grenades, 60MM and 81MM Mortars functions to Milan AAP, TN. Relocate Mines and Detonators/Relays/Delays functions to Iowa AAP, IA. Relocate Demolition Charges functions to Crane Army Ammunition Activity (AAA), IN.

**Justification:** Capacity and capability for Artillery, Mortars, Missiles, Pyro/Demo, and Storage exists at numerous munitions sites. There are 8 sites producing Artillery, 5 producing Mortars, 9 producing Pyro-Demo, 15 performing storage, and 13 performing Demilitarization. To reduce redundancy and remove excess from the Industrial Base, the closure allows DoD to create centers of excellence, avoid single point failure, and generate efficiencies. Goal is to establish multi-functional sites performing Demilitarization, Production, Maintenance, and Storage. Lone Star primarily performs only one of the 4 functions.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$29.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$4.7M. Annual recurring savings to the Department after

<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
Definite	IND 0086	Recurring Cost	Transportation to and From Warehouse and Repair Facility	\$4,799	\$0	\$4,799	BRAC Scenario Data Input	JCSG acknowledged cost associated with the "atypical" arrangement of having a separated warehouse and repair facility. Transportation cost is to move classified and sensitive equipment via certified carrier (eg. Defense Courier Svs) to and from the warehouse and maintenance facility. Certified estimate from facilities and space program engineering
Definite	IND 0086	One-time Cost	Space Testing System	\$3,613	\$0	\$3,613	AFMC Site Survey	Total certified cost to move classified equipment via certified carriers.
Definite	IND 0086	One-time Cost	Cost to Move Depot Equipment to Tobyhanna	\$20,975	\$3,052	\$17,923	BRAC Scenario Data Input	COBRA model based on historical factor that does not account for the cost to move by classified means.
Definite	S&S 0035	Recurring Cost	Warehouse Remains in Place at Lackland	\$7,748	\$0	\$7,748	AFMC Site Survey	Estimated based on 60 civilian positions and 34 military positions at estimated cost of \$66K and \$82K each, respectively (consistent with civ and mil cost factors used in other COBRA analysis). All CPSG positions are either realigned or eliminated by the 3 scenarios, so the warehouse is presently unmanned. This is the cost of reestablishing manning for the warehouse and is also a reasonable estimate for what it might cost to contract this function out if that were a consideration.
Definite	S&S 0035	One-time Cost	Increased MILCON at Warner Robins	\$12,400	\$9,400	\$3,000	Warner Robins Site Survey	Increased cost acknowledged by Warner Robins from AFMC Site Survey Visit
Definite	S&S 0035	One-time Cost	Reduced Transportation	\$1,475	\$13,721	(\$12,246)	BRAC Scenario Data Input	Cost in COBRA model erroneously included the cost to move warehoused classified assets from Lackland to Warner Robins. However, the BRAC recommendation leaves the warehouse in place at Lackland, therefore, this cost is avoided and the COBRA model is overstated.
Definite	TECH 0042	One-time Cost	SCIF Costs	\$273	\$0	\$273	BRAC Scenario Data Input	Initial MILCON cost estimate did not account for the creation of a secure area (SCIF) within the new building created at Hanscom AFB to house BRAC gains.

ITEMS INCLUDED IN OUR COSTING ANALYSIS ✓

✓  
1.16  
✓  
94  
✓  
2374  
✓  
SCIF VS ✓

*second data call*

<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
Definite	TECH 0042	One-time Cost	MILCON at Hanscom for 83 vs 44	\$7,907	\$4,202	\$3,705	Update to AFMC Site Survey Plan based on Mission Assessment	Estimated MILCON at Hanscom needed to support additional positions at Hanscom over COBRA estimates. Increase based on an average MILCON cost per person of \$95K per the existing MILCON estimate x 39 additional positions realigned.
Likely	IND 0086	One-time Cost	Pipeline Spares	\$56,777	\$0	\$56,777	AFMC Site Survey	Estimated cost of one-time pipeline spares purchase required to pre-position equipment to overcome customer repair time challenges created by separation of warehouse and maintenance activities. Certified letter provided.
Likely	IND 0086	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$1,622	\$0	\$1,622	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions. Certified estimate provided.
Likely	S&S 0035	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$3,599	\$0	\$3,599	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions
Likely	S&S 0035	One-time Cost	EKMS Tier One Continuity of Operations	\$1,500	\$0	\$1,500	AFMC Site Survey	Duplication of EKMS capability at gaining location and losing location. Losing location must remain operational until capability at gaining location is running and certified.
Likely	TECH 0042	Recurring Cost	Increased Contractor Costs	\$2,172	\$0	\$2,172	CPSG Estimate	Estimate that on average A&AS contractors in Boston will cost about 10% more than in San Antonio. Based on our average CME rate of \$125K, that equates to about \$12K more per CME. Based on 181 CMEs this would create stated potential additional recurring cost.
Likely	TECH 0042	One-time Cost	Increased MILCON to Provide Space for Contractors	\$17,195	\$0	\$17,195	CPSG Estimate	Based on estimated 181 contractor personnel needing to be housed at the average rate for this MILCON estimate of \$95K per person.
Likely	TECH 0042	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$4,761	\$287	\$4,474	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions

X

X

X 12/5/11

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X

156?

Facil

X

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<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
Potential	IND 0086	One-time Cost	Relocate AETC Trainers	\$6,000	\$0	\$6,000	AFMC Site Survey	Additional \$6M "one-time moving" cost not included in COBRA added for move of potential AETC training personnel. There are training personnel on Lackland dedicated to Space COMSEC maintenance and HQ AETC is unsure if those personnel will have to be moved to Tobyhanna, moved to another AETC base or remain in place. Any scenario other than remaining in place will drive an approximate \$6M.
Potential	IND 0086	Recurring Cost	Travel	\$300	\$0	\$300	AFMC Site Survey	Anticipated additive recurring cost for TDY trips associated with the non-collocation of program office and ICP, which was not included in the IND0086 scenario or COBRA data. Amount determined and certified in recent HQ AFMC Site Survey.
Potential	IND 0086	One-time Cost	Forward Supply Point at Tobyhanna	\$1,700	\$0	\$1,700	CPSG Estimate	Because the warehouse will be located in San Antonio, it will be desirable to position some assets and parts at Tobyhanna, especially for the SIGINT and Tech Aps missions. Estimates are that 11,000 SF of such space would be required, and the cost to establish is estimated at \$1.7M. However, this cost is shown as a "potential" cost as it is presently unknown whether this SF exists at Tobyhanna.
Potential	S&S 0035	One-time Cost	NSA Reimbursement - Consumables	\$17,500	\$0	\$17,500	AFMC Site Survey	DLA will potentially have to reimburse the NSA for consumable assets procured with NSA funding. Estimate base on estimated total dollar value of NSN managed consumable items.
Potential	S&S 0035	One-time Cost	NSA Reimbursement - Part Number	\$13,600	\$0	\$13,600	AFMC Site Survey	DLA will potentially have to reimburse the NSA for consumable assets procured with NSA funding. Estimate base on estimated total dollar value of part numbered managed items.
Potential	TECH 0042	One-time Cost	CPSG Portion of Increased Hanscom MILCON	\$928	\$0	\$928	CPSG Estimate	Per Hanscom, the cost of their MILCON will likely be \$160M vs the \$131M stated in COBRA. The CPSG potential cost is determined by taking 3.2% of the \$29M incremental cost for this MILCON.

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X

X

X

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**Pantelides, Thomas, CIV, WSO-BRAC**

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**From:** Salazar Diane GG-14 CPSG/BRT [diane.salazar@LACKLAND.AF.MIL]  
**Sent:** Friday, August 12, 2005 4:30 PM  
**To:** Pantelides, Thomas, CIV, WSO-BRAC  
**Subject:** RE: Tobyhanna Documents

Tom - Appreciate the opportunity to reply. I rechecked our briefings, our documents/responses to questions and even the 11 July 05 SA Town Hall meeting notes before drafting this response. Congressman Kanjorski's letter is incorrect. The CPSG has not made any statements regarding Tobyhanna's capacity. Our contention has been and continues to be that the functional split of the CPSG is not efficient (never pays back - including the move of the maintenance missions to Tobyhanna) nor effective (impact the mission). For example, the move of the maintenance mission to Tobyhanna currently shows a savings of \$2.9M/year. The simple act of moving the maintenance functions from the warehousing wipes out this savings and results in a net cost. From a mission perspective, CPSG customers argue that there **will be** a mission impact, as stated in letters signed by the acting director of the National Security Agency and the Commander, Space and Missile Center. The Deputy Director of the National Reconnaissance Office and the OSD-NII, Director of Information Assurance have endorsed the CPSG's value to the warfighter in this mission area. In addition, the manpower savings that are sited to achieve the efficiencies are clearly incorrect. All efficiencies related to the CPSG split have been gained by a personnel cut of 98 positions. At the same time, a 94 person disconnect has been left unaddressed until after the BRAC Commission vote.

Bottom line - Tobyhanna's capacity has not been questioned (or addressed) by the CPSG - rather, we continue to assert that the recommendation to move the maintenance mission to Tobyhanna is simply not efficient or effective. Indeed, we are certain that there are many locations that have the capacity for additional work. The question to be answered is should the CPSG be split-up versus can Tobyhanna perform additional maintenance workload?

I took a quick look at the NEPA documentation attached to the Congressman's cover letter. Unless you need a detailed response, I would just like to highlight a section from the Lackland Air Force Base segment of the NEPA document.

A NEPA document states the "much of the depot maintenance currently performed at Lackland is identical to that done at the TYAD."

Organizationally speaking, the CPSG/CSSA (Lackland) is the **sole designated** provider of support for all NSA SIGINT systems field beyond the NSA campus. The CSSA's role is specifically documented in NSA/CSS Policy 6-2. The NSA SIGINT workload was an expected tri-service competition in 1995 and not as a "result of the BRAC 1991 legislation". To the best of our knowledge and research, there was not a BRAC competition and AF competition for NSA SIGINT mission support. Additionally, the **only location** in the DOD where Space COMSEC activities occur. There are **other unique** missions that are **not performed elsewhere**, such as the United States Atomic Energy Detection Systems, classified Special Projects, and the National Ballistic Missile Systems.

If you would like a detailed response, please let me know and we will respond. Thanks again and have a great weekend.

0086

personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** Surveys and consultation with the SHPO will be required to determine disposition of archaeological and historical resources. Restoration, monitoring, access control, and deed restrictions may be required for former waste management areas to prevent disturbance, health and safety risks, and/or long term release of toxins to environmental media. Restoration and monitoring of contaminated sites will likely be required after closure to prevent significant long-term impacts to the environment. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$1.3M for environmental compliance activities. This cost was included in the payback calculation. Umatilla reports approximately \$10.3M in environmental restoration costs. Because the Department of Defense has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

#### Lackland Air Force Base, TX

**Recommendation:** Realign Lackland Air Force Base, TX, by relocating the depot maintenance of Computers, Crypto, Electronic Components (Non-Airborne), and Radio to Tobyhanna Army Depot, PA; and disestablishing all depot maintenance capabilities.

**Justification:** This recommendation supports depot maintenance function elimination at Lackland Air Force Base, TX and follows the strategy of minimizing sites using maximum capacity at 1.5 shifts. This recommendation eliminates over 36,200 square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$0.1M. Required capacity to support workloads and Core requirements for the Department of Defense (DoD) is relocated to other DoD Centers of Industrial and Technical Excellence, thereby increasing the military value of depot maintenance performed at these sites. This recommendation decreases the cost of depot maintenance operations across DoD by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. Additionally, this recommendation supports transformation of the Department's depot maintenance operations by increasing the utilization of existing capacity by 150 percent while maintaining capability to support future force structure. Another benefit of this recommendation includes utilization of DoD capacity to facilitate performance of interservice workload.

**Payback:** The total estimated one time cost to the Department of Defense to implement this recommendation is \$10.2M. The net of all costs and savings to the Department during implementation period is a cost of \$0.07M. Annual recurring savings to the Department after

implementation are \$2.9M with payback expected in 3 years. The net present value of the costs and savings to the Department over 20 years is a saving of \$28.0 M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 376 jobs (177 direct jobs and 199 indirect jobs) over the 2006-2011 period in the San Antonio, TX, Metropolitan Statistical Area which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

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### **Lone Star Army Ammunition Plant, TX**

**Recommendation:** Close Lone Star Army Ammunition Plant (AAP), TX. Relocate the Storage and Demilitarization functions to McAlester AAP, IL. Relocate the 105MM and 155MM ICM Artillery, MLRS Artillery, Hand Grenades, 60MM and 81MM Mortars functions to Milan AAP, TN. Relocate Mines and Detonators/Relays/Delays functions to Iowa AAP, IA. Relocate Demolition Charges functions to Crane Army Ammunition Activity (AAA), IN.

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<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
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Definite	IND 0086	One-time Cost	Space Testing System	\$3,613	\$0	\$3,613	AFMC Site Survey	Certified estimate from facilities and space program engineering
Definite	IND 0086	One-time Cost	Cost to Move Depot Equipment to Tobyhanna	\$20,975	\$3,052	\$17,923	BRAC Scenario Data Input	Total certified cost to move classified equipment via certified carriers. COBRA model based on historical factor that does not account for the cost to move by classified means.
Definite	S&S 0035	Recurring Cost	Warehouse Remains in Place at Lackland	\$7,748	\$0	\$7,748	AFMC Site Survey	Estimated based on 60 civilian positions and 34 military positions at estimated cost of \$66K and \$82K each, respectively (consistent with civ and mil cost factors used in other COBRA analysis). All CPSG positions are either realigned or eliminated by the 3 scenarios, so the warehouse is presently unmanned. This is the cost of reestablishing manning for the warehouse and is also a reasonable estimate for what it might cost to contract this function out if that were a consideration.
Definite	S&S 0035	One-time Cost	Increased MILCON at Warner Robins	\$12,400	\$9,400	\$3,000	Warner Robins Site Survey	Increased cost acknowledged by Warner Robins from AFMC Site Survey Visit
Definite	S&S 0035	One-time Cost	Reduced Transportation	\$1,475	\$13,721	(\$12,246)	BRAC Scenario Data Input	Cost in COBRA model erroneously included the cost to move warehoused classified assets from Lackland to Warner Robins. However, the BRAC recommendation leaves the warehouse in place at Lackland, therefore, this cost is avoided and the COBRA model is overstated.
Definite	TECH 0042	One-time Cost	SCIF Costs	\$273	\$0	\$273	BRAC Scenario Data Input	Initial MILCON cost estimate did not account for the creation of a secure area (SCIF) within the new building created at Hanscom AFB to house BRAC gains.

ITEMS INCLUDED IN OUR COSTING ANALYSIS ✓

✓  
1.16  
94  
2373H  
✓  
SELF VS ✓

*second job call*

<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
Definite	TECH 0042	One-time Cost	MILCON at Hanscom for 83 vs 44	\$7,907	\$4,202	\$3,705	Update to AFMC Site Survey Plan based on Mission Assessment	Estimated MILCON at Hanscom needed to support additional positions at Hanscom over COBRA estimates. Increase based on an average MILCON cost per person of \$95K per the existing MILCON estimate x 39 additional positions realigned.
Likely	IND 0086	One-time Cost	Pipeline Spares	\$56,777	\$0	\$56,777	AFMC Site Survey	Estimated cost of one-time pipeline spares purchase required to pre-position equipment to overcome customer repair time challenges created by separation of warehouse and maintenance activities. Certified letter provided.
Likely	IND 0086	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$1,622	\$0	\$1,622	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions. Certified estimate provided.
Likely	S&S 0035	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$3,599	\$0	\$3,599	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions
Likely	S&S 0035	One-time Cost	EKMS Tier One Continuity of Operations	\$1,500	\$0	\$1,500	AFMC Site Survey	Duplication of EKMS capability at gaining location and losing location. Losing location must remain operational until capability at gaining location is running and certified.
Likely	TECH 0042	Recurring Cost	Increased Contractor Costs	\$2,172	\$0	\$2,172	CPSG Estimate	Estimate that on average A&AS contractors in Boston will cost about 10% more than in San Antonio. Based on our average CME rate of \$125K, that equates to about \$12K more per CME. Based on 181 CMEs this would create stated potential additional recurring cost.
Likely	TECH 0042	One-time Cost	Increased MILCON to Provide Space for Contractors	\$17,195	\$0	\$17,195	CPSG Estimate	Based on estimated 181 contractor personnel needing to be housed at the average rate for this MILCON estimate of \$95K per person.
Likely	TECH 0042	One-time Cost	Establish Specialized Networks (NSANET, JWICS, etc)	\$4,761	\$287	\$4,474	AFMC Site Survey	Replaced standard factor COBRA input with detailed cost estimated for specific classified networks to be established to support CPSG missions

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12/5/10

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Final

X  
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<u>Definite, Likely or Potential</u>	<u>Added to Scenario</u>	<u>Type</u>	<u>Description</u>	<u>Certified Amount (\$K)</u>	<u>COBRA Amount</u>	<u>Difference</u>	<u>Data Source</u>	<u>Comments</u>
Potential	IND 0086	One-time Cost	Relocate AETC Trainers	\$6,000	\$0	\$6,000	AFMC Site Survey	Additional \$6M "one-time moving" cost not included in COBRA added for move of potential AETC training personnel. There are training personnel on Lackland dedicated to Space COMSEC maintenance and HQ AETC is unsure if those personnel will have to be moved to Tobyhanna, moved to another AETC base or remain in place. Any scenario other than remaining in place will drive an approximate \$6M.
Potential	IND 0086	Recurring Cost	Travel	\$300	\$0	\$300	AFMC Site Survey	Anticipated additive recurring cost for TDY trips associated with the non-collocation of program office and ICP, which was not included in the IND0086 scenario or COBRA data. Amount determined and certified in recent HQ AFMC Site Survey.
Potential	IND 0086	One-time Cost	Forward Supply Point at Tobyhanna	\$1,700	\$0	\$1,700	CPSG Estimate	Because the warehouse will be located in San Antonio, it will be desirable to position some assets and parts at Tobyhanna, especially for the SIGINT and Tech Aps missions. Estimates are that 11,000 SF of such space would be required, and the cost to establish is estimated at \$1.7M. However, this cost is shown as a "potential" cost as it is presently unknown whether this SF exists at Tobyhanna.
Potential	S&S 0035	One-time Cost	NSA Reimbursement - Consumables	\$17,500	\$0	\$17,500	AFMC Site Survey	DLA will potentially have to reimburse the NSA for consumable assets procured with NSA funding. Estimate base on estimated total dollar value of NSN managed consumable items.
Potential	S&S 0035	One-time Cost	NSA Reimbursement - Part Number	\$13,600	\$0	\$13,600	AFMC Site Survey	DLA will potentially have to reimburse the NSA for consumable assets procured with NSA funding. Estimate base on estimated total dollar value of part numbered managed items.
Potential	TECH 0042	One-time Cost	CPSG Portion of Increased Hanscom MILCON	\$928	\$0	\$928	CPSG Estimate	Per Hanscom, the cost of their MILCON will likely be \$160M vs the \$131M stated in COBRA. The CPSG potential cost is determined by taking 3.2% of the \$29M incremental cost for this MILCON.

*Handwritten signature*

X

X

X

✓

**Pantelides, Thomas, CIV, WSO-BRAC**

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**From:** Salazar Diane GG-14 CPSG/BRT [diane.salazar@LACKLAND.AF.MIL]  
**Sent:** Friday, August 12, 2005 4:30 PM  
**To:** Pantelides, Thomas, CIV, WSO-BRAC  
**Subject:** RE: Tobyhanna Documents

Tom - Appreciate the opportunity to reply. I rechecked our briefings, our documents/responses to questions and even the 11 July 05 SA Town Hall meeting notes before drafting this response. Congressman Kanjorski's letter is incorrect. The CPSG has not made any statements regarding Tobyhanna's capacity. Our contention has been and continues to be that the functional split of the CPSG is **not efficient** (never pays back - including the move of the maintenance missions to Tobyhanna) **nor effective** (impact the mission). For example, the move of the maintenance mission to Tobyhanna currently shows a savings of \$2.9M/year. The simple act of moving the maintenance functions from the warehousing wipes out this savings and results in a net cost. From a mission perspective, CPSG customers argue that there **will be** a mission impact, as stated in letters signed by the acting director of the National Security Agency and the Commander, Space and Missile Center. The Deputy Director of the National Reconnaissance Office and the OSD-NII, Director of Information Assurance have endorsed the CPSG's value to the warfighter in this mission area. In addition, the manpower savings that are cited to achieve the efficiencies are clearly incorrect. All efficiencies related to the CPSG split have been gained by a personnel cut of 98 positions. At the same time, a 94 person disconnect has been left unaddressed until after the BRAC Commission vote.

Bottom line - Tobyhanna's capacity has not been questioned (or addressed) by the CPSG - rather, we continue to assert that the recommendation to move the maintenance mission to Tobyhanna is simply not efficient or effective. Indeed, we are certain that there are many locations that have the capacity for additional work. The question to be answered is should the CPSG be split-up versus can Tobyhanna perform additional maintenance workload?

I took a quick look at the NEPA documentation attached to the Congressman's cover letter. Unless you need a detailed response, I would just like to highlight a section from the Lackland Air Force Base segment of the NEPA document.

The NEPA document states the "much of the depot maintenance currently performed at Lackland is identical to that done at the TYAD."

Organizationally speaking, the CPSG/CSSA (Lackland) is the **sole designated** provider of support for all NSA SIGINT systems field beyond the NSA campus. The CSSA's role is specifically documented in NSA/CSS Policy 6-2. The NSA SIGINT workload was an NSA-directed tri-service competition in 1995 and not as a "result of the BRAC 1991 recommendation". To the best of our knowledge and research, there was not a BRAC 1991 TYAD and AF competition for NSA SIGINT mission support. Additionally, the CPSG is the **only location** in the DOD where Space COMSEC activities occur. There are also **other unique** missions that are **not performed elsewhere**, such as the United States Atomic Energy Detection Systems, classified Special Projects, and the Intercontinental Ballistic Missile Systems.

Again, if you would like a detailed response, please let me know and we will provide one. Thanks again and have a great weekend.

8/15/2005

## Lackland AFB, TX

**Issue:** Potential for the Commission to modify the recommendation by retaining the Cryptologic Systems Group at Lackland AFB, TX.

### **Key Points:**

- The offices of the Director of National Intelligence (DNI), Central Intelligence Agency (CIA), and the National Security Agency (NSA) all support the Lackland recommendation.
- Tobyhanna Army Depot (TYAD) performs work for NSA and has the capacity, depot maintenance skill sets, knowledge base, and technologies to perform this workload.
- TYAD military value score is DoD's highest; almost 2 times higher than Lackland for all commodities being realigned.
- DoD achieves synergy and savings by consolidating maintenance. Inventory Control Point, Technical management, and storage realignments achieve savings and technical synergies.
- Leaving Lackland in place sub-optimizes for a single customer.

**DoD Position:** The Lackland AFB consolidated its depot maintenance, inventory control point functions, and supply and storage functions in 1990s. The consolidation achieved savings through a formal competition. However, the funding for Lackland's workload has been from operations and maintenance appropriations instead of the Defense Working Capital Fund. As a result, the true cost of this work has been understated and the savings achieved by the competition may be overstated. Discussions with the Air Force revealed that the Air Force intends to bring the funding for this workload into the Defense Working Capital Fund.

This recommendation achieves additional savings for DoD by consolidating the depot workloads at a DoD center of industrial and technical excellence (Tobyhanna competed for this work and was found to be technically competent). More savings and synergies are achieved by consolidating ICP functions with similar technologies across DoD (does not sub-optimize for a single Agency).

The Supply and Storage, Industrial, and Technical JCSGs have met with representatives of NSA, DNI, and DoD intelligence to discuss the recommendation to realign Lackland. The representatives agreed to the following:

- There is no reason to believe the certified data used by the JCSGs is incorrect.
- There are no known operational impacts. During the implementation phase, the Department will ensure there will be no operational impact to national security.

- Tobyhanna is technically capable of accepting the workload.
- No reason to suspect any degradation in quality.
- NSA representatives expressed no concern regarding crypto commodity workload and comfort with assurances on turn around time for SIGINT.
- There may be increased costs for NSA, but an overall reduced costs for the DoD.

The depot maintenance realignment moves an average of 147,000 direct labor hours to TYAD across all the commodity groups performed by Lackland. The Crypto portion is 23,000 direct labor hours and equates to 1.4% of the entire electronics related work performed at TYAD. This recommendation has a three year payback and saves approximately \$3 million dollars annually by eliminating excess capacity and providing synergies by consolidating technical expertise with similar work.

**Impact on DoD:** If this recommendation is not approved, the Department will continue to maintain unnecessary base infrastructure, thereby wasting resources that can be better spent on higher priority programs. Equally important, the Department will miss an opportunity to improve its depot maintenance efficiency and effectiveness through the synergy associated with consolidating technical expertise with similar work at one site. The 20-year Net Present Value of this recommendation is a savings of \$28M.

INDUSTRIAL JOINT CROSS SERVICE GROUP

July 15, 2005

MEMORANDUM FOR FRANK CIRILLO, DIRECTOR REVIEW AND ANALYSIS

Subject: Cryptologic Systems Group, OSD BRAC Clearinghouse Tasker  
0517C Interim Response

The following is an interim response to your e-mail inquiry of July 12, 2005, where you asked the following:

*Is it the intent of the recommendations to:*

- ◆ *Relocate the Air and Space Information Systems Research, Development and Acquisition to Hanscom Air Force Base, MA. (Technical 6)*
- ◆ *Relocate the depot maintenance of Computers, Crypto, and Electronic Components (Non-Airborne), and Radio to Tobyhanna Army Depot, PA; and disestablish all depot maintenance capabilities. (Industrial 15)*
- ◆ *Relocate the Depot-level Repairables procurement management and related support functions to Warner Robins Air Force Base, GA, and designate them as Defense Supply Center Columbus, Ohio, ICP Functions. (Supply & Storage 7)*
- ◆ *Relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated materiel management Technical Support Inventory Control Point (ICP) Functions For Consumable Items To Defense Supply Center Columbus, Ohio, And Re-Establish Them As Defense Logistics Agency ICP Functions. (Supply & Storage 7)*
- ◆ *Relocate the remaining integrated materiel management, user and related support functions to Warner Robins. (Supply And Storage JCSG (Supply & Storage 7)*

A more concise statement would be "Relocate the remaining Inventory Control Point (ICP)" functions to Warner Robins, so that there is no question that the entire ICP is included.

- ◆ *Retain the Stock, Store, Issue and Cargo Movement Activities at Lackland.*

*If the intent of the recommendations listed above is correct as written, it would be an atypical arrangement to store crypto in one place and ship it to another for repair*

*because of security and cost concerns. What are the additional annual recurring costs of maintaining separate maintenance and storage capacity? What is the additional one-time cost for establishing a spare pipeline?*

Answer:

The intent of the recommendations listed above is correct as written except where noted. For the Air Force, this is an atypical arrangement, since the AF typically co-locates storage of its reparable assets with the repair facility in order to minimize AF Second Destination Transportation costs. The additional recurring costs of maintaining separate maintenance and storage capacity was not obtained for COBRA. However, the site survey believes this cost might be \$4.8M/yearear. Most of these items are classified requiring Defense Courier Service for transportation. The estimated One Time Unique Cost of \$6.7 for Robins AFB to increase the spares pipeline due to the non-located maintenance and storage facilities was included in the COBRA data. While the site survey estimated this cost at approximately \$90M, primarily to an increase in the spares pipeline, this is inconsistent with the planned efficiencies expected by this consolidation in work load.

We believe that the synergy achieved by moving the depot maintenance workload to a DoD Center of Industrial and Technical Excellence will generate the savings identified in our recommendations through efficiencies and reduction of redundant overhead. No impacts to operations as a result of the recommendation to realign Lackland CPSG are anticipated.

*Question: Lackland estimates a much higher cost for moving depot maintenance equipment than the COBRA model. Can you provide a current estimate for the movement of equipment for all of the recommended relocations?*

Answer:

The tonnage of the equipment needed to perform depot maintenance was certified and provided by Lackland and was entered into the COBRA model to compute distance, weight, and cost factors. The estimated cost for movement of depot maintenance equipment was the responsibility of the gaining activity. The gaining activity used the equipment transition factor established by the IJCSG since they had similar capabilities and equipment (A description of this factor is provided below in answer to the specialized equipment question). The estimate to move depot maintenance equipment from Lackland to Tobyhanna is \$3,052K in FY 2007. Because similar or "like" work is already being performed at Tobyhanna, all of the support equipment identified by Lackland may not be needed at the gaining site. Final determination of the specific equipment to be moved will be completed in the implementation phase.

*Question: What location and which mission will receive the space environmental test facility if it is relocated? What is the estimated cost of relocation, including the associated construction cost for the required vibration isolated foundation slab, and which mission will it support?*

**Answer:**

If you are referring to the maintenance environmental test facility, this workload will move to Tobyhanna. Facilitization costs will be minimal, i.e., installation of a concrete slab at the receiving site, transportation of the vibration table and associated equipment, and calibration.

*Question: How did DoD handle specialized equipment and facility infrastructure costs required to perform the CSSA mission in COBRA?*

**Answer:**

For the Supply and Storage JCSG, the data call was for the overall CPSG ICP function. The Consolidated SIGINT Support Activity (CSSA) was not broken out separately; therefore, we must conclude that all CSSA equipment and facility requirements were included in ICP movement to Warner Robins.

The Industrial JCSG used the following methodology:

Equipment: To accomplish depot maintenance workload moves, most of the associated equipment for those workloads must be moved. This equipment consists of common and unique support equipment. The equipment transition costs fall into the major categories below:

- a) Removal and reinstallation of equipment by commodity (this includes all foundations and utility connections as necessary)
- b) Purchase new vs. relocate
  1. Purchase of duplicate equipment so minimal disruption is caused to a production line while transitioning workload to a new location.
  2. Purchase of new equipment to avoid
    - i. destruction of existing equipment, if applicable
    - ii. excessive cost by relocating antiquated equipment
- b) Disposal Costs for equipment no longer needed after transition  
Estimate of the percent of equipment not required after transition plus the estimated cost to transition to DMRO.
- c) Repair costs for equipment damaged during transition

There are no standard factors available in COBRA for these one-time costs.

In an effort that looked at realignment and closure of its depot maintenance facilities, the above cost factors were developed from an internal study based on BRAC 95 experience. The total of these cost factors for equipment transition averaged 9.7% of the equipment replacement value. Lackland provided certified data for their equipment replacement value.

In a December 14 meeting the IJCSG met to discuss this factor. They determined that the cost factor should be amended by removing the portion that included the packaging, handling, and shipping cost and including the tonnage of all equipment at the losing activity. This tonnage would be entered into the COBRA model to compute these costs.

This refinement of the equipment transition factor reduced the factor from 9.7% to 9.3% of the equipment replacement value.

This cost will be shown as a one-time unique cost in COBRA for FY 2007. If there is an appropriate MILCON for a commodity group, the cost will be shown in FY 2008 by the Maintenance Subgroup.

Facilities: There were no MILCON requirements identified to relocate Lackland CPSG depot maintenance to Tobyhanna. Lackland reported all types of facilities and their capacity requirements by DoD Functional Activity Code and by Service Category Code Number. These unique facility requirements were reviewed by the gaining location and they determined that sufficient capacity and facilities were available to perform Lackland CPSG workloads.

Other Factors Considered: The IJCSG noted that there would be exceptions to normal day to day activity operations in any recommended realignment. The IJCSG also noted that even in today's existing depot infrastructure, the use of field teams is a satisfactory way to handle special or extra-ordinary customer requirements. These field teams have significant/relevant experience and speed the repair/maintenance for operational units with special needs and requirements.

*Question: Does Tobyhanna have a sensitive compartmented information facility (SCIF) and special access? If not, what will be the cost of providing a SCIF?*

Answer:

Yes. An estimated cost range to modify an existing secure area within Tobyhanna is \$50-100K; a more accurate estimate will be provided when an engineering survey is completed.

*Question: The technical applications maintenance is supported by 100% military with the Space and Air/Ground crypto supported by 54% military. Tech 6 shows Lackland losing 12 military positions, will any military positions remain as a result of these recommendations? For example, what will happen to the five Army and five Navy Signals Intelligence (SIGINT) maintenance personnel, the Electronic Systems Security Assessment (ESSA) program military billet for a stand-alone mission, the training mission of space and terrestrial Crypto maintenance personnel and the six Army and six Navy COMSEC (Electronic Key Management System) /SIGINT (Consolidated SIGINT Support Activity-National Intel) positions? We need more detail of how many military positions, locations, and functions will be relocated or eliminated and how many will remain?*

Answer:

When responding to the IJCSG capacity data call, Lackland reported direct labor hours. In the Military Value data call, Lackland reported all skill codes required to perform this workload. No contractor personnel were reported by Lackland for this data call.

The Industrial Joint Cross Service Group - Maintenance Subgroup used a standard approach to convert Direct Labor Hours to FTEs. This approach was approved by the IJCSG. The IJCSG - Subgroup Maintenance divided the total hours produced by the total paid hours. This produced DLH per person. Each responder then provided the percentage of direct personnel. Using this data, the direct and indirect FTE authorizations were determined. The recommendation transferred 100% of all direct authorizations required for the realigned workload and 70% of all related indirect FTE authorizations.

The Technical Joint Cross Service Group moved the military positions associated with these workloads Hanscom AFB to become a part of the C4I organization.

*Question: Why do the recommendations not address the 259 contractor billets at Lackland? How will the large numbers of contractors not considered affect costs associated with the recommendations?*

It is inappropriate to calculate RIF, Severance, Priority placement, RITA, household goods transportation and relocation for contractor personnel.

In an IJCSG meeting on December 11, 2004 it was agreed that contractor personnel would not be moved in any of the scenarios and it is assumed that they will be replaced with other contractor personnel at the gaining location unless the service intends to establish an organic capability (In this case hiring costs will have to be included). This is consistent with DoD BRAC policy.

The Supply and Storage JCSG identified 22 Contractor Manpower Equivalents to support the transfer to Robins of the ICP workload. Ongoing contractor costs will still be paid for by the sponsoring organization both before and after BRAC; therefore, the only costs that should affect the recommendations (i.e., be submitted for COBRA) are those which affect the contract as a result of the move (such as termination or startup costs) and facility requirements for contractor personnel at the gaining location.

*Question: Will the realignment of functions adversely affect mission capability as it relates to turnaround times (presently 5 days) and customer special operational needs?*

Answer:

No. No operational units were addressed by this recommendation and there are no known significant impacts to turn-around times or any known negative operational impacts as a result of the recommendations. In fact, we believe relocating the depot maintenance function to an existing DoD Center of Industrial and Technical Excellence will result in turn-around time efficiencies. Regarding turn around time; turn around time as defined by CPSG includes time from the warehouse to (and through) depot maintenance and returned to the warehouse. Tobyhanna presently completes work on Presidential 01 requirements within 24 hours, sometimes within 8 hours.

*Question: How will the realignment of functions affect mission capability as it relates to the runway requirements of Intercontinental Ballistic Missile, Atomic Energy Detection System, and Special Projects these missions?*

Answer:

There are no known operational impacts as a result of this recommendation. The workload can be performed on any DoD operational runway meeting these requirements. The use of field teams is a satisfactory way to handle this type of customer requirement and is a normal business practice used by DoD maintenance depots. These field teams have significant/relevant experience and speed the repair/maintenance for operational units with special needs and requirements.

Because of its numerous Forward Repair Activities, Tobyhanna already has an extensive network of logistics support personnel throughout CONUS and OCONUS; Tobyhanna could draw on those resources for this mission transfer as needed.

*Question: Is there a specific mission requirement that requires the Consolidated SIGINT Support Activity (CSSA) mission to physically be performed at Lackland, given that NSA Texas has been established?*

Answer:

No. Based on our meetings and conversations with NSA personnel, this mission does not need to be physically performed at Lackland.

*Question: Can the recommended receiving locations handle special security level of equipment?*

Answer:

Yes. The Supply and Storage JCSG included \$9M for all MILCON in their COBRA data for the transfer of the ICP to Robins including SCIF, secure up to secret, and unclassified.

*Question: What was the process used by the Industrial JCSG to determine realignment candidates and how was military value a factor in their recommendation to realign Lackland Crypto Product Support Group?*

Answer:

The Process and Rationale Used by the IJCSG: The IJCSG used a strategy that minimized depot maintenance sites while increasing the overall military value of 57 distinct commodities at the retained sites (The IJCSG looked at entire commodities, not individual customers of those commodities). The final determination for military value is a combination of the numerical scores and a military judgment assessment. Three areas for analysis were used to develop recommendations, military value, capacity, and economics. Lackland CPSG fully participated in the process by responding to and certifying its input to the Capacity, Military Value and scenario data calls.

National Security Agency  
9800 Savage Road (Signals Intelligence/National INTEL Mission)  
Fort George G. Meade, MD 20755  
(See Director Black's ltr dated 30 Jun 05) – Mr John Doody is the SES who oversees the  
CSSA Program but he is out until a week from Monday

Mr. John Dehaven, (SES) Information Assurance Office  
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14675 Lee Road  
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Mr. Barry Hennessey (SES)  
SAF/AAZ (Special Projects Mission)  
Office of the Secretary of the Air Force  
Security and Special Program Oversight  
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Mr. Robert F. Lentz (SES), OSD-NII, Director of Information Assurance  
Office of the Assistant Secretary of Defense for Networks & Information Integration  
(703) 695-8703  
(Space Mission)

**Pantelides, Thomas, CIV, WSO-BRAC**

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**From:** Dietert Chris Civ CPSG/BRT [clifford.dietert@LACKLAND.AF.MIL]  
**Sent:** Friday, July 22, 2005 6:22 PM  
**To:** thomas.pantelides@wso.whs.mil  
**Subject:** Air Intelligence Agency POC

Mr. Pantelides:

Our Point of Contact for you to speak to at HQ Air Intelligence Agency is Col Anthony (Tony) Bair (pronounced "BEAR").

He is the CCV - Assistant Vice Commander.

Col Bair's ph # is: (210) 977-2002, DSN: 969-2002.

Mr. John Doody (pronounced "Duty"), who is the SES-level person we report to at NSA for our Consolidated SIGINT Support Activity (CSSA) program, is out of the office for another week but has your phone number and we asked him to try and call you. Let me know if you do not hear from him.

That should round out the POC listing. If you experience any difficulties reaching anyone let me.

Thanks,

Chris

**Pantelides, Thomas, CIV, WSO-BRAC**

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**From:** Salazar Diane GG-14 CPSG/BRT [diane.salazar@LACKLAND.AF.MIL]  
**Sent:** Friday, July 15, 2005 8:01 AM  
**To:** 'thomas.pantelides@wso.whs.mil'  
**Subject:** FW: DRAFT - Disconnect Source Data  
**Attachments:** Disconnects Source Data.xls

Tom - several of my team members put together the attached file for your use. It is a very handy reference document that identifies/ties the disconnects to COBRA, the data call/scenario source documents, the issue, the certified data provided, and notes. Hopefully you will have some use for this matrix. It took me a few days to navigate the protocol side of your question regarding contacting Mr Negroonte. If you are still interested in touching base with the NDI's office regarding the essentiality of the CSSA mission your best bet is to contact Mr John Doody at NSA - 301-688-7463. He would be the best avenue to getting you in the door with the acting director of NSA and General Hayden (deputy DNI). By the way, your questions through the clearinghouse and/or the JCSGs have filtered down to our level and they went to the Army at Ft Huachuca. Hope this helps.

<<Disconnects Source Data.xls>>

176 / L. Pantelides  
179 / L. Pantelides

Areas of responsibility -- Tom Pantelides				
Recommend #	Name of Recommendation	Analyst Writing Narrative	Rec Page	Base Visited/Other Rec Page
139	Consolidate Defense Commissary Agency	Tom Pantelides	H&SA - 26	Fort Lee (3 other locations)
161	Lackland AFB, TX	Tom Pantelides	IND - 15	(TECH 6 & S&S 7) (3 Other Bases)
165	Fleet Readiness Centers	Tom Pantelides	IND - 19	Cherry Point & Coronado (19 Other Bases)
169	Walter Reed National Military Medical Center, Bethesda MD	Lesia Mandzia	MED - 4	Fort Sam Houston
170	Brooks City Base, TX	Lesia Mandzia	MED - 6	Lackland/Fort Sam Houston
172	San Antonio Regional Medical Center, TX	Lesia Mandzia	MED - 10	Fort Sam Houston/Lackland
173	Convert Inpatient Services to Clinics	Lesia Mandzia	MED - 12	Andrews and Cherry Point
174	Joint Centers of Excellence for Chemical Biological and Medical	Lesia Mandzia	MED - 15	Fort Sam Houston
176	Depot Level Repairable Procurement Management Consolidation	Jim Durso	S&S - 7	Lackland to OH and Robins
133	Defense Contract Management Agency	Carol Schmidt	H&SA - 12	Metro Park III&IV Leased (1 of 18)
179	Consolidate Air and Space C4ISR RDAT&E	Les Farrington	TEC - 6	Lackland to Hanscom

X



## DEFENSE LOGISTICS AGENCY

HEADQUARTERS  
8725 JOHN J. KINGMAN ROAD  
FORT BELVOIR, VIRGINIA 22060-4221

August 3, 2005  
0035

MEMORANDUM FOR OSD BRAC Clearinghouse

SUBJECT: OSD-BRAC Clearinghouse Tasker C0786C

1. The Supply and Storage Joint Cross Service Group (S&S JCSG) provides the following response to Mr. Cirillo's request (please see attachment 1) for two additional COBRA runs:

- "...a COBRA run that excludes Lackland AFB from S&S-7"
- "...a COBRA run that only includes the Lackland realignment to Robins and Columbus"

2. To make the COBRA run that excludes Lackland we made the following modifications to the original COBRA run for S&S-7:

- Removed Lackland AFB from list of activities affected by the recommendation.
- Removed the Base Operating Support (BOS) plus up at Robins AFB in 2008 (+21 positions).
- Proportionally reduced the BOS plus up at Columbus to account for the smaller influx at Columbus without Lackland personnel.
- Removed one time IT costs at Robins AFB that were to buy computers for people transferring in from Lackland.
- Proportionally reduced unique, recurring and one-time costs at Columbus made to account for the smaller influx at Columbus without Lackland personnel.

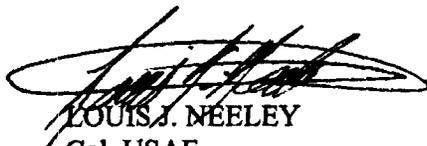
The effect of these changes was to increase the net savings through 2011 from \$369.8M to \$401.6M.

3. To make the COBRA run that only includes the Lackland realignment to Columbus and Robins AFB we made the following modifications to the original COBRA run for S&S-7:

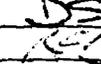
- Isolated Lackland, Robins and Columbus as the list of activities affected by the recommendation.
- Proportionally reduced unique, recurring and one-time costs at Columbus made to account for the possibility that only Lackland AFB people would transfer to Columbus.
- Proportionally reduced the BOS plus up at Columbus to account for the possibility that only Lackland AFB people would transfer to Columbus.

The effect of these changes was a net cost through 2011 of \$40.1M.

4. Complete copies of the COBRA reports for both alternate runs are attached. Please contact us if you have any questions about our response.

  
LOUIS J. NEELEY  
Col, USAF  
Executive Secretary,  
Supply and Storage  
Joint Cross-Service Group

Coordination:

S&S JCSG USAF Team Rep:  \_\_\_\_\_  
S&S JCSG DLA Team Rep:  \_\_\_\_\_  
S&S JCSG Data Team Rep:  \_\_\_\_\_

Attachments:

1. Letter from Mr. Cirillo, August 1, 2005
2. COBRA output for run without Lackland AFB
3. COBRA output for run with only Lackland, Columbus and Robins

# SAN ANTONIO MILITARY MISSIONS TASK FORCE

602 E. Commerce San Antonio, TX 78205 (210) 229-2180 (210) 225-1600 Fax

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August 18, 2005

**CO-CHAIRS:**

The Honorable Anthony J. Principi, Chairman  
Base Realignment and Closure Commission  
2521 S. Clark Street, Suite 600  
Arlington, VA 22202

Charlie Amato  
Chairman, SWBC

Lyle Larson  
County Commissioner

Carroll Schubert  
Councilman, District 9

Dear Chairman Principi:

As Chairman of the San Antonio Military Missions Task Force, I feel compelled to respond to statements made by the Northeast Pennsylvania Alliance (NEPA) in regards to the DoD proposed realignment of maintenance workload from the Cypologic Systems Group (CPSG) in San Antonio to Tobyhanna Army Depot in Pennsylvania. The NEPA document (dated 10 Aug 05) was sent to you as attachments to letters from Senator Rick Santorum and Congressman Paul E. Kanjorski (both dated 11 Aug 05) and is available in the BRAC e-Library.

Clearly the NEPA and Pennsylvania public officials from Pennsylvania were misinformed about the message conveyed during the San Antonio BRAC Commission Town Hall on 11 Jul 05. I offer the following as a response to statements made by the NEPA in their document of 10 Aug 05 to clarify any ambiguity that might result from the NEPA statements:

1. Concerning the national Signals Intelligence (SIGINT) workload. The National Security Agency (NSA) held a tri-service competition to consolidate this workload in 1995. CPSG and Tobyhanna competed head-to-head for this workload. CPSG won this competition and NSA's national SIGINT workload was consolidated at CPSG in 1996. NSA Director, William Black, Jr., confirms and details this competition in his letter (dated 30 Jun 05) and attachments. In this letter he expressed his concern to the Chairmen of four Joint Cross Service Groups – which is available in the BRAC e-Library.
2. Regarding capacity at Tobyhanna. The San Antonio delegation has made no assertion as to the capacity of Tobyhanna Army Depot. To my knowledge neither the CPSG nor Tobyhanna have conducted site surveys of the other's facilities. It is reasonable to assume that when Tobyhanna lost the NSA SIGINT workload to

City of San Antonio



The Greater San Antonio Chamber of Commerce



County of Bexar



CPSG in 1996 and transferred the mission to CPSG that Tobyhanna picked up some amount of excess capacity by virtue of that loss. However, we do believe there is reasonable doubt as to whether or not Tobyhanna has adequate space at the proper security level required to perform the CPSG mission without upgrading the classification of at least some facilities and no MILCON was identified in COBRA for expansion or conversion of this space.

3. In terms of capability, NEPA alludes to Tobyhanna's Communications Security (COMSEC) capability and points to an Army tactical SIGINT system and its associated subsystems as evidence of their capability. COMSEC maintenance is performed by all tri-service elements (Army, Navy, and Air Force). This capability should not be confused with the CPSG's support to NSA's national SIGINT mission. Again, this workload was competed and awarded to the CPSG.
4. Regarding capability to perform the CPSG maintenance mission with civilians. Again, the NEPA has it wrong. San Antonio has never said the work cannot be performed with civilians. In fact, the CPSG performs maintenance today with a mixture of military, civilians, and contractors. What we have said is there is a major disconnect between the DoD BRAC recommendation for civilian transfers and actual CPSG civilian authorizations in maintenance. You cannot transfer civilian billets you do not have.
5. The NEPA's description of the ease to which they can transfer the Space Environmental Test Facility is questionable. Again, no site survey has been performed and no MILCON was identified for this move.
6. The CPSG has multiple missions that require a government controlled runway, one of which requires an 11,000-foot runway and hanger for a WC-135 aircraft with a 72-hour maintenance response time. NEPA offers a variety of runways ranging from 103 to 300 miles from Tobyhanna as "within commuting distance."
7. Regarding Military Value, it is my understanding that Lackland has submitted certified data not included in the original COBRA run that is likely to raise Lackland's Military Value. Mission impact is addressed below.
8. Concerning the NEPA's allegations that Lackland's challenge contradicts BRAC law for jointness, enhancing warfighter

requirements, etc., let me state that the CPSG has Air Force, Army, and Navy military, Air Force civilians, and contractor personnel working on site. The CPSG also has collocated functions (i.e., maintenance, inventory control point, warehousing, etc.) – a distinct advantage to the customer. Today, CPSG is the *only* designated DoD organization supporting the following missions:

- a. NSA's national SIGINT mission
- b. Space COMSEC
- c. Selected classified Special Projects
- d. United States Atomic Energy Detection System (USAEDS) mission

This consolidation of missions and collocation of functions is in concert with DoD BRAC criteria.

Finally, let me state that you must consider the entire DoD BRAC recommendation, as it applies to CPSG, to gain a full understanding and appreciation for the negative impact it will have on our national intelligence and security missions. The San Antonio delegation still maintains that the primary reasons to reverse the recommendations applying to CPSG are:

1. Mission Impact – taking a single, highly effective and efficient organization with collocated functions (providing a single bellybutton to the warfighting customer) and dispersing it to six separate organizations in five separate locations with different priorities, different capabilities, and different operating procedures *will hurt the mission*. Reference Director Black's letter – this is not just San Antonio's position – it's also the position of the operational customer. We urge you to directly contact Mr. Black, the Director of NRO, or other CPSG customers if there are any doubts. Mr. Black "courtesy copied" the Director, National Intelligence (DNI), Mr. John Negroponte, on his letter. Concerns over realignment of the CPSG have reached the highest levels of our national intelligence community and any attempt to discount these concerns should be viewed as suspect.
2. Never Pays Back! COBRA's own data shows the recommendations applicable to CPSG financially never pay back. Once disconnects identified are added to the equation the results are an even greater negative return on investment for the American taxpayer.

I appreciate your time and effort in sorting through the clutter. On behalf of our entire San Antonio delegation we join all Americans in thanking you for your service to our great country.

Very Respectfully,



JOHN G. JERNIGAN, BGen, USAF (Ret)  
Executive Director



**DRAFT**

**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS SPACE AND MISSILE SYSTEMS CENTER (AFSPC)  
LOS ANGELES, CA

**AUG 09 2005**

**MEMORANDUM FOR CHAIRMAN, SUPPLY & STORAGE JOINT-CROSS SERVICE GROUP  
CHAIRMAN, TECHNICAL JOINT-CROSS SERVICE GROUP  
CHAIRMAN, INDUSTRIAL JOINT-CROSS SERVICE GROUP**

**FROM: SMC/CC**  
2420 Vela Way, Suite 1866  
Los Angeles AFB  
El Segundo CA 90245-4659

**SUBJECT: Realignment of the Cryptologic Systems Group Space Communications Security Acquisition and Sustainment Mission**

1. Based on further understanding and assessment, we believe the DOD BRAC recommendation to separate and relocate the space communications security (COMSEC) support operations and responsibilities, currently performed at Lackland Air Force Base, San Antonio, Texas, will likely have significant adverse program and cost impact on the development and operations of our military satellites.
2. The Cryptologic Systems Group (CSG) is currently organized and aligned to provide cradle-to-grave acquisition, maintenance, material management, testing, and warehousing support to Air Force, NRO, and select NASA satellite programs. The co-location of procurement, maintenance, logistics, and distribution functions for space COMSEC enables cross flow of knowledge and optimizes program office operating manpower through shared expertise. The CSG consolidation also reduced overhead costs required to duplicate unique resources at multiple locations and preserves unique space support skills not readily available elsewhere. Space support personnel average 10 years experience in space security product development and operations and require top-secret clearances, special background investigations, and Special Compartmented Information (SCI) access.
3. The realignment recommendation would fragment the Cryptologic Systems Group responsibilities and operations across four geographically separated locations and require the realignment of 69 people. The maintenance portion would go to Tobyhanna in Pennsylvania, item management services would move to Robins AFB in Georgia, management of acquisition would move to Hanscom AFB, Massachusetts, and the warehouse for equipment and key material would remain in San Antonio, Texas. Space-specific technical skills are not present at these locations and would be inadequate in depth to achieve the needed synergy for adequate space program support. Costs associated with the physical relocation of space-specific facilities, with specific technical and security requirements, have not been scoped or funded at the gaining facilities. They will certainly offset any cost savings attributed to the realignment of the 69 people.
4. Military satellite developments and operations are high cost, high profile missions that deliver space based navigation, meteorological, communications, and surveillance capabilities to the warfighter. The support infrastructure for these systems is critical to their performance and requires a level of personnel expertise and physical facilities which will be lost under the current DOD realignment recommendation. SMC requests that the recommendation to realign the Cryptologic Systems Group Space Communications Security Acquisition and Sustainment Mission be reversed.

**MICHAEL A. HAMEL**  
Lieutenant General, USAF  
Commander

GUARDIANS OF THE HIGH FRONTIER

**DRAFT**

**Pantelides, Thomas, CIV, WSO-BRAC**

---

**From:** Salazar Diane GG-14 CPSG/BRT [diane.salazar@LACKLAND.AF.MIL]  
**Sent:** Tuesday, August 16, 2005 4:48 PM  
**To:** 'Pantelides, Thomas, CIV, WSO-BRAC'  
**Subject:** Customer Letter - Space and Missile Systems Center (SMC) Command Concerns

Tom - the official signed SMC letter was delivered via fax to the Intel and Industrial Joint Cross Service Groups. The Intel JCSG POC office was Cynthia Lucky's at (703) 769-9494 and the Industrial JCSG office was Mr Jay Berry's (703) 560-4317. I confirmed with Ms Lucky's office that they have the letter and that they faxed it over to Mr Berry yesterday morning. Hope this helps.

UNCLASSIFIED FOR OFFICIAL USE ONLY



NATIONAL SECURITY AGENCY  
CENTRAL SECURITY SERVICE  
1400 REAGAN DRIVE, ARLINGTON, VA 22204-4302

30 June 2005

MEMORANDUM FOR CHAIRMAN, SUPPLY & STORAGE JOINT CROSS-SERVICE GROUP  
CHAIRMAN, TECHNICAL JOINT CROSS-SERVICE GROUP  
CHAIRMAN, INDUSTRIAL JOINT CROSS-SERVICE GROUP  
CHAIRMAN, INTELLIGENCE JOINT CROSS-SERVICE GROUP

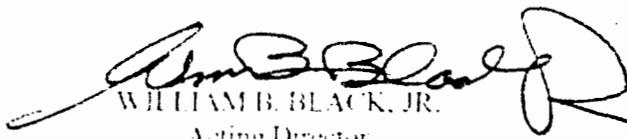
SUBJECT: NSA Consolidated SIGINT Support Activity (CSSA) at Lackland AFB

It has come to our attention that the DOD BRAC recommendation to close the NSA Consolidated SIGINT Support Activity (CSSA) at Lackland Air Force Base in San Antonio, TX will have a major impact on the national intelligence community's worldwide support effort. This consolidated activity, which includes a technical repair center, warehouse, materiel and program management, was established in 1996 as a result of a comprehensive economic and efficiency study conducted by NSA and the military services, which recommended depot, integrated materiel management, and inventory control point consolidation for SIGINT systems. A competition was held among all the services, and a contract was awarded to the Air Force to provide worldwide depot support for SIGINT equipment from a single location. This activity provides a Sensitive Compartmented Information Facility with on-line connectivity to NSA's secure network for worldwide tracking of all parts within our field operations including partner countries. The 98 CSSA personnel are required to have a Top Secret SI clearance with a lifestyle polygraph and full background check. The 1993 Director's Point Paper summarizing the study and a 1996 briefing describing the Depot Consolidation are attached.

The military SIGINT consolidation effort resulted in a \$32M annual savings to NSA and has improved return repair rates by over 20% over the last 8 years. The CSSA has developed a unique interactive web portal providing real-time status of all repairs. Based on the high level of customer satisfaction within the SIGINT community, the National Reconnaissance Office (NRO) decided to use the CSSA for their SIGINT repairs as well.

The DOD BRAC recommendation breaks up the one-stop depot into four parts graphically dispersed in the U.S. The maintenance portion would go to Tobyhanna in Pennsylvania, and 36 billets would be moved there. Fifty-six billets would be moved to Robins AFB in Georgia for item management services; four additional billets would be moved to Robins for procurement support, but to the Defense Logistics Agency vice the Air Force. The last 2 billets would go to Columbus, Ohio, for consumables. The warehouse appears to be staying in San Antonio.

NSA requests that the decision to disperse the Consolidated SIGINT Support Activity be reversed.

  
WILLIAM B. BLACK, JR.  
Acting Director

UNCLASSIFIED FOR OFFICIAL USE ONLY

**Pantelides, Thomas, CIV, WSO-BRAC**

**From:** Salazar Diane GG-14 CPSG/BRT [diane.salazar@LACKLAND.AF.MIL]  
**Sent:** Monday, August 08, 2005 2:04 PM  
**To:** 'Pantelides, Thomas, CIV, WSO-BRAC'  
**Cc:** Kane William M Civ CPSG/FM  
**Subject:** RE: COBRA Run TECH 6

Tom - Bill Kane and I did a quick look at the tasker and the data provided. The modifications to the COBRA run that excludes Lackland appear to be reasonable and within scope, with an end result of \$31.8M savings if Lackland is excluded from the S&S 7 data run. The modifications to the COBRA run that only included Lackland, Robins, and Columbus also appear to be reasonable however, the run was not all inclusive to Lackland to Robins or Lackland to Columbus. There are civ pay costs associated with Robins (page 17 and 18) that appear to be the Robins cost of realignment to Columbus and not associated with the Lackland move. We appreciate the opportunity to view the COBRA data with the modifications and if you have any thoughts on the cost data you would like to share, Bill is available to discuss with you via email or telephone. Thanks again.

-----Original Message-----

**From:** Pantelides, Thomas, CIV, WSO-BRAC [mailto:thomas.pantelides@wso.whs.mil]  
**Sent:** Saturday, August 06, 2005 1:57 PM  
**To:** 'Salazar Diane GG-14 CPSG/BRT'  
**Subject:** COBRA Run TECH 6

Please review and provide any required comments.

<<OSD-BRAC Clearinghouse Tasker 0786C.pdf>>

Attached  
*Thomas A. Pantelides*  
*Senior Analyst, Review and Analysis*  
*Base Closure and Realignment Commission*  
*Phone: 703-699-2950*  
*E-mail: thomas.pantelides@wso.whs.mil*

**Pantelides, Thomas, CIV, WSO-BRAC**

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Attached

*Thomas A. Pantelides*  
*Senior Analyst, Review and Analysis*  
*Base Closure and Realignment Commission*  
*Phone: 703-699-2950*  
*E-mail: thomas.pantelides@wso.whs.mil*

8/9/2005

# ***USAF, Lackland AFB, TX***

## **Demographics**

The following tables provide a short description of the area near the installation/activity. Lackland AFB is within San Antonio, TX, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
San Antonio, TX MSA	1,592,383

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

County/City	Population
Atascosa	38628
Bexar	1392931
Comal	78021
Guadalupe	89023
Kendall	23743
Medina	39304
Wilson	32408
<b>Total</b>	<b>1,694,058</b>

## **Child Care**

This attribute captures the number of nationally accredited child-care centers within the local community: 29

## **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. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$39,140	Basis: MSA
Median House Value	(US Avg \$119,600)	\$77,100	
GS Locality Pay	("Rest of US" 10.9%)	10.9%	
O-3 with Dependents BAH Rate		\$1,138	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		Yes	

## Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, 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. For each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	308,947	37 of 37 districts, 5 MFRs
Students Enrolled	278,207	37 of 37 districts
Average Pupil/Teacher Ratio	14.5:1	37 of 37 districts
High School Students Enrolled	80,046	32 of 32 districts
Average High School Graduation Rate (US Avg 67.3%)	79.7%	29 of 32 districts, 3 MFRs
Average Composite SAT I Score (US Avg 1026)	929	20 of 32 districts, 13 MFRs
Average ACT Score (US Avg 20.8)	19	19 of 32 districts, 13 MFRs
Available Graduate/PhD Programs	10	
Available Colleges and/or Universities	19	
Available Vocational and/or Technical Schools	19	

## Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	3.1%	3.4%	4.0%	5.2%	5.5%
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	2.1%	1.0%	1.3%	.5%	1.9%
National	1.5%	2.4%	.03%	-.31%	.86%

Extracted from OSD BRAC database as of Mar 22, 2005

Basis:	MSA	MSA	MSA	MSA	MSA
--------	-----	-----	-----	-----	-----

## 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. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	39,826	Basis: MSA
Vacant Sale Units	6,699	
Vacant Rental Units	15,650	

## 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. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	4,405	3,995	1,592,383	Basis: MSA
Ratio	1:361	1:399		
National Ratio (2003)	1:421.2	1:373.7		

## 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 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	6,775.3	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 Lackland AFB to nearest commercial airport: 17.6 miles

Is Lackland AFB served by regularly scheduled public transportation? Yes

## 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

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**PROPOSED DISTINGUISHED VISIT PLAN  
OFFICE OF PROTOCOL, LACKLAND AIR FORCE BASE, TEXAS**

**BASE REALIGNMENT AND CLOSURE (BRAC)  
COMMISSION STAFF VISIT**

**29 JUNE 2005**

<b>Project Officers</b>	<b>Dress</b>
<b>37 TRW/XP:</b> Valerie Ramirez, Work: 671-6451 <b>37 TRW/CCP:</b> Wendy Medley, Work: 671-2423 (DSN 473) Cell: (210) 336-0543 <b>59 MDW/PA:</b> Susan Campbell, Work: 292-7074; Cell: 288-7108	<b>Uniform of the Day (UoD)</b>

**Purpose of Visit to Lackland:** Receive briefings from Cryptological Systems Group (CPSG); 59th Medical Wing (MDW), Brooks City-Base, and Brooks Army Medical Center (BAMC), on BRAC issues, and tour 59 MDW and BAMC facilities.

**37th TRAINING WING (TRW) HOST:** Col Mary Kay Hertog, 37th Training Wing (TRW) Commander

**DV VISITORS:**

<b>NAME</b>	<b>TITLE</b>
Ms. Lesia Mandzia	Senior Analyst, BRAC Commission
Mr. Thomas Pantelides	

<b>PHOTOGRAPHY PLAN:</b> None
<b>LODGING:</b> N/A
<b>MARQUEE:</b> N/A

***Wednesday, 29 June 2005***

***Dress: UoD***

*Note: Wing Protocol will be at Gateway East Gate to escort DVs to Bldg 2484*

0810 Arrive 37 TRW Headquarters, and proceed to Wing Conference Room  
Met by: Wing Protocol

0815 Welcoming remarks by Col Hertog

*NOTE: Col Hertog will not remain for the briefings*

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0830 CPSG briefings on Air & Space C42SR Research, Development & Acquisition, Test & Evaluation

Conference Room Attendees:

Ms. Mandzia  
Mr. Pantelides  
Col Jerry Corley, Commander, CPSG  
Mr. Ronnie Carter, Executive Director, CPSG  
Ms. Melida Moncus, ZC Director, CPSG  
Ms. Mary Anne Smith, ZX Director, CPSG  
Mr. Frank Parmigiani, MA Director, CPSG  
Mr. Charlie Collazo, NI Director, CPSG  
Mr. Robert Trevino, ZJ Director, CPSG  
Mr. Guy Aquiree, ZI Director, CPSG  
Lt Col Richard Braud, LG Director, CPSG  
Ms. Nancy Pham, BRT, CPSG  
Ms. Norma Favaro, BRT, CPSG  
Mr. Bill Kane, BRT, CPSG  
Ms. Diane Salazar, BRT, CPSG  
Maj Ronald Plouch, 37 TRW/XPP  
Ms. Valerie Ramirez, 37 TRW/XPP  
Ms. Paula Neven, 37 TRW/XPP  
Lt Col Jeffrey Knippel, Commander, 37 CES  
Mr. Gerald O'Brien, 37 CES  
Mr. Oscar Balladares, 37 TRW/PA

0915-0925 BREAK

0925 Brooks City-Base briefings  
- AF Center for Environmental Excellence (AFCEE)  
- 710th Information Operations Flight (IOF)  
- 68th Information Operations Squadron (IOS)  
- AF Medical Support Agency  
- AF Element Medical-DOD  
- AF-Wide Support Element

Conference Room Attendees

Ms. Mandzia  
Mr. Pantelides  
Maj John Bell, 311 HSW/XP  
Maj Ronald Plouch, 37 TRW/XPP  
Mrs. Valerie Ramirez, 37 TRW/XPP  
Ms. Paula Neven, 37 TRW/XPP  
Lt Col Jeffrey Knippel, Commander, 37 CES  
Mr. Gerald O'Brien, 37 CES  
Mr. Oscar Balladares, 37 TRW/PA

1025 Depart for 59 MDW, Bldg 4550, Main Entrance

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*NOTE: Protocol will lead DVs*

- 1030 Arrive at 59 MDW for tour of facilities  
Met by: Maj Gen Charles "Bruce" Green, Commander, 59 MDW
- 1145 Ms. Mandzia and Mr. Pantelides depart
- 1300 Arrive at Brooks Army Medical Center (BAMC) and proceed to Commander's  
Conference Room  
Met by: Maj Gen Green  
Col James Gilman, BAMC/MCHE-CG
- 1310 Joint 59 MDW/BAMC briefings
- 1500 Tour BAMC facilities
- 1630 Depart BAMC

— DRAFT —

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NATIONAL SECURITY AGENCY  
CENTRAL SECURITY SERVICE  
FORT GEORGE G. MEADE, MARYLAND 20755-6000

30 June 2005

MEMORANDUM FOR CHAIRMAN, SUPPLY & STORAGE JOINT CROSS-SERVICE GROUP  
CHAIRMAN, TECHNICAL JOINT CROSS-SERVICE GROUP  
CHAIRMAN, INDUSTRIAL JOINT CROSS-SERVICE GROUP  
CHAIRMAN, INTELLIGENCE JOINT CROSS-SERVICE GROUP

*official copy*

SUBJECT: NSA Consolidated SIGINT Support Activity (CSSA) at Lackland AFB

It has come to our attention that the DOD BRAC recommendation to close the NSA Consolidated SIGINT Support Activity (CSSA) at Lackland Air Force Base in San Antonio, TX will have a major impact on the national intelligence community's worldwide support effort. This consolidated activity, which includes a technical repair center, warehouse, materiel and program management, was established in 1996 as a result of a comprehensive economic and efficiency study conducted by NSA and the military services, which recommended depot, integrated materiel management, and inventory control point consolidation for SIGINT systems. A competition was held among all the services, and a contract was awarded to the Air Force to provide worldwide depot support for SIGINT equipment from a single location. This activity provides a Sensitive Compartmented Information Facility with on-line connectivity to NSA's secure network for worldwide tracking of all parts within our field operations including partner countries. The 98 CSSA personnel are required to have a Top Secret SI clearance with a lifestyle polygraph and full background check. The 1993 Director's Point Paper summarizing the study and a 1996 briefing describing the Depot Consolidation are attached.

The military SIGINT consolidation effort resulted in a \$32M annual savings to NSA and has improved return/repair rates by over 20% over the last 8 years. The CSSA has developed a unique interactive web portal providing real-time status of all repairs. Based on the high level of customer satisfaction within the SIGINT community, the National Reconnaissance Office (NRO) decided to use the CSSA for their SIGINT repairs as well.

The DOD BRAC recommendation breaks up the one-stop depot into four parts graphically dispersed in the U.S. The maintenance portion would go to Tobyhanna in Pennsylvania, and 36 billets would be moved there. Fifty-six billets would be moved to Robins AFB in Georgia for item management services; four additional billets would be moved to Robins for procurement support, but to the Defense Logistics Agency vice the Air Force. The last 2 billets would go to Columbus, Ohio, for consumables. The warehouse appears to be staying in San Antonio.

NSA requests that the decision to disperse the Consolidated SIGINT Support Activity be reversed.

*official copy available through JCSSG or Director National Intelligence (Mr Negraponte)*

*2557A*

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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
2521 CLARK STREET  
ARLINGTON, VIRGINIA 22202  
(703) 699-2950**

**MEMORANDUM OF MEETING**

DATE: August 2, 2005

TIME: 10:00AM

MEETING WITH: B. General (ret.) John G. Jernigan, Director, Defense Transformation Institute, San Antonio, TX.

SUBJECT: The importance of the Cryptologic Systems Group (CPSG) at Lackland Air Force Base and medical facilities at Brooks Air Force Base San Antonio TX.

*PARTICIPANTS:*

B. General (ret.) John G. Jernigan, Director, Defense Transformation Institute, San Antonio, TX. (210) 2292188

*Commission Staff:*

Tom Pantelides, Senior Analyst\*  
Glen Knoepfle, Senior Analyst  
Lesia Mandzia, Senior Analyst

MEETING SUMMARY:

After introductions, General Jernigan explained that his firm represented the interests of San Antonio, and wanted to discuss the importance of the Cryptologic Systems Group (CPSG) at Lackland Air Force Base and the medical training facilities at Brooks.

The main point discussed in reference to CPSG was that the recommendation did not take into account the mission value of CPDG at Lackland close to the National Security Agency or the true costs of the proposed closure of CPSG and relocating the functions to six different locations. He gave an the example of contractor costs that were not considered, even though the cost of replacing contractor personnel at the new location would be .....

\* Person responsible for this Memorandum

**BACKGROUND ON ISSUES DELING WITH  
CRYPTOLOGIC SYSTEMS GROUP (CPSG)  
Lackland, AFB, San Antonio, TX.**

**SECRETARY OF DEFENSE RECOMMENDATION:**

Three separate recommendations disestablish the CPSG:

1. (IND-15): disestablish all depot maintenance capabilities at Lackland AFB and relocate the depot maintenance (Non-Airborne), and Radio to Tobyhanna Army Depot, PA.
2. (S&S-7): Relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items to Defense Supply Center, Columbus, OH.

Relocate the procurement management and related support functions for Depot level reparable to Robins Air Force Base.

3. (Tech-6): Relocate Air & Space Information Systems Research and Development & Acquisition to Hanscom AFB, MA. (Consolidate Air and Space C4ISR Research, Development and Acquisition, Test and Evaluation).

**KEY ISSUES IDENTIFIED and INSTALLATION CONCERNS:**

*Preliminary Issues Identified:*

Taken separately the recommendations do not capture the mission value of the CPSG nor represent fairly the costs associated with the breakup of collective functions.

*Military value criteria –*

The proposed realignment of the CPSG does not seem to take into consideration the full scope of the secretive nature of the CPSG's work or the support CPSG provides to a host of military and non-military government agencies.

- Commissioner Hill was given a classified briefing by CPSG.
- NSA has formally expressed concern about the realignment.
- Agency officials have disagreed on costs and the ability to effectively relocate some classified mission capability.

*The cost of operations and manpower implications –*

We have identified a number of costs that were not captured or need to be updated within the COBRA analysis. We are meeting with Agency officials to clarify these disconnects.

The Cryptologic Systems Groups (CPSG) at Lackland; expressed these concerns

- a. secure facility requirements not addressed in COBRA data as part of MILCON;
- b. vibration isolated foundation slab is required;
- c. runway required for special projects missions;
- d. longer runway is required than available at Tobyhanna;
- e. 259 contractor billets not addressed;
- f. Incorrect number of personnel identified for Columbus Consumable ICP Support;
- g. No personnel identified to perform procurement management and related support functions for depot level reparable;
- h. Equipment movement cost is \$22m higher than estimated by DoD;
- i. CPSG repair and return times (presently 5 days) will increase because of the need to ship the items where presently those functions are located together;
- j. Recurring transportation cost will occur to move equipment between warehouse and TYAD;
- k. Maintenance facilities at gaining activity do not meet current requirements to satisfy national space mission; and
- l. Presently, CPSG customers come to one place for their acquisition, depot maintenance, inventory control, integrated material management and packaging, handling, storage and transport of items. The BRAC recommendation splits CPSG into 6 pieces at 5 different locations.



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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 CLARK STREET, SUITE 600**  
**ARLINGTON, VIRGINIA 22202**  
**(703) 699-2950**

**MEMORANDUM OF PHONE CONVERSATION**

**DATE:** July 25, 2005

**TIME:** 1:30 PM

**CONVERSATION WITH:** Ms. Debbie Lauer

**SUBJECT:** Industrial group's proposal (IND 15)

**PARTICIPANTS:**

Ms Debbie Lauer

*Commission Staff:*

**Tom Pantelides, Senior Analyst**

**SUMMARY:**

Mr. Lauer responded to a call I made to National Security Agency (NSA) to get clarification of their position regarding mission impairment at lackland as a result of recommendation IND 15. Ms. Lauer was familiar with the issues and agreed to fax a package of information dealing with the meeting discussed by Mr. Berry involving NSA, attached.

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***DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
2521 CLARK STREET, SUITE 600  
ARLINGTON, VIRGINIA 22202  
(703) 699-2950***

**MEMORANDUM OF PHONE CONVERSATION**

**DATE:** July 25, 2005

**TIME:** 1:30 PM

**CONVERSATION WITH:** Mr. John Dehaven, SES, National Reconnaissance Office, (NRO), information assurance office.

**SUBJECT:** Industrial group's proposal (IND 15)

**PARTICIPANTS:**

*Commission Staff:*

**Tom Pantelides, Senior Analyst**

**SUMMARY:**

Mr. Dehaven called because he was concerned that the BRAC commission may not be aware of the mission concerns of NRO in relation to recommendation IND 15. He explained that NRO is opposed to the move because it would have a negative affect on years of effort NRO has spent establishing a functional group at Lackland. He further explained that the current discussions with Mr. Aimone (see other Phone memos) are misleading because the assurances being provided by Mr. Aimone are in the Signal Intelligence (SIGINT) issues not the Crypto issues. I asked Mr. Dehaven to provide any information he felt could be used by the commission to better understand the issues involved with DOD's recommendation IND – 15.



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

OCT 14 2004

### MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMEN, JOINT CROSS-SERVICE GROUPS

**SUBJECT: Policy Memorandum Two--BRAC 2005 Military Value Principles**

The Department has determined that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. The quantitative analytical foundation is built by the Joint Cross-Service Groups and Military Departments applying the BRAC selection criteria to rank the facilities for which they have responsibility. The exercise of military judgment occurs through the application of principles. Limited in number and written broadly, the principles enumerate the essential elements of military judgment. The Military Departments and the Joint Cross-Service Groups shall use the attached principles when applying military judgment in their deliberative processes.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne  
Acting USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group

Attachment:  
As Stated



## BRAC Principles

**Recruit and Train:** The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel who are highly skilled and educated and have access to effective, diverse, and sustainable training space in order to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and service doctrine and tactics.

**Quality of Life:** The Department must provide a quality of life, including quality of work place that supports recruitment, learning, and training, and enhances retention.

**Organize:** The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations, and that takes advantage of opportunities for joint basing.

**Equip:** The Department needs research, development, acquisition, test, and evaluation capabilities that efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

**Supply, Service, and Maintain:** The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces.

**Deploy & Employ (Operational):** The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense), that support power projection, rapid deployable capabilities, and expeditionary force needs for reach-back capability, that sustain the capability to mobilize and surge, and that ensure strategic redundancy.

**Intelligence:** The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

## **MAINTENANCE**

DoD needs to maintain an organic capability to accomplish adequate depot and combat field support maintenance in order to provide operational and combat ready weapon systems and technologies required by the Joint Chiefs of Staff contingency scenarios. This organic maintenance capability must be sized to ensure support for the projected requirement increases associated with involvement in major contingencies (surge capability) and to provide maintenance capabilities where organic resources have been identified as the last source of repair. Therefore, it is essential for DoD to maintain an organic core logistics capability. This organic core capability must provide the organic depot infrastructure with technology, facilities, equipment, and a highly qualified workforce to support future unforeseen requirements.

Both the depot and combat field support/intermediate maintenance functions must provide maintenance support across a diverse and wide array of weapon systems within DoD. We considered various scoring approaches and the Maintenance Subgroup will assess military value for both depot maintenance and combat field support/intermediate maintenance functions at the commodity group level. The maintenance commodity group level approach to military value ensures that all of the maintenance work performed at both depot and combat field support/intermediate maintenance activities is considered. Each commodity group is the same as defined in the Industrial JCSG BRAC Capacity Analysis Report.

Assessing military value at the commodity level will allow evaluations of common capabilities across all of the Services. For example, locations that provide combat vehicle maintenance and fighter aircraft maintenance will be evaluated as separate groups. All weapon systems/equipment are integral to the joint warfighting effort. Therefore, comparing military value between different commodities is not relevant. For example, military value for combat vehicle maintenance cannot be determined as being more or less important than military value for fighter aircraft maintenance. Determining military value at the commodity level maximizes jointness and enhances efficiencies and effectiveness. The installation/activity roll up or consolidation to determine military value keeps the efforts of BRAC at the service level and detracts from the goal of increasing jointness.

Combat field support/intermediate maintenance capabilities are integrally linked to the location of the operational forces. Military value for intermediate maintenance cannot be fully determined without understanding the services' operational basing locations.

For depot maintenance and combat field support/intermediate maintenance, the Maintenance Subgroup used the DoD military value approach that requires the four selection criteria be weighted to total 100 points. Selection criteria have appropriate attributes developed and these attributes, within each selection criteria, have been weighted for a total of 100 points. Each of these attributes has appropriate metrics developed and the metrics, within each attribute, are weighted for a total of 100 points. The last step in the approach was to develop questions for each of the metrics. These questions, within each metric, were weighted for a total of 100 points.

The Maintenance Subgroup followed this weighting approach, for depot maintenance and combat field support/intermediate maintenance, to weight each selection criteria, attribute, metric, and question. Below are the factors and rationale used to develop and determine the attributes, metrics, questions, and the relative weighting.

- Relative importance with respect to the other elements being considered.
- Ability to collect the data.
- Is the data objective?
- Is the data measurable and will it be a direct measurement or be a surrogate measurement?
- Is the data auditable?
- Is the data reliable?
- Is the data consistent across all Services?
- Is the question a discriminator?
- Professional knowledge and judgment.

#### *Military Value Determination Approach*

The Maintenance Subgroup used the following approach to measure military value at the commodity group level:

- Developed attributes for each DoD BRAC criteria
- Developed metrics to measure each attribute
- Developed questions for each metric
- Determined weighting and scoring plan
- Performed a review and a validation of approach
  - Conducted joint service General Officer/SES level “Red Team” review of the attributes, metrics, and questions
  - Performed a “Beta” test of the scoring and weighting approach after the “Red Team” analysis
  - Reviewed all comments and made adjustments

### **Scoring Mathematics:**

The majority of the questions are normalized using either the maximum or minimum score across a commodity group. The following is how this scoring will be determined:

- *Highest Number is Desired.* For questions stating, “The highest number for each commodity group receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.”, we will use the following calculation.

The score ( $S_i$ ) for commodity group  $i$  for the question is  $S_i = \frac{x_i}{x_{\max}}$ , where  $x_i$  = the

number for a commodity group  $i$  and  $x_{\max}$  is the maximum score among all same commodity groups reporting. This approach will be adjusted accordingly if averages of the numbers are used to determine the score.

- *Lowest Number is Desired.* For questions stating, “The lowest number for each commodity group receives maximum points. The remaining numbers will be scored by normalization to the lowest number.”, we will use the following calculation.

The score ( $S_i$ ) for commodity group  $i$  for the question is  $S_i = \frac{x_{\min}}{x_i}$ , where  $x_i$  is the

scored item for site  $i$  and  $x_{\min}$  is the minimum score among all commodity groups

reporting. This approach will be adjusted accordingly if averages of the numbers are used to determine the score.

- *Other Scoring.* Any other scoring approaches used are explained after each question.

**FUNCTION: Depot Maintenance**

**(39%) CRITERIA #1** – The current and future mission requirements and impact on operational readiness of the Department of Defense’s total force, including impacts on joint warfighting, training and readiness.

**(46%) Attribute: Maintenance Capability**

**(60%) Metric: Workforce and Skills**

**1. (35%) Question:** For FY 03 and FY04, for each commodity group performed, identify the Direct Labor Hours (DLHs) your depot maintenance activity produces.

**Rationale:** Determines the average DLHs for the commodity group. This measures the depth of the workforce. Because of the differences between the Services, DLHs is the best indicator of relative size.

**Scoring:** The highest average, for each commodity group, receives maximum points. The remaining averages will be scored by linear normalization to the highest average.

**2. (65%) Question:** For each commodity group performed, identify and list all of the different direct labor occupational series and number of personnel for each occupational series at your activity for FY03 and FY04. Do not include the different grades within an occupational series.

**Rationale:** Determines the average number of occupational skills for the commodity group. Identifies the diversity, flexibility and breadth of the workforce.

**Scoring:** The highest average number of occupation series, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(25%) Metric: Equipment**

**1. (100%) Question:** For your activity, what is the replacement value for the capital purchases program and what is the capital purchases program investment,

in dollars for FY01 through FY04? Identify other contributed capital assets, in dollars for FY01 through FY04.

**Rationale:** Shows level of investment in capital equipment.

**Scoring:** Divide the 4-year investment average by the 4-year equipment replacement value average to get a percentage. The highest percentage receives maximum points. The remaining percentages will be scored by linear normalization to the highest percentage. Points will be applied to all commodity groups produced at that activity.

**(15%) Metric: Last Source/Directed Workload**

**1. (100%) Question:** For each commodity group performed, what is the total number of DLHs produced that are identified as Last Source or Directed workload for FY03 and FY04?

**Rationale:** Identifies the workload that must be performed organically and is difficult and/or more costly to reestablish this capability elsewhere.

**Scoring:** Determine the average of each category and sum them.

**(50%)** An activity accomplishing any Last Source or Directed workload will receive maximum points.

**(50%)** The highest sum will receive maximum points. The remaining sums will be scored by linear normalization to the highest sum.

**(31%) Attribute: Interservice and Commercial Partnerships**

**(67%) Metric: Interservice Workload**

**1. (100%) Question:** For each commodity group performed, identify the total number of DLHs performed for FY03 and FY04 and the total number of Interservice DLHs performed and for what Service (Army, Navy, Air Force, Marine Corps).

**Rationale:** Shows the ability of a depot to support more than one Service's work, enhancing joint operational readiness.

**Scoring:** Determine the average for all of the years.

Determine the percentage:

Each Service's Installation Interservice Commodity DLHs divided by Service's Installation Total DLHs for that particular commodity = Interservice DLHs as % of Commodity DLHs

For a Single Service Interservice DLHs  $\geq$  5% of Individual Commodity DLHs = 1/3 points

For Two Services Interservice DLHs  $\geq$  10% of Individual Commodity DLHs = 2/3 points

For Three Services Interservice DLHs  $\geq$  15% of Individual Commodity DLHs = Maximum points

**(33%) Metric: Commercial Partnerships**

**1. (100%) Question:** For each commodity group performed, does your depot maintenance activity have public-private partnership(s) that provide organic or commercial direct labor hours? The source is the most current OSD report on Public-Private Partnerships for Depot-Level Maintenance.

**Rationale:** Shows ability of a depot maintenance activity to capitalize on a commercial sector's capabilities and resources, enhancing joint operational readiness.

**Scoring:** Yes or No answer. Yes answer receives all the points.

**(20%) Attribute: Proximity Considerations**

**3. (100%) Metric: Integrated Activities**

**1. (63%) Question:** For each commodity group performed, list the operational units (Minimum - Squadron/Battalion) or Distribution Centers located on your installation that receive or provide support.

**Rationale:** Shows ability of a depot maintenance activity to provide immediate/flexible support to customers, enhancing operational readiness.

**Scoring:** The highest number of operational units/Distribution Centers for each commodity will receive maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**2. (37%) Question:** For each commodity group performed, is there a co-located intermediate level maintenance activity with the depot activity that can receive or provide support for that commodity?

**Rationale:** Shows ability of a depot maintenance activity to provide immediate/flexible support to customers, enhancing operational readiness.

**Scoring:** Yes or No answer. Yes answer receives all the points.

**(3%) Attribute: Quality**

**(100%) Metric: Quality of Work Performed**

**1. (100%) Question:** For each commodity group performed, how many defects were reported and what are the direct labor hours (defects/Total Hours) for FY01 through FY03?

**Rationale:** A lower number of defects indicate that a higher quality product is being produced/delivered to the operating forces.

**Scoring:** Take the sum of all the defects divided by the sum of all of the hours for each commodity group. The lowest average receives maximum points. The remaining averages will be scored by normalization to the lowest average.

**(30%) CRITERIA #2** – The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain, and staging areas for use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

**(10%) Attribute: Expansion Potential**

**(100%) Metric: Buildable Acres**

**1. (33%) Question:** On your installation, are there buildable acres appropriately zoned for maintenance, as of the FY04 Appropriation Act?

**Rationale:** Establishes the expansion potential by commodity group.

**Scoring:** Yes or No answer for having buildable acres. Yes answer receives all the points. All commodity groups performed will receive this score.

**2. (67%) Question:** For each commodity group performed, how many acres are unrestricted and appropriately zoned for maintenance use as of the FY04 Appropriation Act?

**Rationale:** Establishes unrestricted expansion potential by commodity group. The size of unrestricted buildable acres is important as it shows an installation's potential to be a receiving location.

**Scoring:** The highest number of acres, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(60%) Attribute: Facilities**

**(100%) Metric: Size, Type and Condition of Buildings**

**1. (100%) Question:** For each commodity group performed, based on the FY04 Appropriation Act, identify the FY04 space (in thousand of Square Feet - KSF) by building type and condition code (C-1 through C-4) for all maintenance facility activity codes (FAC) and service category code numbers (CCN). Note: Include only funded and approved MILCONs up to and including the FY04 Appropriation Act that will be completed and available in FY04.

**Rationale:** Building condition and size, by type, are important in evaluating military value because they are the only fixed assets that affect the ability to perform the depot maintenance mission. The question identifies the size and condition of the buildings being used for each commodity group for FY04.

**Scoring: (77%)** The percent of the total weighted size (by condition) divided by total size. (Weighted size condition codes: C-1 = 100% of SF, C-2 = 90% of SF, C-3 = 70% of SF, C-4 = 50% of SF). The highest percentage, for each commodity group, receives maximum points. The remaining percentages will be scored by linear normalization to the highest percentage.

**(23%)** Highest weighted size. The highest number of condition-weighted square footage, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(30%) Attribute: Maintenance Operation/Environmental Restrictions**

**(50%) Metric: Operational Restrictions**

**1. (33%) Question:** For each commodity group performed, is maintenance or operational testing constrained by electromagnetic radiation and/or emissions, or are waivers required, as of end of 1st quarter FY04? Indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**2. (33%) Question:** For each commodity group performed, do noise restrictions or noise abatement procedures, or are waivers required, as of end of 1st quarter FY04, constrain maintenance or operational testing? Indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**3. (34%) Question:** For each commodity group performed, are there restrictions, other than electromagnetic radiation and/or emissions, noise restrictions/abatement procedures, or are waivers required, as of end of 1st quarter FY04, that restrict/constrain maintenance or operational testing? If there are other restrictions/constraints, indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**(50%) Metric: Environmental Capacity**

**1. (50%) Question:** For each commodity group performed, during the performance of maintenance or operational testing, which commodity groups produce air emissions. (Note: emissions are identified in the table of DoD question #211). Answer Yes/No. List and describe any waivers due to expire between FY04 and FY09.

**Rationale:** Headroom can be determined from capacity DoD question #211. More emissions headroom is desired and shows capacity to expand.

**Scoring:** There are 8 emissions, each worth 1/8 of the total points. If the answer is yes and headroom is available, the commodity gets maximum points. If the answer is yes and there is no headroom, the commodity gets no points. If the answer is no, the commodity gets maximum points. DoD question #211 determines headroom.

**2. (50%) Question:** For each commodity group performed, during the performance of maintenance or operational testing, which commodity groups produce industrial wastewater? Answer Yes/No. List and describe any waivers due to expire between FY04 and FY09.

**Rationale:** Headroom can be determined from DoD question #282. Headroom is the difference between permitted daily capacity and peak outflow. More wastewater headroom is desired and shows capacity to expand.

**Scoring:** If the answer is yes and headroom is available, the commodity gets maximum points. If the answer is yes and there is no headroom, the commodity gets no points. If the answer is no, the commodity gets maximum points. DoD question #282 determines headroom

**(21%) CRITERIA #3** – The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential of receiving locations to support operations and training.

**(33%) Attribute: Maintenance Capability**

**(100%) Metric: Workforce and Skills**

**1. (40%) Question:** For each commodity group performed, list all of the different direct labor occupational series at your activity for FY04. Do not include the different grades within an occupational series.

**Rationale:** Determines the number of occupational skills for the commodity group. Identifies the diversity, flexibility and breadth of the workforce.

**Scoring:** The highest number of occupation series, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**2. (30%) Question:** Identify, by name, any accredited trade schools/colleges/universities, within 50 miles distance from your activity, which provide training or trained personnel to support future maintenance workforce requirements; note any formal agreements.

**Rationale:** Size of adult secondary educational base provides potential opportunities to support sustainment of the technical workforce.

**Scoring:** The scoring will be broken into two parts, the highest sum in each section receives maximum points. The remaining sums will be scored by linear normalization to the highest sum. The two scores for each activity will be added and the resultant score will be applied to all commodity groups being performed at that activity.

**(50%)** Half of the points will be based on the total sum of the number of accredited trade schools/colleges/universities.

**(50%)** Half of the points will be based on the number of accredited trade schools/colleges/universities that have formal agreements.

**3. (30%) Question:** For each maintenance activity, what is the name of and distance to the nearest Metropolitan Statistical Area (MSA), and what is the total employment listed within the MSA for the following two Major Standard Occupational Classification (SOC) Groups: 49-0000 Installation, Maintenance, and Repair Occupations and selected 51-0000 Production Occupations?

**Rationale:** Identifies proximity and size of employment base needed to support surge and reconstitution efforts. A closer and larger skill base is desired.

**Scoring:** The highest score will receive maximum points. The remaining numbers will be scored by linear normalization to the highest number. The score will be applied to all commodity groups being performed at that activity. The following scoring method will be used:

$$\text{Score} = \text{Max Weight} * [\text{Distance Score}] * [“\text{Relative}” \text{ Size Skill Base Score}]$$

Where: “Max Weight” is the maximum points assigned to this question.

“Distance Score” is between 0 to 1 measured in the following chart:

<b>Distance Score</b>	<b>Distance to MSA</b>
1	Less than or equal to 50 Miles
.5	Between 51 to 75 Miles
.25	Between 76 to 100 Miles
0	Greater than 100 Miles

“Relative” Size Skill Base Score is 0 to 1 measured in the following chart using the listed ratio.

Relative Skill Base Score	Size of the Market (49-0000 + 51-0000) ----- Size of the Workforce
1	If Ratio is greater than 10
.75	If Ratio is between 7.5 to 10
.5	If Ratio is between 2.5 to 7.5
.25	If Ratio is between 1.0 to 2.5
0	If Ratio is less than 1

**(48%) Attribute: Surge/Reconstitution**

**(60%) Metric: Maximum Capacity**

**1. (67%) Question:** For each commodity group performed, what is the Maximum Capacity and the Total Capacity for each of the years FY03, FY04, FY05, and FY09?

**Rationale:** The higher Maximum Capacity Index, expressed as a percentage, is desired. The higher the percentage of change indicates more flexibility to accommodate contingency, mobilization, and future Total Force requirements. This measurement also shows the potential to receive additional maintenance operations for this commodity group. Using a percentage to measure an activity's potential maximum capacity change is not biased to the activity size.

**Scoring:** Data is available from DoD #503 and #501. Determine the average index for the identified fiscal years by taking the sum of Maximum Capacity for FY03, FY04, FY05, and FY09 and divide by the sum of the Total Capacity for FY03, FY04, FY05, and FY09. The highest percentage will receive maximum points. The remaining percentages will be scored by linear normalization to the highest percentage.

**2. (33%) Question:** For each commodity group performed, what is the Maximum Capacity for the years FY03, FY04, FY05, and FY09? Data is available from DoD #503.

**Rationale:** Higher Maximum Capacity indicates more flexibility to accommodate contingency, mobilization, and future Total Force requirements. This measurement also shows the potential to receive additional maintenance operations for this commodity group. It approximates the ability to meet unknown requirements above current surge.

**Scoring:** The highest sum will receive maximum points. The remaining sums will be scored by linear normalization to the highest number.

**(40%) Metric: Available Capacity**

**1. (75%) Question:** For each commodity group performed, what is the Total Capacity and the Required Capacity for each of the years FY03, FY04, FY05, and FY09?

**Rationale:** Higher Available Capacity is desired. Higher Available Capacity indicates more flexibility to accommodate contingency, mobilization, and future Total Force requirements. This measurement also shows the potential to receive additional maintenance operations for this commodity group. Available Capacity is capacity that already exists.

**Scoring:** Data is available from DoD #501 and #502. Determine the Available Capacity Index percentage by taking the sum of Available Capacity for FY03, FY04, FY05, and FY09 divided by the sum of the Total Capacity for FY03, FY04, FY05, and FY09. Available Capacity = Total Capacity - Required Capacity. The highest percentage will receive maximum points. The remaining percentages will be scored by linear normalization to the highest percentage.

**2. (25%) Question:** For each commodity group performed, what is the Available Capacity for the years FY03, FY04, FY05, and FY09? The higher Available Capacity is desired.

**Rationale:** Higher Available Capacity indicates more flexibility to accommodate contingency, mobilization, and future Total Force requirements. This measurement also shows the potential to receive additional maintenance operations for this commodity group. Available Capacity is capacity that already exists.

**Scoring:** Data is available from DoD #501 and #502. Available Capacity = Total Capacity - Required Capacity. Determine the sum of Available Capacity for FY03, FY04, FY05, and FY09. The highest score will receive maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(19%) Attribute: Facilities and Transportation Infrastructure**

**(75%) Metric: Available Building Space**

**1. (100%) Question:** For each commodity group performed, based on the FY04 Appropriation Act, identify the FY09 space (in thousand of Square Feet - KSF) by building type and condition code (C-1 through C-4) all maintenance facility activity codes (FAC) and service category code numbers (CCN). Report FY09 condition codes the same as the FY04 assessments, except for condition codes

that will change due to funded and approved MILCONs projects up to and including the FY04 Appropriation Act that will be completed and available for use by FY09. Include the total number of square feet of building space by commodity that is to be made available within your maintenance activity.

**Rationale:** Using the Total Weighted Size provides an indication of overall condition relative to size. Taking the difference will account for any additional space made available for reconfiguration due to changes in workload mix, retirement of a weapons system, or completion of a MILCON project within your maintenance activity. The greater difference between FY09 and FY04 Total Weighted Size indicates more total potential capacity to accommodate contingency, mobilization, and future Total Force requirements, and the potential to receive additional maintenance operations.

**Scoring:** Determine the Total Weighted Size of the FY09 space in all conditions (Total Weighted Size is calculated using the total square feet by condition code multiplied by the following weights: C-1 = 100% of SF, C-2 = 90% of SF, C-3 = 70% of SF, C-4 = 50% of SF. The weighted square feet of each condition is totaled together.). Determine the Weight difference between the FY09 Total Weighted Size and the FY04 Total Weighted Size (determined in Criteria 2, Attribute; Facilities). The highest number will receive maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(25%) Metric: Transportation Modes**

**1. (100%) Question:** List your installation's access to strategic transportation modes (e.g., RAIL- rail spur on installation, HIGHWAY- State or Federal interstate highways adjacent to installation, AIR- airports on installation, WATER - water terminal on installation). List the type of transportation modes found.

**Rationale:** Access to strategic transportation modes offers increased flexibility to support contingencies, mobilization and requirements of the Future Total Force, and the potential to receive additional maintenance operations.

**Scoring:** Yes or No question for each access point. The Yes answers will be added and the highest sum will receive maximum points. The remaining sums will be scored by linear normalization to the highest sum. The score will be applied to all commodity groups being performed at that activity.

**(10%) CRITERIA #4.** The cost of operations and the manpower implications.

**(45%) Attribute: Direct Labor Costs**

**(100%) Metric: Direct Labor Costs per Production Hour**

**1. (100%) Question:** For each commodity group performed, what is your organization's cost per produced hour (Total Direct Labor Costs/Total Hours Produced) for FY01 through FY03.

**Rationale:** An economic indicator of the value received from your direct labor workforce. [Reference DoD Cost Comparability Handbook, Chapter 6].

**Scoring:** The lowest average number will receive maximum points. The remaining numbers will be scored by normalization to the lowest average number.

**(45%) Attribute: Other Costs**

**(100%) Metric: All Other Costs for Production Hour**

**1. (100%) Question:** For each commodity group performed, what are your organization's other production costs (All other cost (minus direct and indirect materiel) /Total Hours) for FY01 through FY03.

(NOTE: Total Other Production Costs are defined as the recurring customer costs consisting of Production Expense (Indirect) PLUS General & Administration (G&A); reference the Defense Depot Maintenance Cost Comparability Handbook dtd January 1998 pages 14 and 16).

**Rationale:** An economic indicator of the value received from other costs. [Reference DoD Cost Comparability Handbook, Chapter 6].

**Scoring:** Determine the average production costs. The lowest average number will receive maximum points. The remaining numbers will be scored by normalization to the lowest average number.

**(10%) Attribute: Workforce and Skills**

**(100%) Metric: Stability**

**1. (100%) Question:** What is your direct labor attrition rate for FY00 through FY03?

**Rationale:** A lower attrition rate demonstrates more stability in the workforce.

**Scoring:** Determine the average attrition rate using FY00 through FY03. The lowest average will receive maximum points. The remaining averages will be scored by normalization to the lowest average. The score will be applied to all commodity groups being performed at that activity.

**FUNCTION: Combat Field Support/Intermediate Maintenance**

**(50%) CRITERIA #1** – The current and future mission requirements and impact on operational readiness of the Department of Defense’s total force, including impacts on joint warfighting, training and readiness.

**(30%) Attribute: Maintenance Capability**

**(100%) Metric: Workforce and Skills**

**1. (50%) Question:** For each commodity group performed, list the total number of assigned personnel onboard and the total number of Direct Labor Hours (DLHs) for FY01-FY03.

**Rationale:** Provides a measure of output by commodity. By commodity group, take the average total production hours for FY01-FY03 divided by the average total number of assigned personnel onboard for FY01 through FY03 to determine the number of hours per person.

**Scoring:** Determine the number of DLHs per assigned personnel onboard. The highest number for each commodity receives maximum points. The remaining numbers will be scored by a linear normalization to the highest number.

**2. (50%) Question:** For each commodity group performed, what is the total number of DLHs produced for each year FY01 through FY03?

**Rationale:** Used to determine the depth of the workforce. Because of the differences between the Services, DLHs is the best indicator of relative size.

**Scoring Plan:** The highest sum for each commodity group receives maximum points. The remaining sums will be scored by a linear normalization to the highest sum.

**(5%) Attribute: Interservice**

**(100%) Metric: Interservice**

**1. (100%) Question:** For each commodity group performed, identify the total number of DLHs performed for FY01 through FY03 and the total number of Interservice DLHs performed and for what Service.

**Rationale:** Shows activity’s ability to support more than one Service’s work, enhancing joint operational readiness.

**Scoring:**

**(67%) Determine the percentage:**

Each Service's Installation Interservice Commodity DLHs divided by  
Total Service's Installation DLHs for that particular commodity =  
Interservice DLHs as % of Commodity DLHs

For a Single Service Interservice DLHs  $\geq$  2% of Individual Commodity  
DLHs = 1/3 points

For Two Services Interservice DLHs  $\geq$  4% of Individual Commodity  
DLHs = 2/3 points

For Three Services Interservice DLHs  $\geq$  6% of Individual Commodity  
DLHs = Maximum points

**(33%)** The highest average total hours will receive maximum points. The  
remaining averages will be scored by linear normalization to the highest  
average.

**(65%) Attribute: Proximity Considerations**

**(85%) Metric: Proximity with DoD Customers**

**1. (100%) Question:** For each commodity group performed, list the DoD  
customers (Minimum size- Squadron/Battalion) that are located on or within 50  
miles of your activity and the number of DLHs for each customer for FY01  
through FY03.

**Rationale:** To identify the proximity of DoD customers to the intermediate level  
maintenance activity. The closer the maintenance activity is to the user provides  
better support to enhance readiness/mission effectiveness.

**Scoring: (50%)** Determine the total number of DoD customers for each  
commodity group that are located on or within 50 miles of your activity. The  
highest sum receives maximum points. The remaining sums will be scored by a  
linear normalization to the highest sum.

**(50%)** Determine the total hours performed for the DoD Customers for each  
commodity group. The highest sum for each commodity receives maximum  
points. The remaining sums will be scored by a linear normalization to the  
highest sum.

**(15%) Metric: Proximity to Depot**

**1. (100%) Question:** For each commodity group performed, is your  
intermediate maintenance activity located on or within 50 miles of a depot that  
accomplishes like commodity work?

**Rationale:** To capitalize on shared resources between the intermediate and depot activities to facilitate readiness.

**Scoring:** Yes or No answer. Yes answer receives all the points

**(30%) CRITERIA #2** – The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain, and staging areas for use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

**(10%) Attribute: Expansion Potential**

**(100%) Metric: Buildable Acres**

**1. (33%) Question:** On your installation, are there buildable acres appropriately zoned for maintenance, as of the FY04 Appropriation Act?

**Rationale:** Establishes the expansion potential by commodity group.

**Scoring:** Yes or No answer for having buildable acres. Yes answer receives all the points. All commodity groups performed will receive this score.

**2. (67%) Question:** For each commodity group performed, how many acres are unrestricted and appropriately zoned for maintenance use as of the FY04 Appropriation Act?

**Rationale:** Establishes unrestricted expansion potential by commodity group. The size of unrestricted buildable acres is important as it shows an installation's potential to be a receiving location.

**Scoring:** The highest number of acres, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(60%) Attribute: Facilities**

**(100%) Metric: Size, Type and Condition of Facilities**

**1. (100%) Question:** For each commodity group performed, based on the FY04 Appropriation Act, identify the FY04 space (in thousand of Square Feet - KSF) by building type and condition code (C-1 through C-4) for all maintenance facility activity codes (FAC) and service category code numbers (CCN). Note: Include only funded and approved MILCONs up to and including the FY04 Appropriation Act that will be completed and available in FY04.

**Rationale:** Building condition and size, by type, are important in evaluating military value because they are the only fixed assets that affect the ability to perform the combat field support/intermediate maintenance mission. The question identifies the size and condition of the buildings being used for each commodity group for FY04.

**Scoring: (77%)** The percent of the total weighted size (by condition) divided by total size. (Weighted size condition codes: C-1 = 100% of SF, C-2 = 90% of SF, C-3 = 70% of SF, C-4 = 50% of SF). The highest percentage, for each commodity group, receives maximum points. The remaining percentages will be scored by linear normalization to the highest percentage.

**(23%)** Highest weighted size. The highest number of condition-weighted square footage, for each commodity group, receives maximum points. The remaining numbers will be scored by linear normalization to the highest number.

**(30%) Attribute: Maintenance Operation/Environmental Restrictions**

**(50%) Metric: Operational Restrictions**

**1. (33%) Question:** For each commodity group performed, is maintenance or operational testing constrained by electromagnetic radiation and/or emissions, or are waivers required, as of end of 1st quarter FY04? Indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**2. (33%) Question:** For each commodity group performed, do noise restrictions or noise abatement procedures, or are waivers required, as of end of 1st quarter FY04, constrain maintenance or operational testing? Indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**3. (34%) Question:** For each commodity group performed, are there restrictions, other than electromagnetic radiation and/or emissions, noise

restrictions/abatement procedures, or are waivers required, as of end of 1st quarter FY04, that restrict/constrain maintenance or operational testing? If there are other restrictions/constraints, indicate which commodity groups are affected by answering yes. List and describe each restriction or waiver and expiration date.

**Rationale:** Waivers and restrictions to maintenance or operational testing impede performance.

**Scoring:** Yes or No answer. No answer receives all the points. Permanent waivers will not be considered restrictions.

**(50%) Metric: Environmental Capacity**

**1. (50%) Question:** For each commodity group performed, during the performance of maintenance or operational testing, which commodity groups produce air emissions. (Note: emissions are identified in Table of DoD question #211). Answer Yes/No. List and describe any waivers due to expire between FY04 and FY09.

**Rationale:** Headroom can be determined from capacity DoD question #211. More emissions headroom is desired and shows capacity to expand.

**Scoring:** There are 8 emissions, each worth 1/8 total points. If the answer is yes and headroom is available, the commodity gets maximum points. If the answer is yes and there is no headroom, the commodity gets no points. If the answer is no, the commodity gets maximum points. DoD question #211 determines headroom.

**2. (50%) Question:** For each commodity group performed, during the performance of maintenance or operational testing, which commodity groups produce industrial wastewater? Answer Yes/No. List and describe any waivers due to expire between FY04 and FY09.

**Rationale:** Headroom can be determined from DoD question #282. Headroom is the difference between permitted daily capacity and peak outflow. More wastewater headroom is desired and shows capacity to expand.

**Scoring:** If the answer is yes and headroom is available, the commodity gets maximum points. If the answer is yes and there is no headroom, the commodity gets no points. If the answer is no, the commodity gets maximum points. DoD question #282 determines headroom

**(15%) CRITERIA #3** – The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential of receiving locations to support operations and training.

**(40%) Attribute: Maintenance Capability**

**(100%) Metric: Workforce and Skills**

**1. (70%) Question:** For each commodity group performed, what are the total non-deployable intermediate maintenance personnel assigned (includes military, civilians, contractors) for FY01, FY02, and FY03?

**Rationale:** This question indicates the depth of the workforce by commodity group.

**Scoring:** Determine the percentage of the intermediate maintenance personnel, for each commodity group, as compared to the total non-deployable intermediate maintenance manpower for all assigned commodity groups. The highest percentage receives maximum points. The remaining percentages will be scored by linear normalization to the highest percentage.

**2. (15%) Question:** Identify, by name, any accredited trade schools/colleges/universities, within 50 miles distance from your activity, which provide training or trained personnel to support future maintenance workforce requirements; note any formal agreements.

**Rationale:** Size of adult secondary educational base provides potential opportunities to support sustainment of the technical workforce.

**Scoring:** The scoring will be broken into two parts, the highest sum in each section receives maximum points. The remaining sums will be scored by linear normalization to the highest sum. The two scores for each activity will be added and the resultant score will be applied to all commodity groups being performed at that activity.

**(50%)** Half of the points will be based on the total sum of the number of accredited trade schools/colleges/universities.

**(50%)** Half of the points will be based on the number of accredited trade schools/colleges/universities that have formal agreements.

**3. (15%) Question:** For each maintenance activity, what is the name of and distance to the nearest Metropolitan Statistical Area (MSA), and what is the total employment listed within the MSA for the following two Major Standard Occupational Classification (SOC) Groups: 49-0000 Installation, Maintenance, and Repair Occupations and selected 51-0000 Production Occupations?

**Rationale:** Identifies proximity and size of employment base needed to support surge and reconstitution efforts. Closer and larger skill base is desired.

**Scoring:** The highest score will receive all of the points. The remaining numbers will be scored by linear normalization to the highest number. The score will be applied to all commodity groups being performed at that activity. The following method will be used:

$$\text{Score} = \text{Max Weight} * [\text{Distance Score}] * [“\text{Relative}” \text{ Size Skill Base Score}]$$

Where: “Max Weight” is the maximum points assigned to this question.

“Distance Score” is between 0 to 1 measured in the following chart:

Distance Score	Distance to MSA
1	Less than or equal to 50 Miles
.5	Between 51 to 75 Miles
.25	Between 76 to 100 Miles
0	Greater than 100 Miles

“Relative” Size Skill Base Score is 0 to 1 measured in the following chart using the listed ratio.

Relative Skill Base Score	Size of the Market (49-0000 + 51-0000) ----- Size of the Workforce
1	If Ratio is greater than 10
.75	If Ratio is between 7.5 to 10
.5	If Ratio is between 2.5 to 7.5
.25	If Ratio is between 1.0 to 2.5
0	If Ratio is less than 1

**(60%) Attribute: Proximity Considerations**

**(70%) Metric: Proximity to DoD Customers**

**1. (100%) Question:** For each commodity group performed, list the DoD customers (Minimum size - Squadron/Battalion) that are located on or within 50 miles of your activity and the number of DLHs for each customer for FY03.

**Rationale:** Proximity of customers to the intermediate level activity enhances mission readiness and effectiveness.

**Scoring:** The more total direct labor hours, by commodity, in support of activities within 50 miles has the higher value. The highest number of DLHs, for each

# **Cryptologic Systems Group**

*“Ensuring Information Superiority and Agile Combat Support”*

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## **The Cryptologic Systems Group**

**Welcomes**

**Ms. Lesia Mandzia**  
**Mr. Thomas Pantelides**

*BRAC Commission Staff Analysts*



29 Jun 2005

*Chris over*

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# ***Answers to BRAC Commission Staff Analysts' Questions***



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## **Background:**

**Recommendation TECH 0042 Relocates Air & Space Systems Research And Development And Acquisition From Lackland To Hanscom (Along With Maxwell And WPAFB)**

**Justification Cites Reduction Of The Number Of Technical Facilities Engaged In Air And Space Sensors, Electronic Warfare, And Electronics And Information Systems RDAT&E. Push Is For Multi-functional Centers Of Excellence.**



# Question 1



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## Question:

**Hanscom Acquires Electronics Systems For The Air Force.  
How Will The Addition Of The Cryptologic Systems Group  
Provide Increased Synergy To Hanscom's Acquisition  
Functions?**

## Answer:

### ◆ Increased Synergy

- The CPSG Designs And Fields INFOSEC Systems Used By Customers Across The DoD
  - Some Of The SPO's At Hanscom Use Our Products And Expertise
  - Acquisition Processes At Hanscom Are More Mature



# Question 1 (Cont.)



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## Answer (Cont.):

### ◆ Synergy Lost

- Location: San Antonio Is The Center Of Excellence For Information Operations
  - We Are Co-located With:
    - ~ Air Intelligence Agency
    - ~ NSA Texas
    - ~ 33<sup>rd</sup> Information Operations Squadron
    - ~ Air Force Network Operations Security Center (AFNOSC) Network Security Division (Formerly AFCERT)
    - ~ Air Force Information Warfare Center (AFIWC)
    - ~ Air Force Information Warfare Battlelab (AF-IWB)
    - ~ University Of Texas At San Antonio Center (Center For Infrastructure Assurance And Security (CIAS) Degree Program)
- Mission:
  - Separation Of Acquisition Personnel From Customers
  - Many CPSG Positions Do Development, Acquisition, And Support Functions (i.e. Satellite Engineers)



# Question 2



## Question:

What Are The Mission/Functions Of Lackland's Cryptologic Group And Does This Function Exist Elsewhere?

## Answer:

### ◆ Yes

- Army, Navy And Air Force Each Have COMSEC Maintenance Activities
- Electronic Key Management System Activities Are At Both Army And Air Force Sites By Design (Throughput And Continuity Of Operations)

*closed*

### ◆ No

- Acquisition Activities At The CPSG Are Not Performed Anywhere Else
  - COMSEC System Program Offices (SPOs) Are "Chartered" By The National Security Agency (NSA)
  - CPSG Is The Only DoD Space COMSEC Activity
- Signals Intelligence (SIGINT), Air Force Technical Applications Center (AFTAC), And Special Project Activities Do Not Exist Anywhere Else

*critical mission based by the move*

*support  
tech expertise*

*RUNWAY*

*BoD/Port*

*NSA*



## Question 3



Question:

*everybody not Hanscom*  
Why Is It Important To Co-locate This **Cryptologic** Function To A Base That Does Not Perform This Function? What Is The Specific Impact On Military Value?

Answer:

- ◆ Recommendation Is To Consolidate C4ISR Acquisition Activities
  - The CPSG Acquisition Piece Is Only 44 Of Over 1300 Positions Being Consolidated
- ◆ Hanscom Does Not Do All Cryptologic Acquisition
  - So Function Is Not Being Co-located





# Question 4



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## Question:

**What Assurance Exists That The Right Types Of Technical Personnel Will Move To Hanscom (High Cost Area) And To What Extent Are These Skills Already Available In The Hanscom Area?**

## Answer:

- ◆ **We Have Not Polled Our Personnel To Determine Who Will Move**
- ◆ **Hanscom Cost Of Living Is Very High And Positions There Are Already “Hard To Fill”**
  - **DoD Recommendation Adds Over 1300 Positions To The Base**
- ◆ **HQ ESC (Hanscom) Does Very Little Organic Technical Work**
  - **Engineers Provided By Contractors (FFRDC + A&AS)**



## Question 5



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### Question:

**How Many Buildings/Square Feet Will Be Needed At Hanscom And What Portion Needs To Be Secure?**

### Answer:

- ◆ **Over \$130M MILCON Identified For Over 1300 New Personnel (Organic)**
  - 44 Are CPSG Personnel
- ◆ **Contractors Are Not Included**
- ◆ **Sensitive Compartmented Information Facility (SCIF) Requirements Not Addressed In COBRA Data As Part Of MILCON**
  - None Identified By Appropriate Facility Activity Code (FAC)

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## **The Cryptologic Systems Group**

**Briefing To:**

**BRAC Commission Analysts**

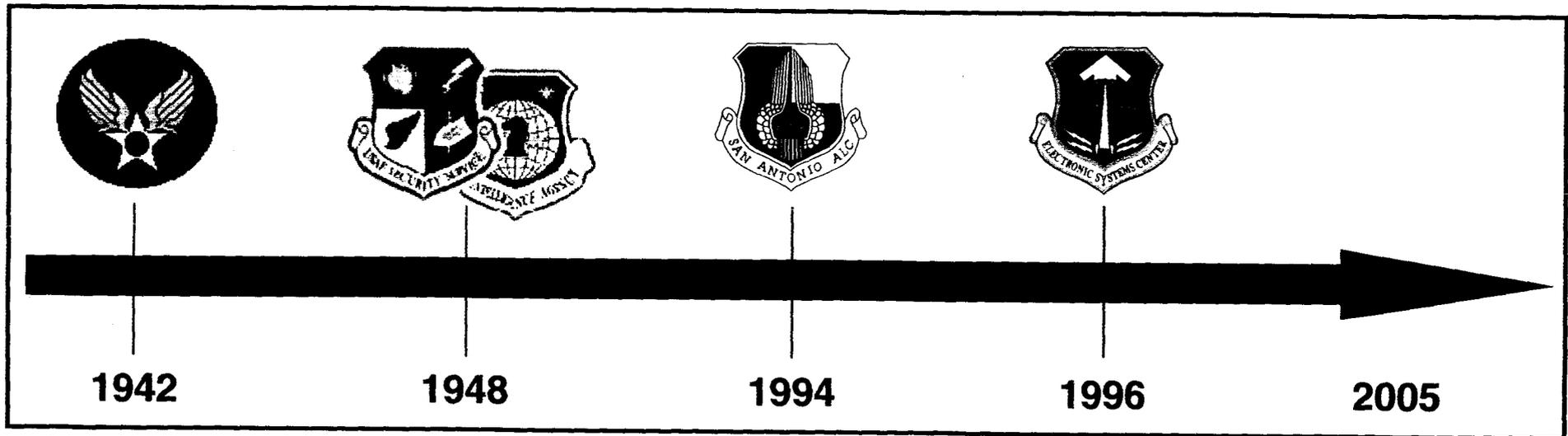
3 Aug 2005



# Mission and Organization "Integrated Synergy"



## More Than 60 Years of "Recognized Excellence"



1942

1948

1994

1996

2005

**136<sup>th</sup> Signal Radio  
Intelligence Company**  
Army Air Corps

**USAF Security Service**  
(Now AIA)

**San Antonio  
Air Logistics Center**  
(AFMC)

**Cryptologic Systems  
Group**  
(ESC)

1963 – AFOUA

1970 – AFOUA

1984 – AFOEA

1990 – AFOEA

2001 – Outstanding Small Depot

1977 - AFOUA

1986 – AFOEA

1993 – AFOEA

2002 – Outstanding Small Depot

1978 – AFOUA

1988 – AFOEA

1999 - AFOEA

2004 – Outstanding Small Depot

AFOUA – AF Outstanding Unit Award  
AFOEA – AF Organizational Excellence Award

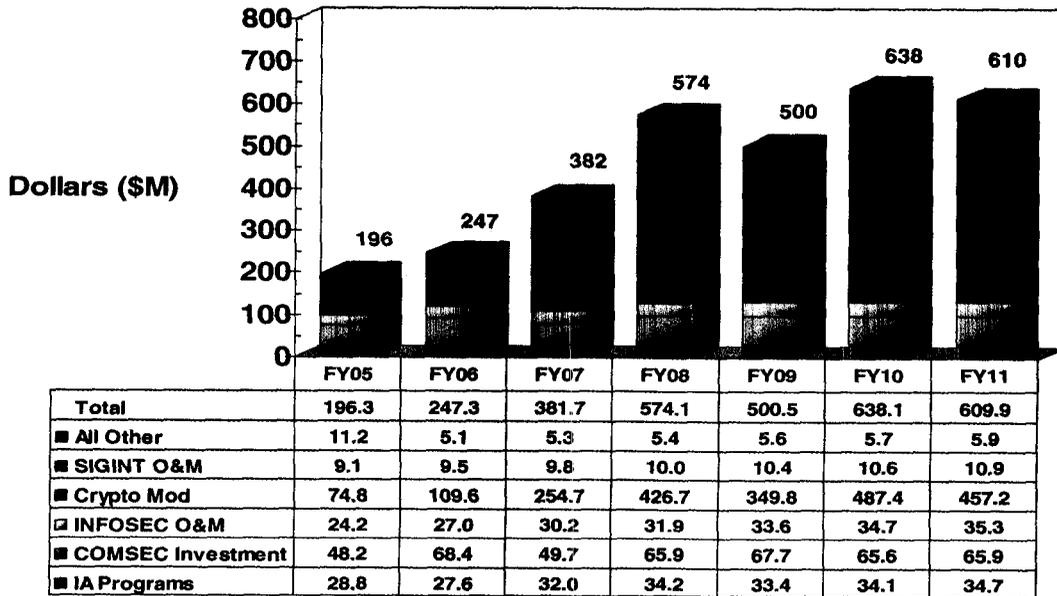
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Slide #2



# CPSG Funding

As Of: 31 Mar 05



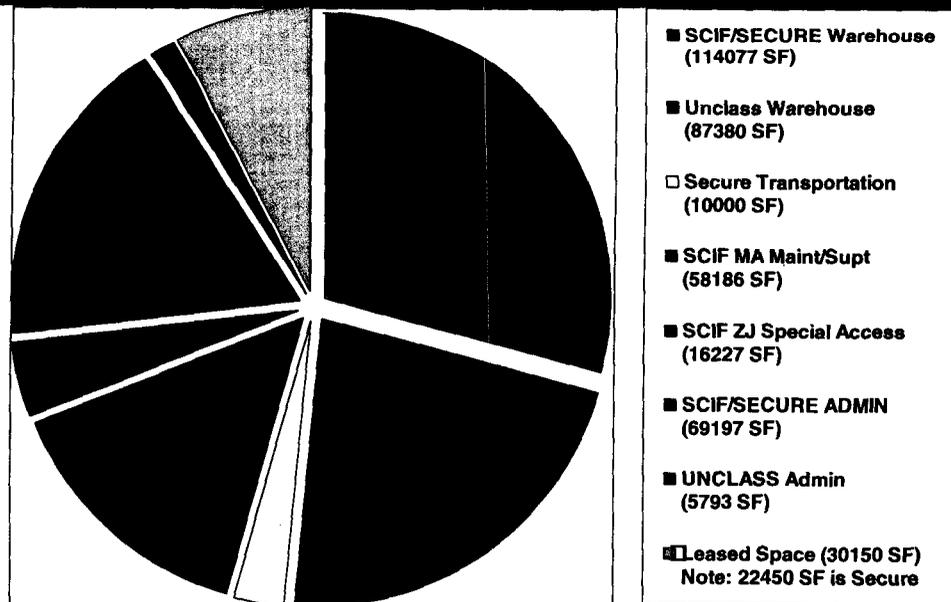
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Slide #5



## CPSG FACILITIES

Total: 391K SQ FT in use (Special Note: 74% of total is Secure/SCIF/Special Access space )



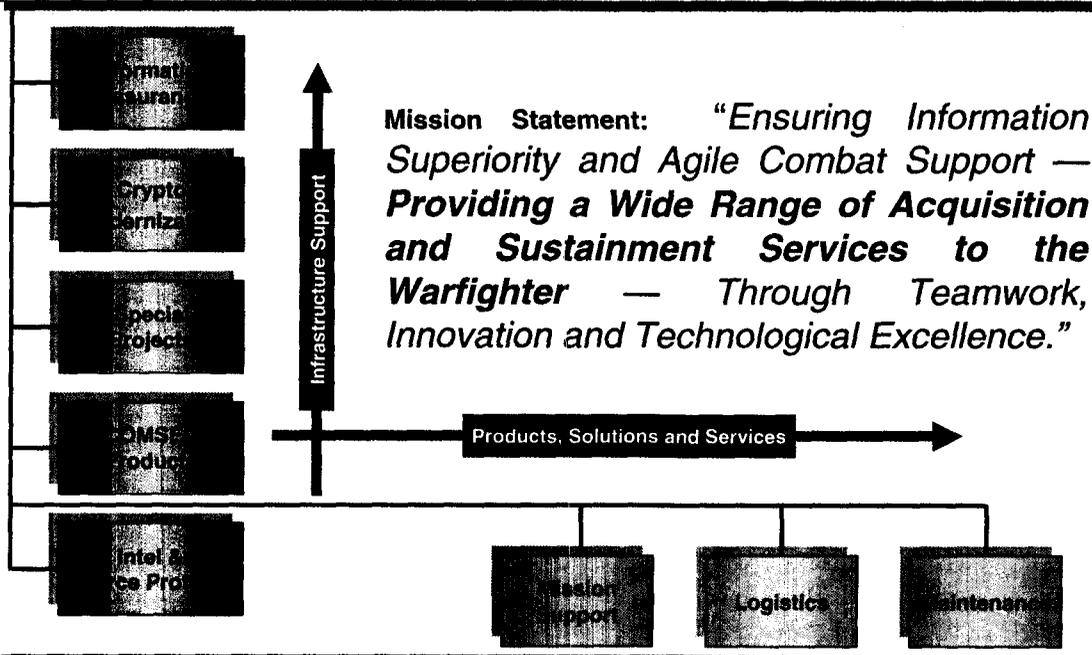
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Slide #6



# Vision

**"A Secure Global Information Grid (GIG)"**



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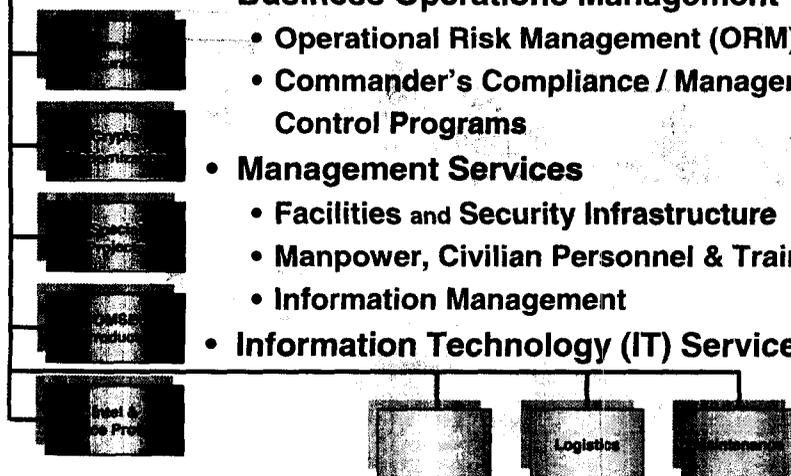
Slide #7



# MS – Mission Support



- Contracting
- Financial Management
- Business Operations Management
  - Operational Risk Management (ORM)
  - Commander's Compliance / Management Control Programs
- Management Services
  - Facilities and Security Infrastructure
  - Manpower, Civilian Personnel & Training
  - Information Management
- Information Technology (IT) Services



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Slide #8



# LG – Logistics



Commander

- Controlled Inventory and Accountability
- Stock, Store and Issue
- Transportation and Shipping
- Preservation and Packaging
- DEMIL and Asset Destruction
- Logistics Data Management / Analysis
- Logistics Data Systems Support
- Engineering and Tech Data Management
- Cryptologic Help Desk



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Slide #9

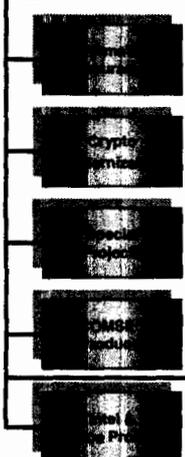


# MA – Maintenance



Commander

- Production Support Division
- Hardware Maintenance Division
  - COMSEC
  - SIGINT (National Intel)
- Technical Applications
- Automated Test Equipment



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Slide #10



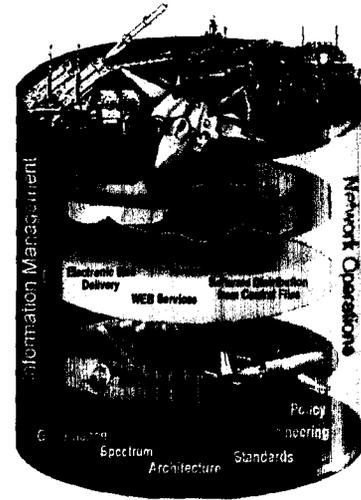
# NI – Information Assurance



Commander

## IA Product Area Directorate (PAD)

- Innovative GIG IA Solutions
  - Research ongoing: Air, Ground, Space
  - Airborne Network IA PMO
  - Vulnerability Management PMO
- Dynamic Key Management
  - Public Key Infrastructure (PKI) SPO
  - AF Electronic Key Mgmt System SPO
  - DoD Central Office of Record
- Maintaining GIG IA Software
- Customer Security Services



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Slide #11



# ZX – Crypto Modernization

Program Office

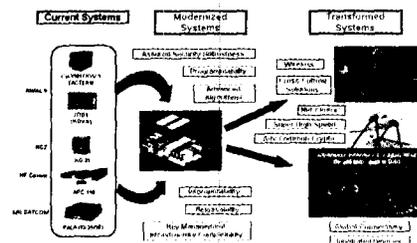


Commander

- Develop, Acquire and Field Modern Crypto Technologies and Solutions that Support Robust Security, Interoperability, Flexibility and Compatibility with Evolving Key Management Infrastructures.

Support the Transformation of Crypto Capabilities to Enable Future Joint Network-Centric Operations

## Modernization & Transformation Approach



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Slide #12

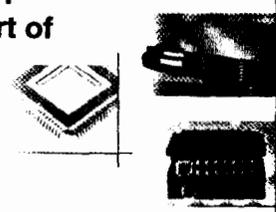


# ZJ – Special Projects



Commander

- Procurement and Acquisition Logistics of Type 1 NSA Approved INFOSEC Products in Support of DoD Space Applications
- Technical Repair Center (TRC) for Space Applications Crypto
- Focal Point for Developing and Advocating Space Cryptographic Modernization Requirements
  - Area of Convergence for Both MILSAT and IC Requirements
- Specialized Logistics Operations for INFOSEC Support to Air Force Advanced Research and Development Programs



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Slide #13



# ZC – COMSEC Products



Commander

- Secure Products Division – Sustainment
  - Traditional Cryptographic Equipment
  - Commercially Endorsed COMSEC
- COMSEC Acquisition Management
  - Crypto Development Program Offices
    - IFF, CI-13, KOK-13/13A
- Information Assurance Technical Assistance Center (ITAC)



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Slide #14



# ZI – Intel & Force Protect



Commander

- Consolidated SIGINT Support Activity (CSSA) – National Intel
- Force Protection
  - Base Installation Security System (BISS)
  - Weapons Storage Security System (WS3)
- Tactical Intel Systems
- Technical Applications - Materials Collection



Mission Support

Logistics

Maintenance

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Slide #15



# Customers – Worldwide

"Stakeholder Satisfaction"



Commander

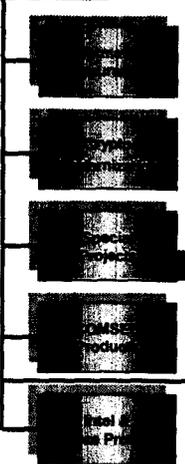
## DoD

Air Force, Army, Navy, Marine Corps  
AIA, WHCA, DISA, DLA, DCMA

## National

NSA, NRO, NASA, DEA, FBI, U.S. Customs and Border  
Protection, Treasury, FEMA, GSA

## Int'l Security Assistance Programs



Mission Support

Logistics

Maintenance

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Slide #16



Somewhere . . .



### A Warfighter:

- ▣ Mission Plans With Intelligence... Enabled by CPSG
- ▣ Uses a Call Sign... Provided by CPSG
- ▣ Talks Securely... Maintained/Keyed by CPSG
- ▣ Navigates With Secure GPS... Provided by CPSG
- ▣ Lands at a Base... Protected by CPSG
- ▣ Weapons Secured... by CPSG

Personnel, Resources, & Mission  
Made More Secure... by CPSG

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Slide #17

## Cryptologic Systems Group

"Ensuring Information Superiority and Agile Combat Support"

### ***CPSG Points of Contact:***

**Col Jerry T. Corley - Commander**

210-977-2253

[jerry.corley@lackland.af.mil](mailto:jerry.corley@lackland.af.mil)

**Mr. Ronnie L. Carter - Executive Director**

210-977-2253

[ronnie.carter@lackland.af.mil](mailto:ronnie.carter@lackland.af.mil)

**Ms. Diane Salazar - CPSG BRAC Response Team Lead**

210-977-6770

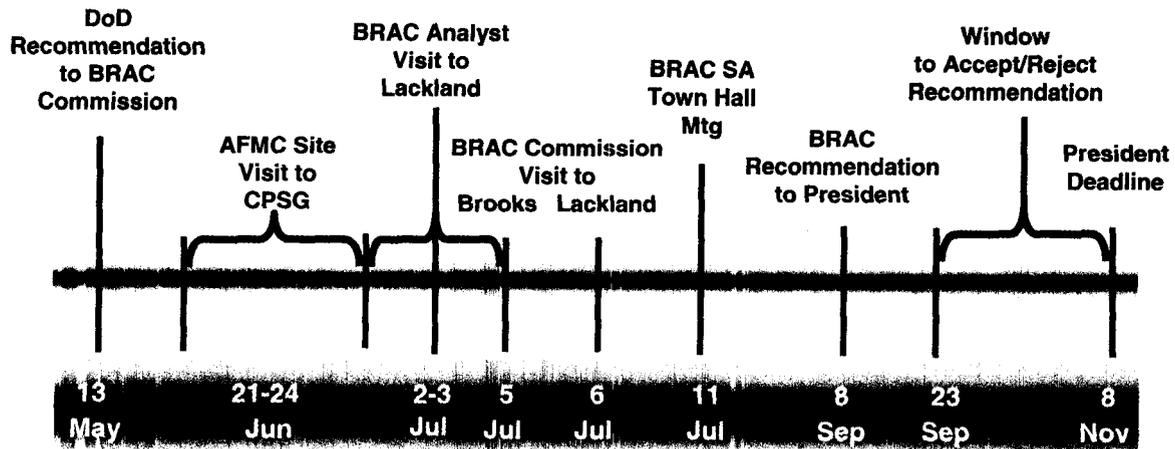
[diane.salazar@lackland.af.mil](mailto:diane.salazar@lackland.af.mil)

Cryptologic Systems Group (CPSG)  
230 Hall Blvd, Ste 126  
San Antonio TX 78243  
DSN: 969-2253, COMM 210-977-2253

UNCLASSIFIED



# 2005 DoD BRAC Recommendation for Cryptologic Systems Group

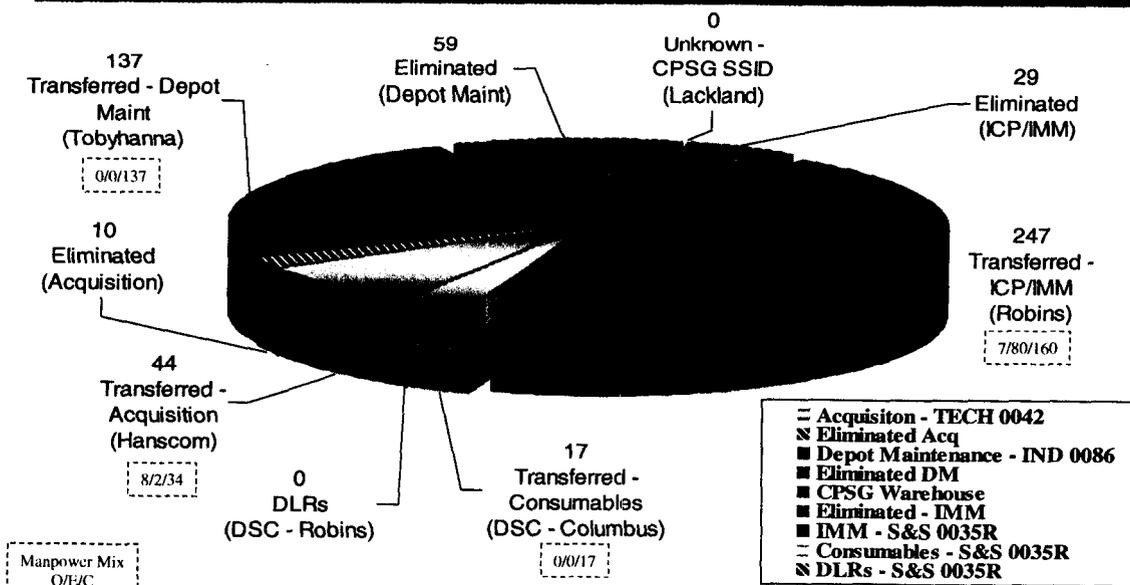


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Slide #19



# 2005 DoD BRAC Recommendation for Cryptologic Systems Group



**Total COBRA positions identified (543) versus CPSG UMD (542)**

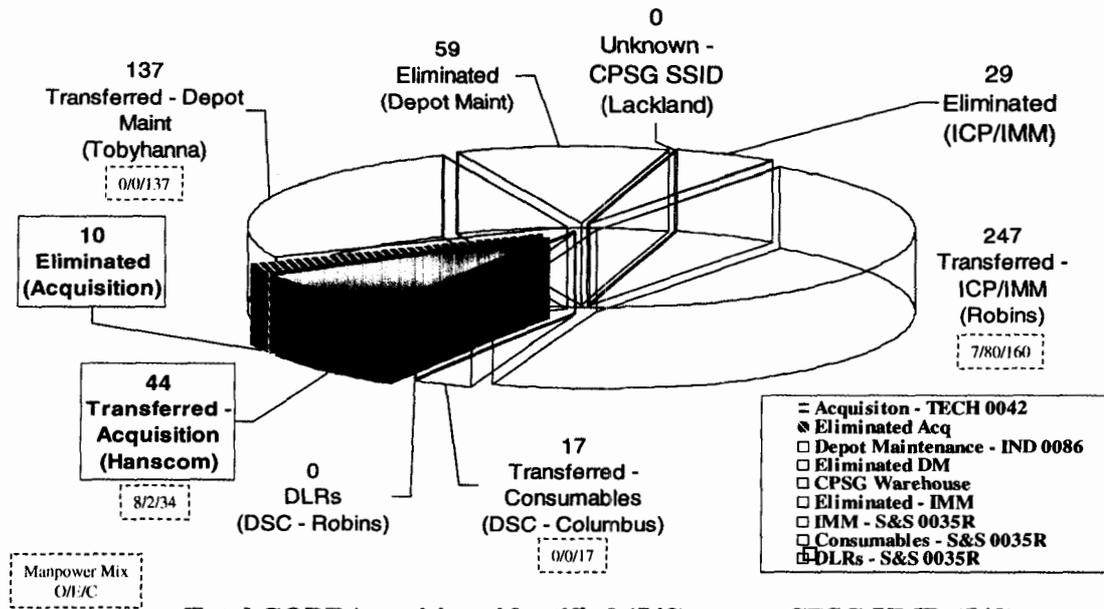
NOTES: Although not depicted, 259 contractor positions @CPSG would also be relocated or eliminated.

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Slide #20



## 2005 DoD BRAC Recommendation for CPSG Acquisition – TECH 0042



Total COBRA positions identified (543) versus CPSG UMD (542)

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Slide #21



## C4ISR RDAT&E Acquisition To Hanscom AFB Disconnects



- ◆ Personnel
  - Manpower Underestimated for C4ISR Workload
    - ◆ 44 billets identified in COBRA TECH 0042 (AISRD&A)
      - ~ Is this only for the Information Systems acquisition piece?
    - ◆ Certified number much higher required for full CPSG C4ISR RDAT&E acquisition workload (Information Systems, Sensors/Electronics/Electronic Warfare, Space Platforms, and Nuclear Technology)
- ◆ MILCON
  - Hanscom AFB Facility Requirements
    - ◆ Secure facility requirements not addressed in COBRA data as part of MILCON
      - ~ None identified by appropriate Facility Activity Code (FAC)
- ◆ Funding – N/A

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Slide #22



# C4ISR RDAT&E Acquisition To Hanscom AFB Issues



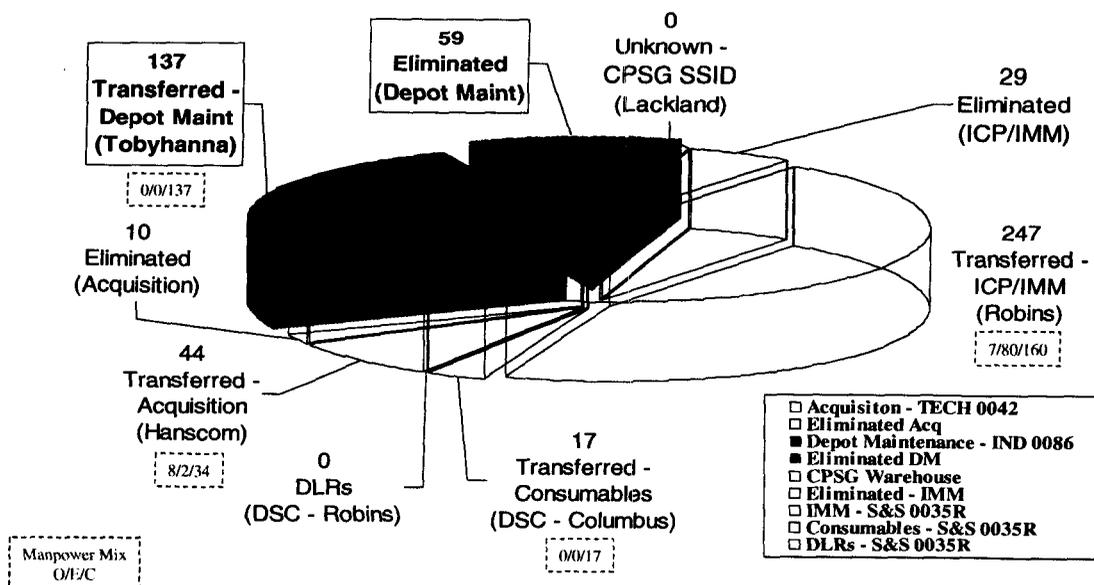
- ◆ **Personnel**
  - Manpower Underestimated for C4ISR Workload
    - CPSG has 156 contractors supporting acquisition activities
- ◆ **MILCON**
  - Hanscom AFB Facility Requirements
    - FY07 start date probably not feasible in the event MILCON is required (1300 total acquisition personnel projected to move to Hanscom AFB overall)
    - Contractor personnel will also require secure facilities (not specifically addressed)
- ◆ **Funding**
  - Decreased Mission Effectiveness
    - Increased costs due to burdened rates and location (Boston vs San Antonio)
      - Average cost in SA is \$125K vs Boston at \$239K
    - Hard-to-fill positions due to geographic location (Hanscom AFB, MA)

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Slide #23



# 2005 DoD BRAC Recommendation for CPSG Depot Maintenance – IND 0086



Total COBRA positions identified (543) versus CPSG UMD (542)

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Slide #24



## INDUSTRIAL

Depot Maintenance to Tobyhanna Army Depot (TYAD)

### Disconnects



- ◆ **Personnel** –
  - 137 CIV Billets with Zero (0) MIL identified
    - Tech Applications maintenance is supported by 100% military
    - Space & Air/Ground Crypto supported by 54% military
- ◆ **MILCON**
  - None identified in COBRA data
    - ZJ Space Vibration Isolated Foundation (SVIF) slab
    - Runway requirements (Minuteman III, Peacekeeper & TAP missions (eleven-thousand foot runway essential for WC-135 aircraft)
    - SCIF/Special Access Facilities required
- ◆ **Funding**
  - Discrepancy in Equipment Movement Cost
    - \$3.052M for movement of depot maintenance equipment incorrect
      - Lackland (CPSG) certified estimate significantly higher at \$21M
    - Additionally, must include \$4.8M certified recurring transportation cost (direct annual cost to move equipment between warehouse and TYAD)



## INDUSTRIAL

Depot Maintenance to Tobyhanna Army Depot (TYAD)

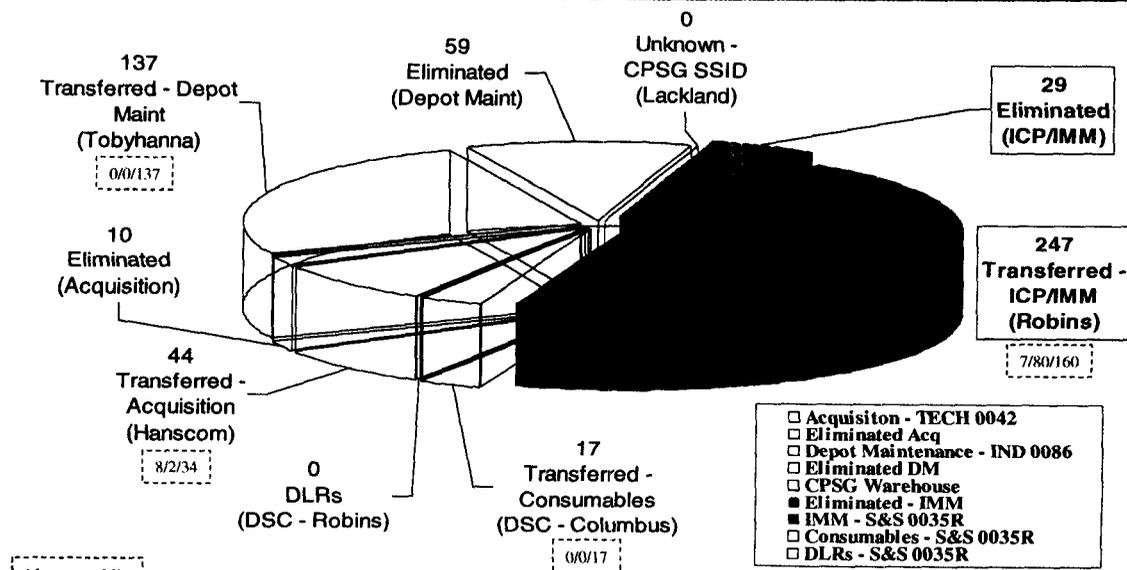
### Issues



- ◆ **Personnel**
  - 5 Army and 5 Navy SIGINT (CSSA) positions not identified
- ◆ **MILCON**
  - FY07 start date probably not feasible in the event MILCON is required
- ◆ **Funding** – N/A
- ◆ **Other** –
  - Space and Airborne missions not specifically addressed in BRAC language
  - AETC/OL (Keesler) Maintenance Trainers not addressed in BRAC language (currently co-located with CPSG space crypto mission)
  - Possible negative impact to negotiated contract "repair & return" times (SIGINT CSSA mission support)
  - Continuous operations requirements
    - ICBM (Peacekeeper and Minuteman III) Electro-Magnetic Interference Shielded Lab (SCIF)
      - 24/7 operation; one of a kind in DoD; congressional approval required relocation



## 2005 DoD BRAC Recommendation for CPSG ICP/IMM – S&S 0035R



Total COBRA positions identified (543) versus CPSG UMD (542)

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Slide #27



## Supply and Storage (S&S) Integrated Material Management (IMM) To Robins AFB GA Disconnects



### ◆ Personnel –

- Personnel mix identified incorrect
  - Currently includes manpower for Stock, Store, Issue and Distribution (SSID) functions

### ◆ MILCON

- Underestimated Facility Cost
  - COBRA MILCON dollars estimated at \$26M – for warehouse only which is not moving from LACKLAND AFB)
  - Facility MILCON/Rehab identified for IMM administrative FAC space is incorrect
    - ~ No required Secure/SCIF office space identified

### ◆ Funding – N/A

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Slide #28



**Supply and Storage (S&S)  
Integrated Material Management (IMM)  
To Robins AFB GA  
Issues**



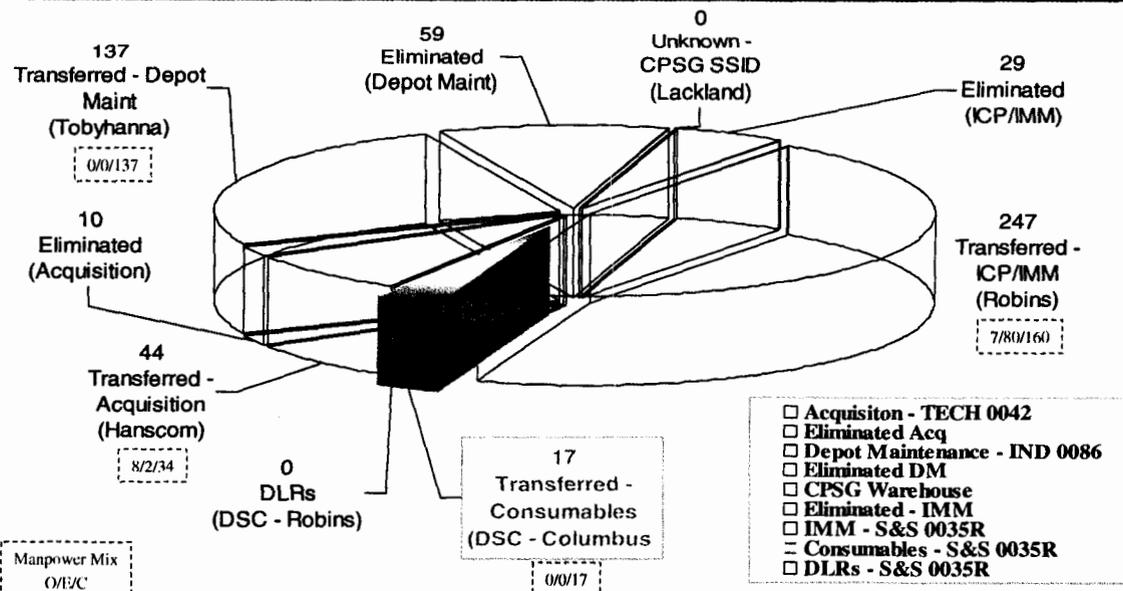
- ◆ **Personnel**
  - 5 Army + 5 Navy COMSEC (EKMS - Key Mgmt) positions not identified
  - Personnel mix include SSID personnel numbers
- ◆ **MILCON – N/A**
- ◆ **Funding – N/A**
- ◆ **Other**
  - **Continuous operations requirements**
    - **Electronic Key Management System (EKMS) and Voice Call Signs (VCS)**
      - ~ 24/7 operation supporting 801 Tri-Service customers
      - ~ Provides cryptographic key material via automated secure dial-in accessed bulletin board (at DISA-Kelly USA)
        - Collocation of CPSG key managers and DISA activity required due to closed network encrypted point-to-point requirement
      - ~ VCS requires 24/7 access via NIPRNET and SIPRNET

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Slide #29



**2005 DoD BRAC Recommendation  
for  
CPSG Consumables – S&S 0035R**



**Total COBRA positions identified (543) versus CPSG UMD (542)**

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Slide #30



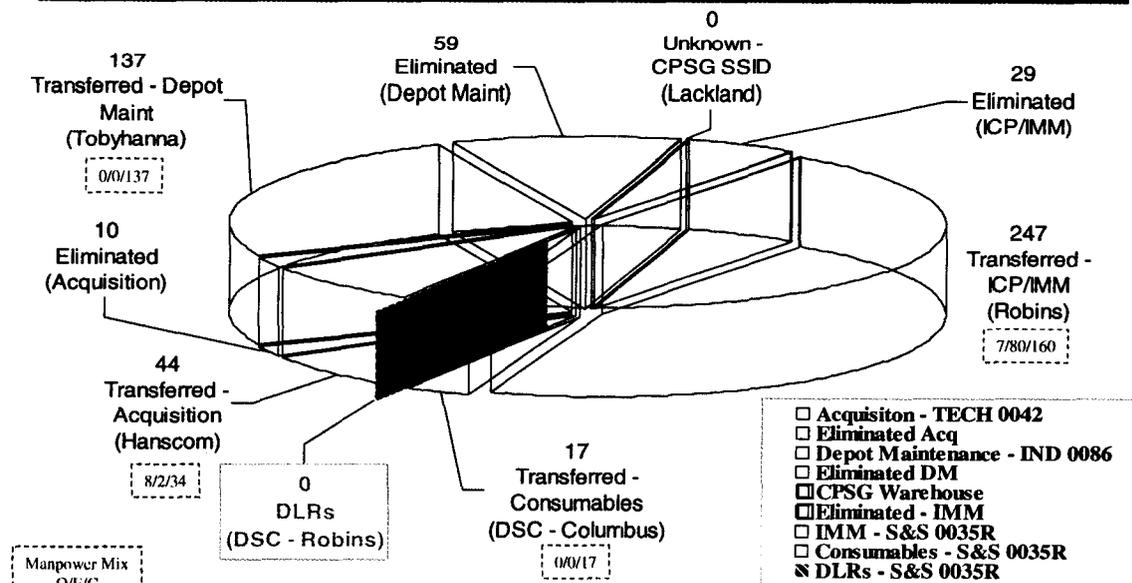
**Supply and Storage (S&S)  
Inventory Control Point (ICP) for Consumables  
To Columbus OH  
Disconnects**



- ◆ **Personnel –**
  - Incorrect number of personnel identified (17) for DSC – Consumable ICP support
    - CPSG currently employs two full-time employees performing consumable item management services
  
- ◆ **MILCON – N/A**
  
- ◆ **Funding – N/A**



**2005 DoD BRAC Recommendation  
for  
CPSG Support for DLRs – S&S 0035R**



**Total COBRA positions identified (543) versus CPSG UMD (542)**

NOTES: Although not depicted, 259 contractor positions @CPSG would also be relocated or eliminated.



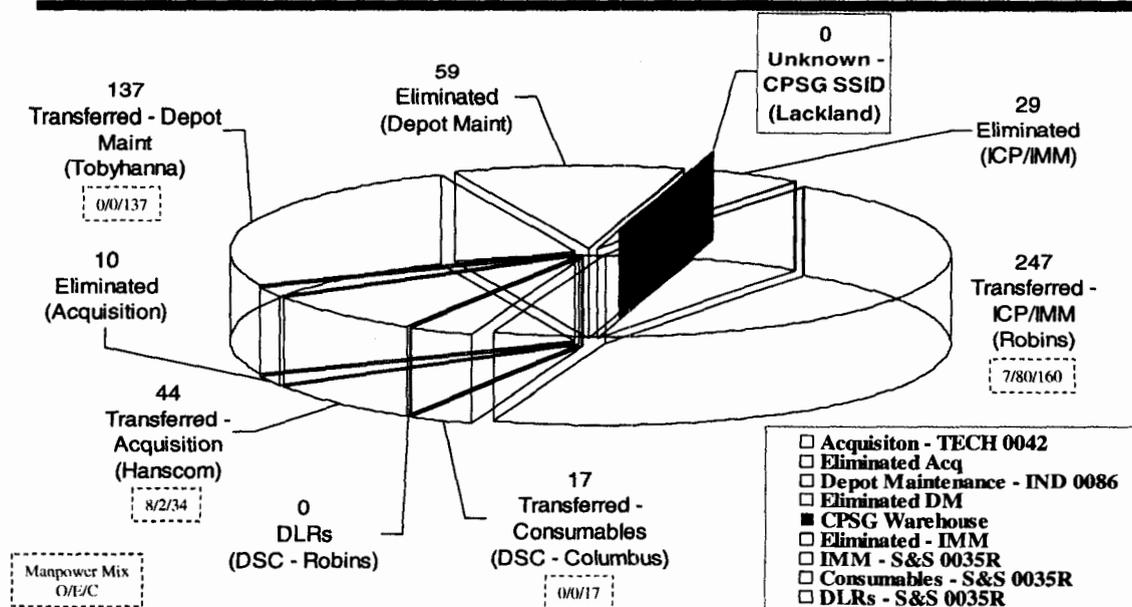
**Supply and Storage (S&S)  
Procurement Management & Related Support for DLRs  
To Robins GA  
Disconnects**



- ◆ **Personnel –**
  - No personnel identified to perform procurement management and related support functions for Depot Level Repairables (DLRs)
- ◆ **MILCON – N/A**
- ◆ **Funding – N/A**



**2005 DoD BRAC Recommendation  
for  
CPSG Supply Storage Issue & Distribution (SSID)**



**Total COBRA positions identified (543) versus CPSG UMD (542)**



**Supply and Storage (S&S)  
Stock, Store, Issue & Distribution (SSID)  
Lackland AFB TX  
Disconnects**



- 
- ◆ **Personnel –**
    - Zero (0) personnel identified (left in place at CPSG) to perform the SSID function in the BRAC language
  
  - ◆ **MILCON**
    - COBRA MILCON dollars estimated at \$26M – for warehouse only under IMM COBRA Data if realigned from LACKLAND AFB/CPSG
      - Certified number (from Robins) much larger at \$52M MILCON cost for required Secure Compartmented Information Facilities (SCIF) (only applies to warehouse facility requirements if realigned)
  
  - ◆ **Funding**
    - Must include a shared \$4.8M recurring transportation cost with maintenance (cost to move property to/from activities)

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Slide #35

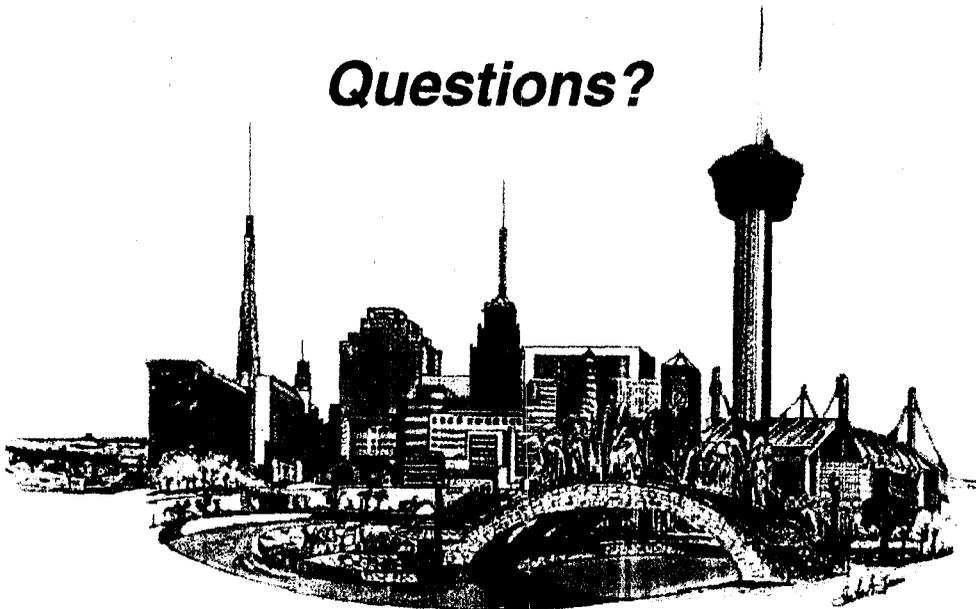
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## ***Cryptologic Systems Group***

*“Ensuring Information Superiority and Agile Combat Support”*

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***Questions?***



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**2005 DoD BRAC Recommendations  
Disconnects  
(Roll-Up)**



---

◆ **Personnel**

- **Manpower Underestimated for C4ISR Workload (Acquisition)**
  - 44 billets identified in COBRA TECH 0042 (AISRD&A)
    - ~ Is this only for the Information Systems acquisition piece?
    - ~ Full CPSG C4ISR RDAT&E acquisition workload covers Information Systems, Sensors/Electronics/Electronic Warfare, Space Platforms, and Nuclear Technology
- **137 CIV Billets with Zero (0) MIL identified (Industrial/Depot Maintenance)**
  - Tech Applications maintenance is supported by 100% military
  - Space & Air/Ground Crypto supported by 54% military
- **Personnel mix identified incorrect (IMM and Warehouse/SSID)**
  - Currently includes manpower for Stock, Store, Issue and Distribution (SSID) functions
  - Zero personnel left in place for SSID support
- **Incorrect number of personnel identified (17) for DSC – Consumable ICP support (IMM/Consumables)**
  - CPSG currently employs two full-time employees performing consumable item management services
- **No personnel identified to perform procurement management and related support functions for Depot Level Repairables (DLRs) (IMM/Depot Level Repairable Procurement Management)**



**2005 DoD BRAC Recommendations  
Disconnects  
(Roll-Up)**



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◆ **MILCON**

- **Hanscom AFB Facility Requirements (Acquisition)**
  - Secure facility requirements not addressed in COBRA data as part of MILCON
    - ~ None identified by appropriate Facility Activity Code (FAC)
- **None identified in COBRA data (Industrial/Depot Maintenance)**
  - ZJ Space Vibration Isolated Foundation (SVIF) slab
  - Runway requirements (Minuteman III, Peacekeeper & TAP missions (eleven-thousand foot runway essential for WC-135 aircraft)
  - SCIF/Special Access Facilities required
- **Underestimated Facility Cost (IMM/Robins)**
  - COBRA MILCON dollars estimated at \$26M – for warehouse only which is not moving
  - Certified number (from Robins) much larger at \$52M MILCON cost for required Secure Compartmented Information Facilities (SCIF) (only applies to warehouse facility requirements)
  - Facility MILCON/Rehab for IMM administrative FAC space is incorrect
    - ~ Secure/SCIF office space not identified at all



**2005 DoD BRAC Recommendations  
Disconnects  
(Roll-Up)**



---

◆ **Funding**

- **Discrepancy in Equipment Movement Cost (Industrial/Depot Maintenance)**
  - \$3.052M for movement of depot maintenance equipment incorrect
    - ~ Lackland (CPSG) certified estimate significantly higher at \$21M
  - Additionally, must include \$4.8M certified recurring transportation cost (direct annual cost to move equipment between warehouse and TYAD)
- **Must include a shared \$4.8M recurring transportation cost with maintenance (cost to move property to/from activities) (IMM/SSID)**



**2005 DoD BRAC Recommendations  
Issues  
(Roll-Up)**



---

◆ **Personnel**

- **Manpower Underestimated for C4ISR Workload (Acquisition)**
  - CPSG has 156 contractors supporting acquisition activities
- **5 Army and 5 Navy SIGINT (CSSA) positions not identified (Industrial/Depot Maintenance)**
- **5 Army + 5 Navy COMSEC (EKMS - Key Mgmt) positions not identified (IMM/Robins)**
  - Personnel mix include SSID personnel numbers



**2005 DoD BRAC Recommendations  
Issues  
(Roll-Up)**



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◆ **MILCON**

- **Hanscom AFB Facility Requirements (Acquisition)**
  - FY07 start date probably not feasible in the event MILCON is required (1300 total acquisition personnel projected to move to Hanscom AFB overall)
  - Contractor personnel will also require secure facilities (not specifically addressed)
- **FY07 start date probably not feasible in the event MILCON is required (Industrial/Depot Maintenance)**



**2005 DoD BRAC Recommendations  
Issues  
(Roll-Up)**



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◆ **OTHER**

- **Space and Airborne missions not specifically addressed in BRAC language**
- **AETC/OL (Keesler) Maintenance Trainers not addressed in BRAC language (currently co-located with CPSG space crypto mission)**
- **Possible negative impact to negotiated contract "repair & return" times (SIGINT CSSA mission support)**
- **Continuous operations requirements (Industrial/Depot Maintenance)**
  - ICBM (Peacekeeper and Minuteman III) Electro-Magnetic Interference Shielded Lab (SCIF)
    - ~ 24/7 operation; one of a kind in DoD; congressional approval required relocation
- **Continuous operations requirements (IMM/Robins)**
  - Electronic Key Management System (EKMS) and Voice Call Signs (VCS)
    - ~ 24/7 operation supporting 801 Tri-Service customers
    - ~ Provides cryptographic key material via automated secure dial-in accessed bulletin board (at DISA-Kelly USA)
      - Collocation of CPSG key managers and DISA activity required due to closed network encrypted point-to-point requirement
    - ~ VCS requires 24/7 access via NIPRNET and SIPRNET



# Cryptologic Systems Group

*"Ensuring Information Superiority and Agile Combat Support"*



## The Cryptologic Systems Group

Welcomes

**Ms. Lesia Mandzia**  
**Mr. Thomas Pantelides**  
BRAC Commission Analysts

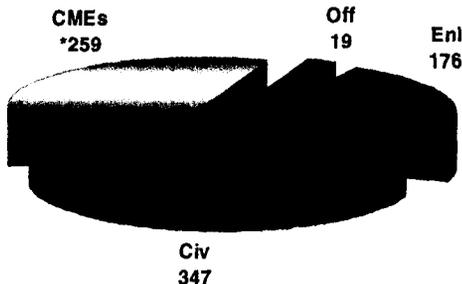
29 Jun 2005

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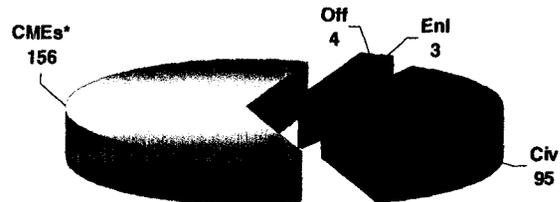
Slide #1



## Unit Strength



**CPSG Total Force: 801**  
Unit Manning Document



Numbers Continue to Grow throughout FY05 – FY11

**CPSG Acquisition Total: 258**  
BRAC Scenario 663 (16 Feb 05)

\* Contractor Man-year Equivalents

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Slide #2



# CPSG's Acquisition Functions



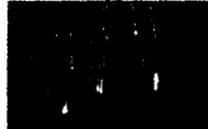
## Public Key Infrastructure



## Electronic Key Mgt System



## IFF Crypto

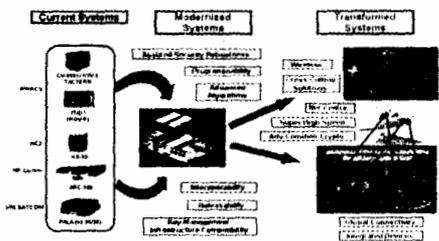


## Crypto Rekey Systems



## Cryptographic Modernization

### Modernization & Transformation Approach



## Cyber-Lighthouse



## Combat Information Transport System



## Minuteman III ICBM Crypto



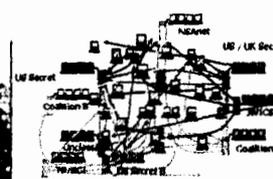
## Space Telemetry Tracking & Control



## Secure Airborne Networks



## Cross Domain Solutions



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Slide #3

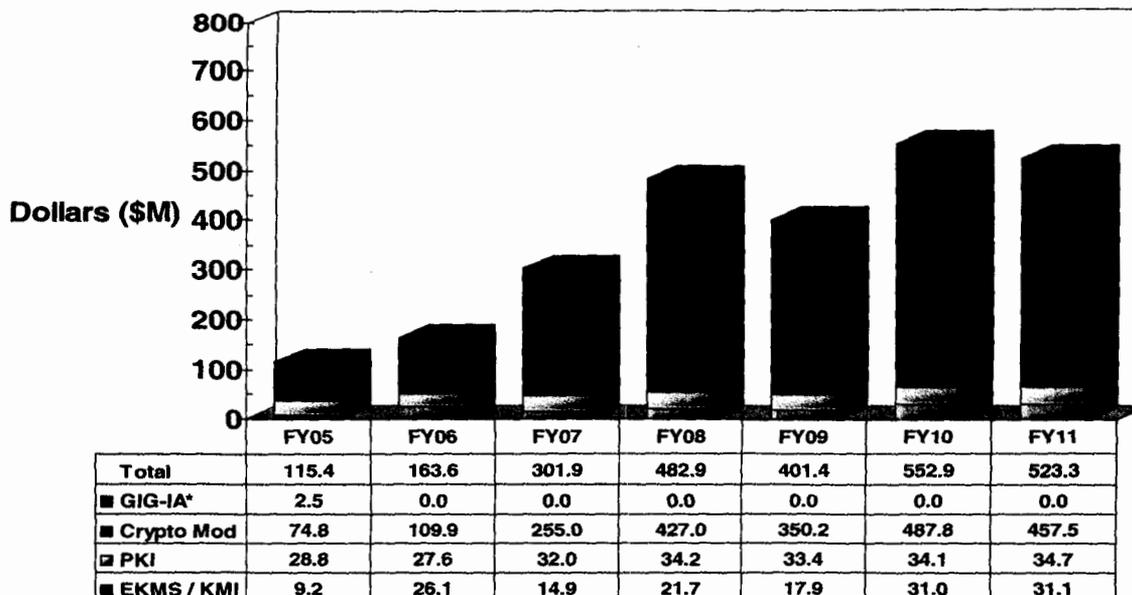


# CPSG Acquisition Funding

As Of: 31 May 05



\*Doesn't include CDS or CITS funding.

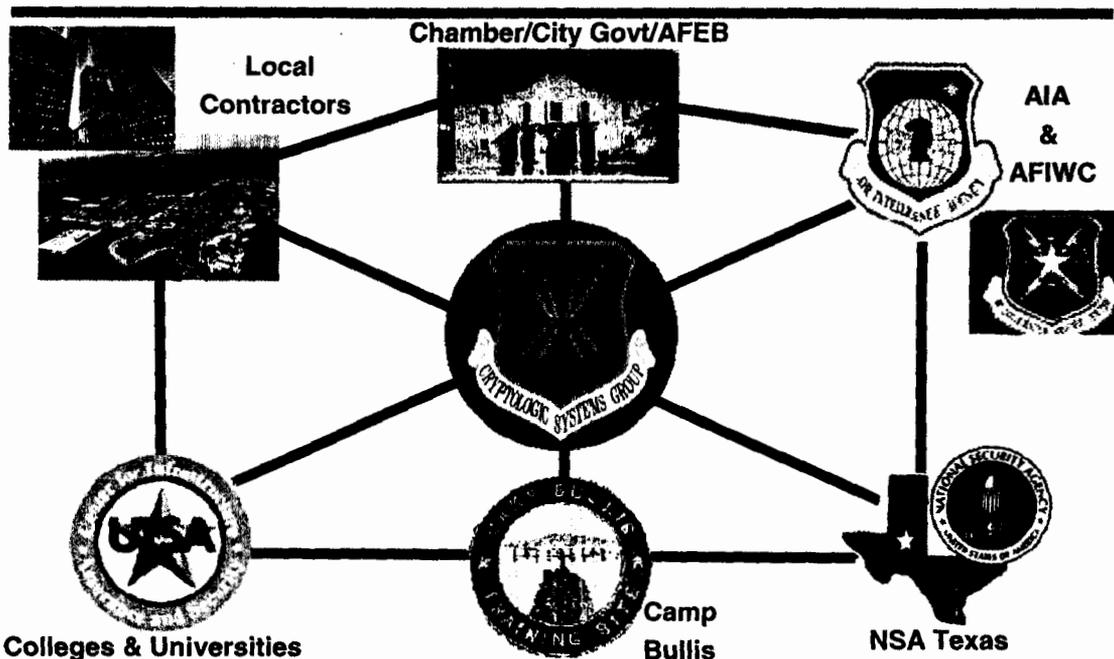


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Slide #7



# CPSG Synergy With The San Antonio Community

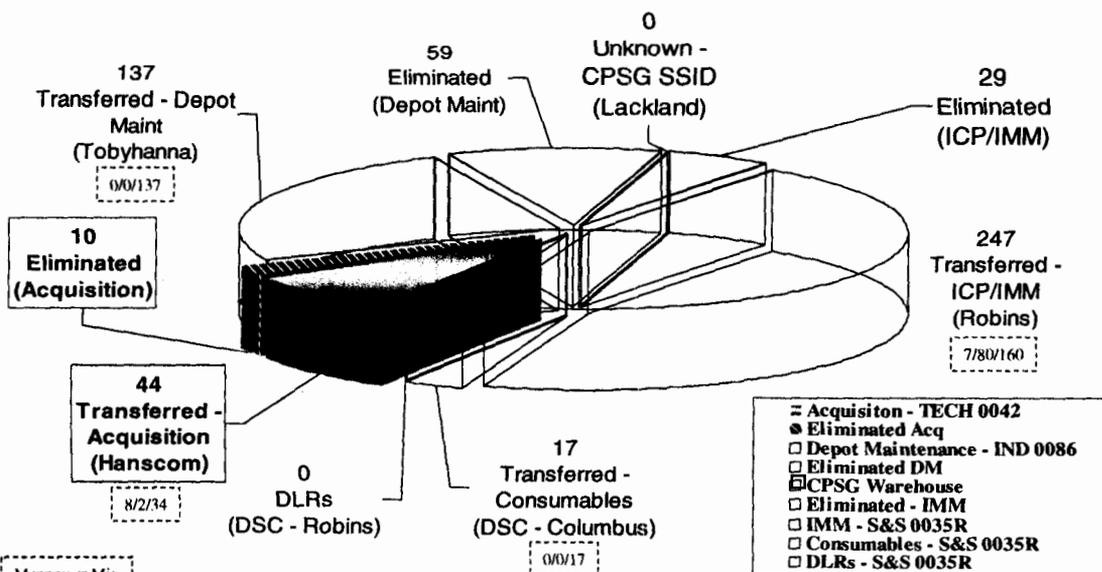


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Slide #5



# 2005 DoD BRAC Recommendation for CPSG Acquisition - TECH 0042



Total COBRA positions identified (543) versus CPSG UMD (542)

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Slide #6



## **C4ISR RDAT&E Acquisition To Hanscom AFB Disconnects**



- ◆ **Personnel**
  - **Manpower Underestimated For C4ISR Workload**
    - 44 Billets Identified In COBRA TECH 0042 (AISRD&A)
    - Certified Number Much Higher Required For Full CPSG C4ISR RDAT&E Acquisition Workload (Information Systems, Sensors/Electronics/Electronic Warfare, Space Platforms, And Nuclear Technology)
  
- ◆ **Milcon**
  - **Hanscom AFB Facility Requirements**
    - Secure Facility Requirements Not Addressed In COBRA Data As Part Of MILCON
      - ~ None Identified By Appropriate Facility Activity Code (FAC)
  
- ◆ **Funding – N/A**

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Slide #7



## **C4ISR RDAT&E Acquisition To Hanscom AFB Issues**



- ◆ **Personnel**
  - **Manpower Underestimated For C4ISR Workload**
    - CPSG Has 156 Contractors Supporting Acquisition Activities
  
- ◆ **Milcon**
  - **Hanscom AFB Facility Requirements**
    - FY07 Start Date Probably Not Feasible In The Event MILCON Is Required (1300 Total Acquisition Personnel Projected To Move To Hanscom AFB Overall)
    - Contractor Personnel Will Also Require Secure Facilities (Not Specifically Addressed)
  
- ◆ **Funding**
  - **Increased Costs Due To Burdened Rates And Location (Boston Vs San Antonio)**
    - Average Cost In SATX Is \$125K Vs Boston Is \$239K
    - Recurring Additional Cost Of \$17.8M / Year In Boston
  - **Hard-to-fill Positions Due To Geographic Location (Hanscom AFB, MA)**

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Slide #8

# **Cryptologic Systems Group**

*"Ensuring Information Superiority and Agile Combat Support"*

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## **CPSG Points of Contact:**

**Col Jerry T. Corley - Commander**

210-977-2253

[jerry.corley@lackland.af.mil](mailto:jerry.corley@lackland.af.mil)

**Mr. Ronnie L. Carter - Executive Director**

210-977-2253

[ronnie.carter@lackland.af.mil](mailto:ronnie.carter@lackland.af.mil)

**Ms. Diane Salazar - CPSG BRAC Response Team Lead**

210-977-6770

[diane.salazar@lackland.af.mil](mailto:diane.salazar@lackland.af.mil)

Cryptologic Systems Group (CPSG)  
230 Hall Blvd, Ste 126  
San Antonio TX 78243  
DSN: 969-2253, COMM 210-977-2253

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# **Cryptologic Systems Group**

*"Ensuring Information Superiority and Agile Combat Support"*

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## **Questions?**



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# **Cryptologic Systems Group**

*“Ensuring Information Superiority and Agile Combat Support”*



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## **The Cryptologic Systems Group**

**Welcomes**



**Commissioner James T. Hill**

**(General, USA Ret)**

**and**

**Honorable and Distinguished Guests**

**6 July 2005**



# Agenda



- 
- ◆ **1100-1125: Unclassified Briefing**
    - **CPSG Mission**
    - **DoD BRAC 2005 Recommendations**
    - **DoD BRAC 2005 Data**
  - ◆ **1130-1200: Classified Briefing**

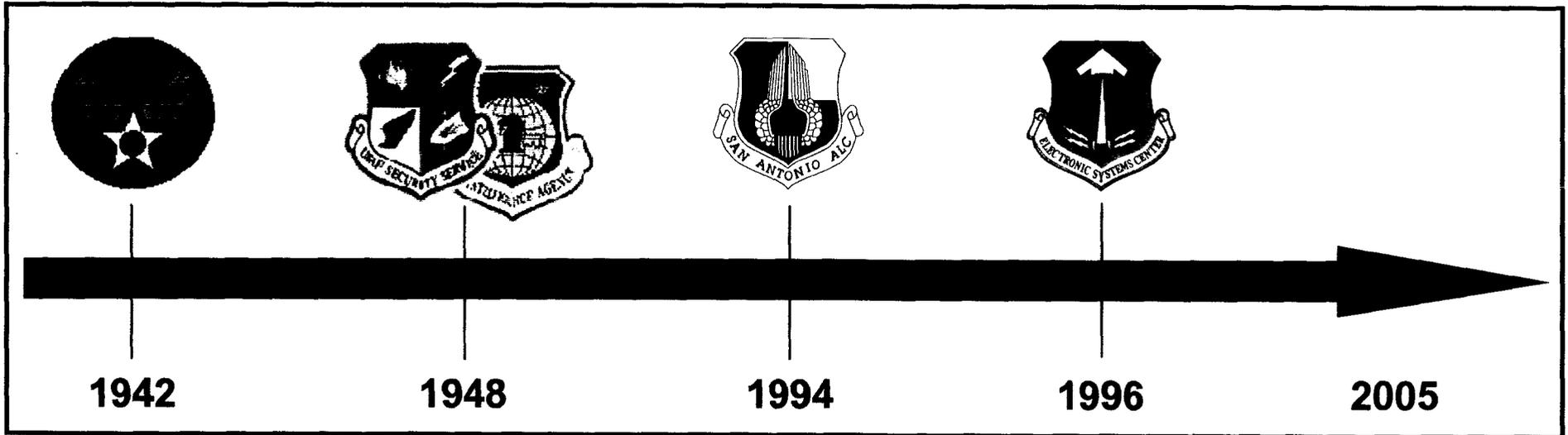


# Mission and Organization

## "Integrated Synergy"



### More Than 60 Years of "Recognized Excellence"



136<sup>th</sup> Signal Radio Intelligence Company  
Army Air Corps

USAF Security Service  
(Now AIA)

San Antonio Air Logistics Center  
(AFMC)

Cryptologic Systems Group  
(ESC)

1963 - AFOUA

1970 - AFOUA

1984 - AFOEA

1990 - AFOEA

2001 - Outstanding Small Depot

1977 - AFOUA

1986 - AFOEA

1993 - AFOEA

2002 - Outstanding Small Depot

1978 - AFOUA

1988 - AFOEA

1999 - AFOEA

2004 - Outstanding Small Depot

AFOUA - AF Outstanding Unit Award  
AFOEA - AF Organizational Excellence Award



# **Mission and Organization**

## ***“Integrated Synergy”***



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- ◆ **Excluded From '95 BRAC Air Logistics Center (ALC) Depot Consolidation Recommendation**

*“...realign Kelly Air Force Base including the Air Logistics Center... Consolidate the workloads to other DoD depots or to private sector commercial activities... The airfield and all associated support activities and facilities will be attached to Lackland AFB, Texas as will the following units: the Air Intelligence Agency including the Cryptologic Depot...”*

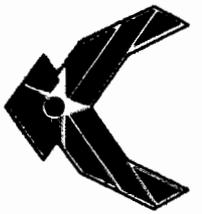
- ◆ **Realignment In-Place Due to Co-Location With Customers, Unique Business Processes, and Specialized Facilities**

- **Evaluation Criteria Used:**

- **Mission Similarity**
- **Data Systems Access**
- **Proximity to Major Customers**
- **Minimize Customer Disruption and Customer Confusion**

- ◆ **AFTAC Technical Operations Division Realigned to CPSG From McClellan AFB, CA**

- **Inventory Control Point (ICP), Integrated Material Management (IMM), and Depot Maintenance Functions Transferred as a Consolidated Workload**



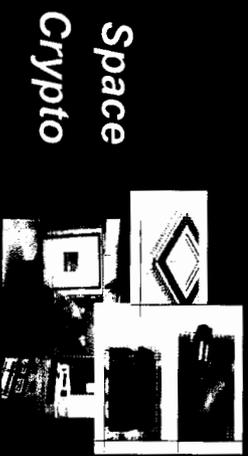
# Cryptologic Systems Group Mission Areas



Electronic Key Mgmt  
& Voice Call Signs

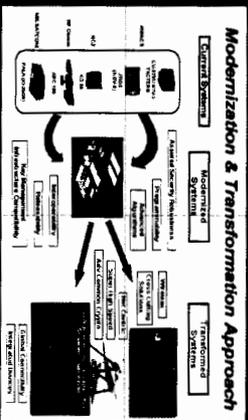


Force  
Protection

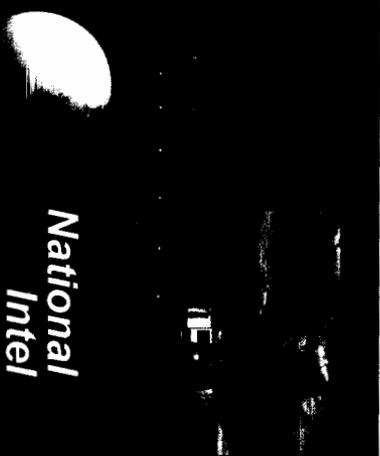


Space  
Crypto

## Cryptographic Modernization



Air & Ground COMSEC



National  
Intel

Technical Applications



Logistics  
& Maintenance

*Power*

196  
comp-  
triton  
loaded  
at CP56

ship  
to CV  
3 sep  
work



# CPSSG Synergy



AFIWC

Colleges &  
Universities



Camp Bullis

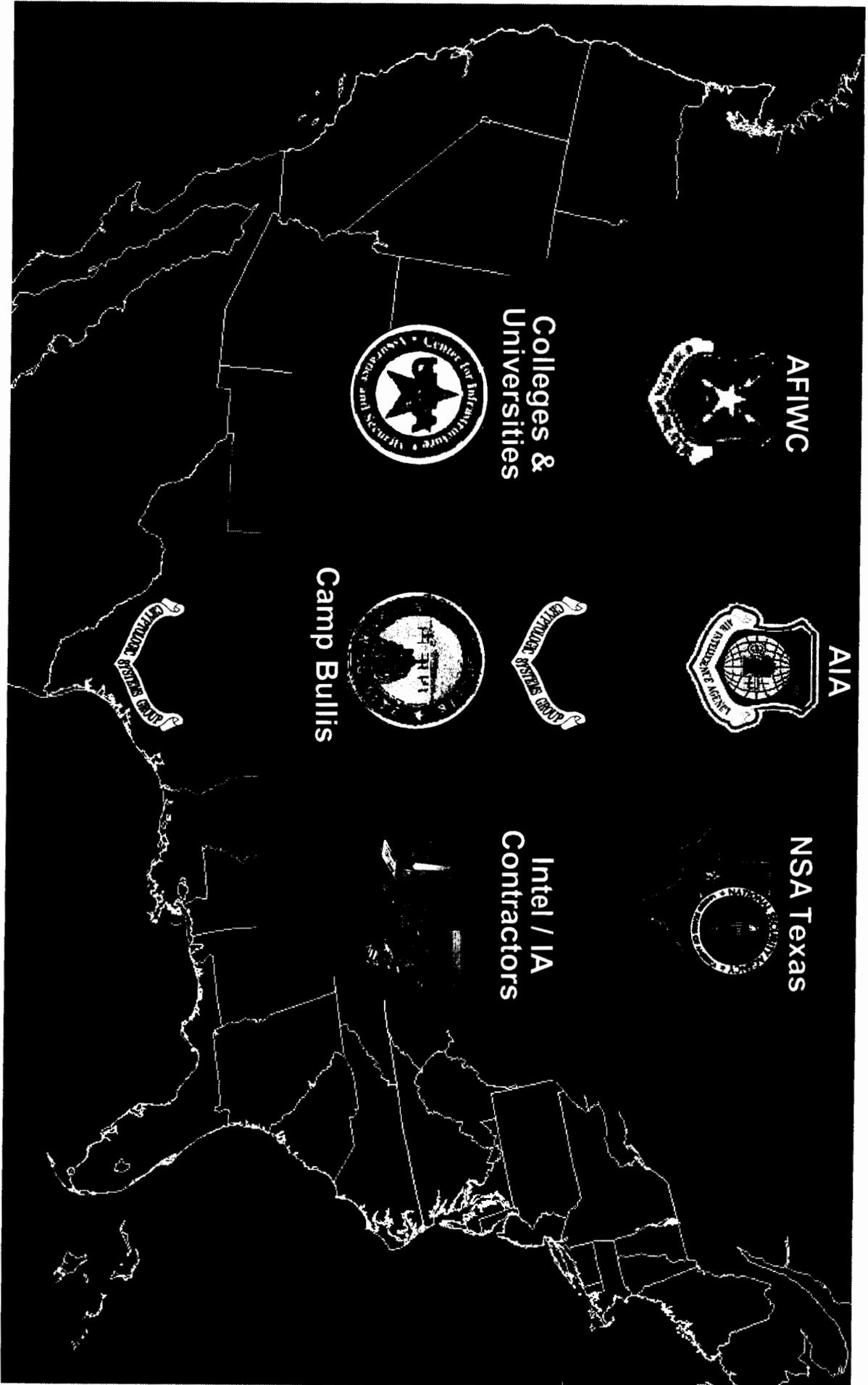


AIA

Intel / IA  
Contractors



NSA Texas





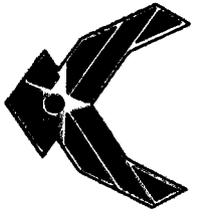
# DoD BRAC 2005 Realignment Recommendations



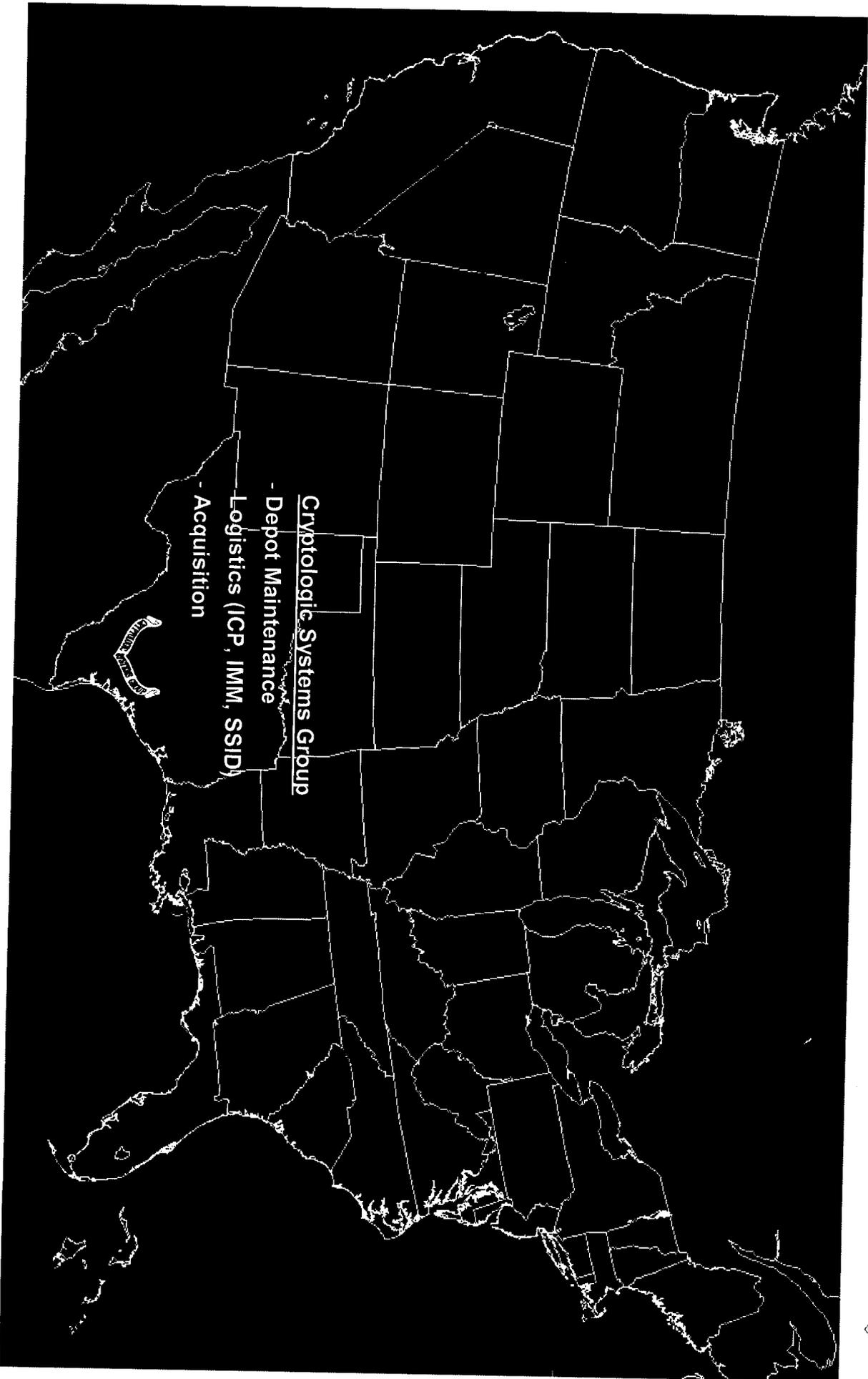
## Impacts Of The Functional Realignment On The Cryptologic Systems Group:

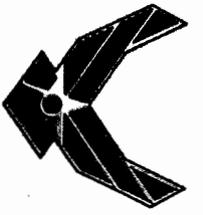
- ◆ Move The **Depot Maintenance** Of Computers, Crypto, Electronic Components (Non-Airborne), And Radio To Tobyhanna Army Depot, PA; And **Disestablishing All Depot Maintenance Capabilities.** (Industrial JCSG (IND 0086))
- ◆ Move The **Air And Space Information Systems Research, Development And Acquisition** To Hanscom Air Force Base, MA. (Technical JCSG (TECH 0042))
- ◆ Move The **Depot-level Reparables Procurement Management** To Warner Robins Air Force Base, GA, And Designate Them As Defense Supply Center Columbus, Ohio, ICP Functions. (Supply And Storage JCSG (S&S 0035R))
- ◆ Move The **Inventory Control Point (ICP) Functions For Consumable Items** To Defense Supply Center Columbus, Ohio, And Re-Establish Them As Defense Logistics Agency ICP Functions. (Supply And Storage JCSG (S&S 0035R))
- ◆ Relocate The Remaining **Integrated Materiel Management,** User And Related Support Functions To Warner Robins. (Supply And Storage JCSG (S&S 0035R))
- ◆ **Stock, Store, Issue and Cargo Movement** Activities Were Excluded And Remains at Lackland AFB. (Supply And Storage JCSG (Letter Dated June 9, 2005))

**SPLITS CPSG INTO 6 PIECES – 5 DIFFERENT LOCATIONS**

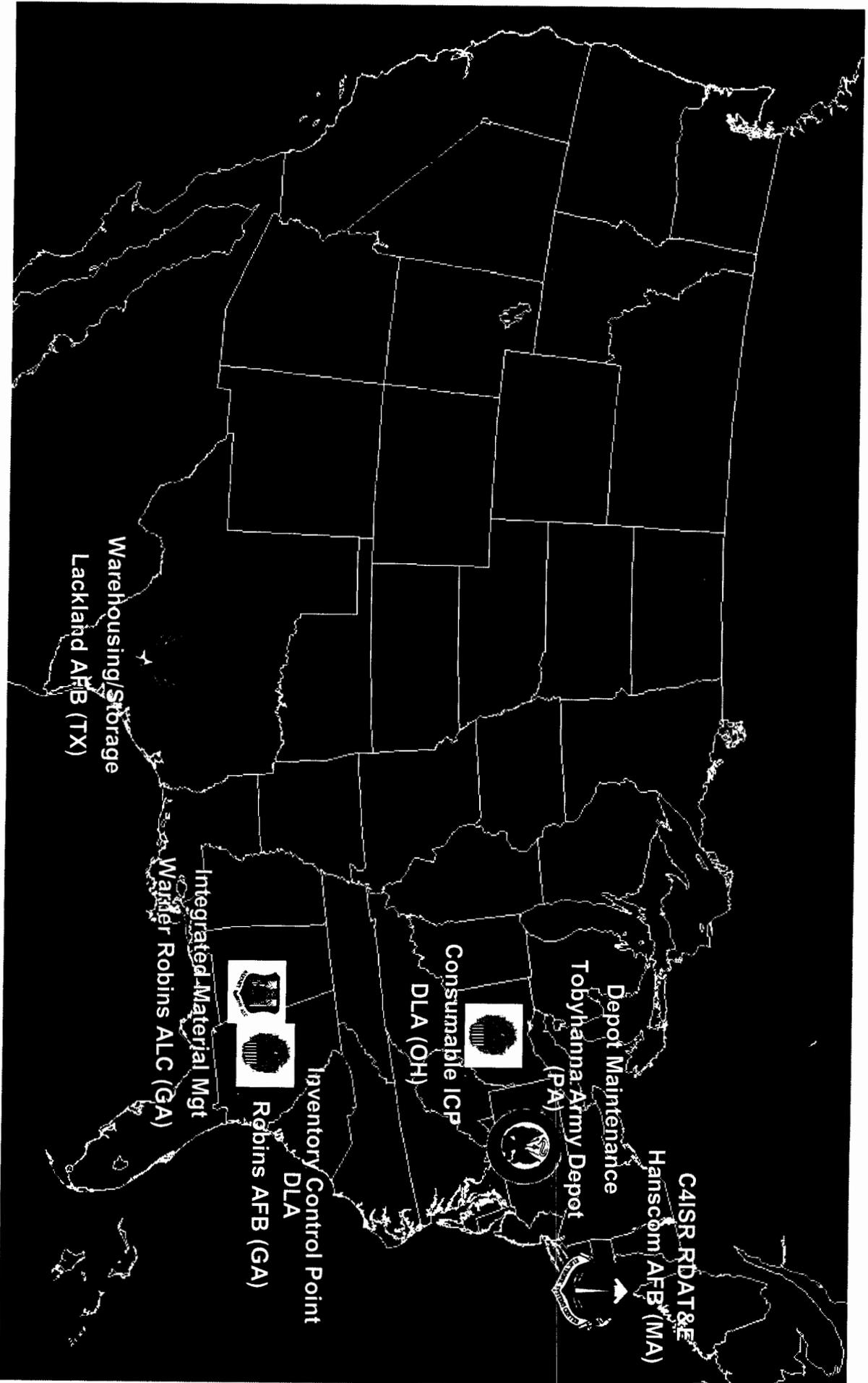


# *CPSG Today*



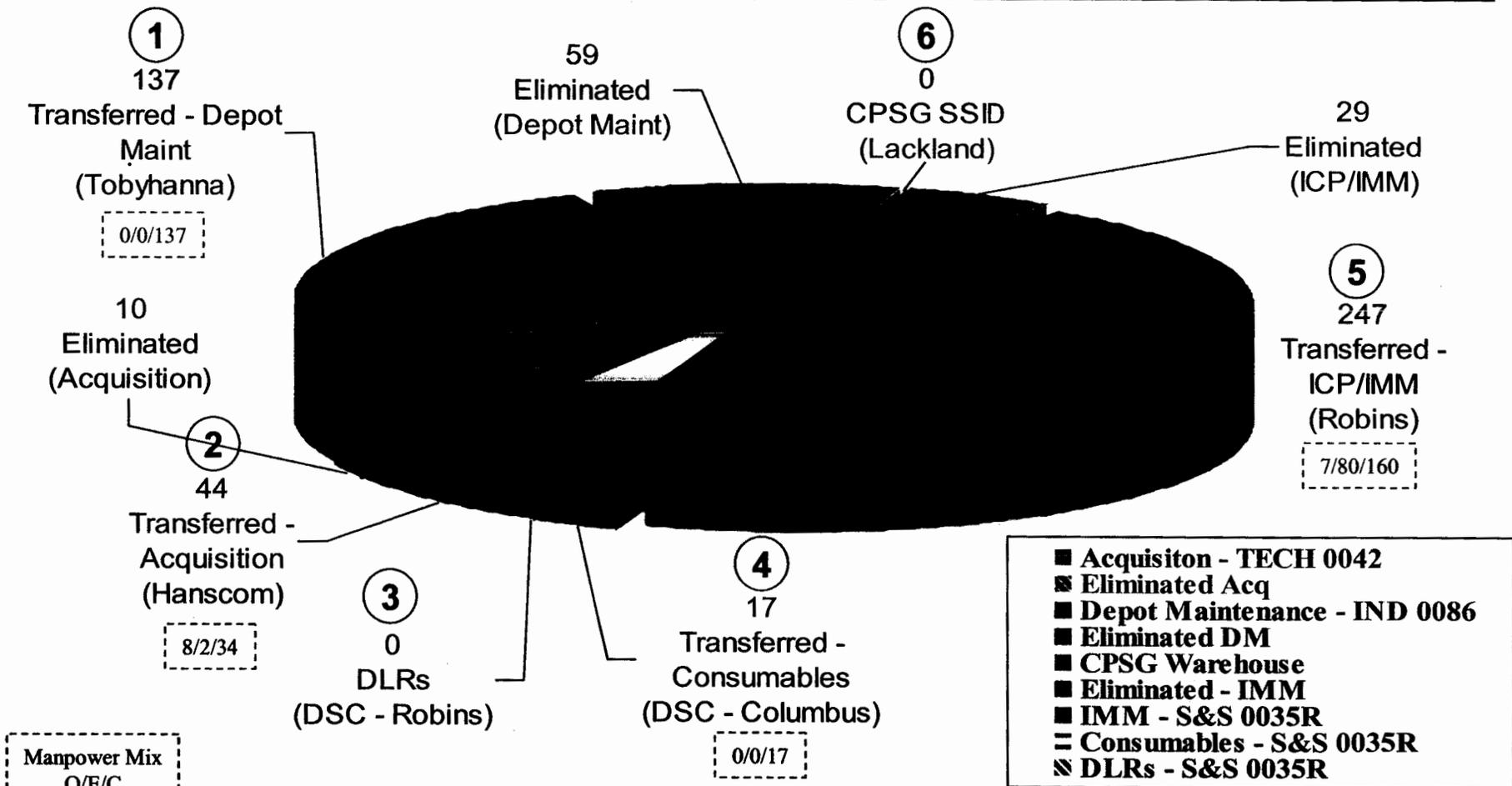


# CPSG Post-DOD Recommendation to BRAC





# DoD BRAC 2005 Recommendation for Cryptologic Systems Group



**Total COBRA positions identified (543) versus CPSG UMD (542)**

NOTES: Although not depicted, 259 contractor positions @CPSG would also be relocated or eliminated.



# Mission Critical Disconnects



## ◆ Mission Impact

- Continuity of Operations (ex. EKMS, VCS, ICBM)
- Runway Requirements (ICBM, USAEDS, Special Projects)
- CPSG Repair And Return Times (Currently 5-days Due to Co-location) Will Increase

## ◆ Personnel

- Zero Left in Place to Perform Stock, Store, Issue & Distribution
- Right Mix -- Trained, Cleared, and Experienced
  - Tech Applications Maintenance Supported by 100% Military
  - Space & Air/Ground Crypto Supported by 54% Military

## ◆ MILCON

- Unique Facility Requirements
  - Space Environmental Test Facility (ex. Vibration Isolated Foundation Slab)
  - Sensitive Compartmented Information Facility (SCIF) and Special Access
- Runway Requirements (ICBM, USAEDS, Special Projects)
  - Eleven-Thousand Foot Runway Essential For WC-135 Aircraft

## ◆ Funding

- \$3.052M Identified in COBRA For Movement of Depot Maintenance Equipment
  - Actual Cost Much Higher at \$25.5M (Lackland (CPSG) Certified Estimate)
- \$105.2M Additional One-Time Cost for Spare Pipeline Assets
- \$4.8M Additional Recurring (Annual) Transportation Cost (Certified Carriers)

#5 certified by MASCOM

only on what  
loss what - supposed to go  
to Tokyo house  
in southside zone



# Cost Net Present Value Comparison



- ◆ **CPSG Impacted by Three DoD Recommendations**
  - IND 0086 (CPSG Only “Losing” Activity)
  - TECH 0042 (CPSG is One of Three)
  - S&S 0035R (CPSG is One of Eleven)
  
- ◆ **NPV of CPSG Split - \$15M Cost**
  - Based on Current COBRA Cost Data
  
- ◆ **After Adjustments for Certified Costs Missing from Current COBRA Data - \$201M Cost**



# Cost Net Present Value Comparison

Scenario (\$M)	COBRA	Certified Data	Difference
	NPV	NPV	
Depot Maintenance to Tobyhanna	-28.0	160.8	188.8
ICP/IMM to WR-ALC and Columbus	45.2	32.4	-12.8
Acquisition to Hanscom	-1.9	7.5	9.4
<b>Summary</b>	<b>15.3</b>	<b>200.7</b>	<b>185.4</b>

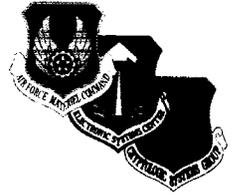
15/86  
New 9-31  
6/12

W/S  
SAS  
TRC

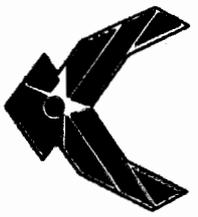
**NOTE: SAVINGS IS A NEGATIVE NUMBER, COST IS IDENTIFIED IN RED**



# Summary



- 
- ◆ **National Intelligence Workload**
    - DoD Missions
  
  - ◆ **Unique Mission**
    - Doesn't Fit Functional COBRA Model Well
  
  - ◆ **Special Capabilities**



Somewhere . . .



- ▣ Mission Plans With [unclear]
- ▣ Uses a Call Sign... Pro
- ▣ Talks Securely.
- ▣ Navigates With [unclear]... Pro
- ▣ Lands at a Base. [unclear] by CPSSG
- ▣ Weapons Secured... by CPSSG

Pro [unclear] Resources, & Mission  
[unclear] by CPSSG

UNCLASSIFIED "Ensuring Information Superiority and Agile Combat Support"

# **Cryptologic Systems Group**

*“Ensuring Information Superiority and Agile Combat Support”*

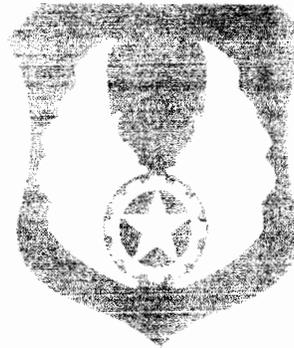
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## ***CPSG Points of Contact:***

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210-977-2253

[jerry.corley@lackland.af.mil](mailto:jerry.corley@lackland.af.mil)



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[ronnie.carter@lackland.af.mil](mailto:ronnie.carter@lackland.af.mil)

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210-977-6770

[diane.salazar@lackland.af.mil](mailto:diane.salazar@lackland.af.mil)

**Cryptologic Systems Group (CPSG)  
230 Hall Blvd, Ste 126  
San Antonio TX 78243  
DSN: 969-2253, COMM 210-977-2253**

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# ***Cryptologic Systems Group***

***“Ensuring Information Superiority and Agile Combat Support”***

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## ***Questions?***



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# Before Recommendation to BRAC

## Customer – CPSG Relationship



### Current



Customer



Acquisition

Depot Maintenance

Inventory Control Point

Consumables

Integrated Material Mgt

Packaging, Handling,  
Storage &  
Transportation



# After Recommendation to BRAC

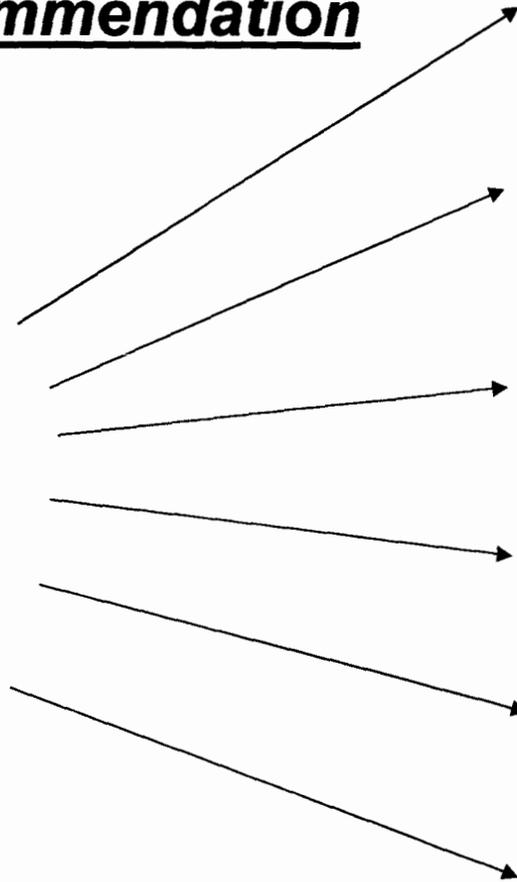
## Customer – Multiple Providers



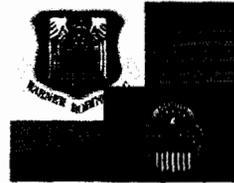
### DoD Recommendation



Customer



Depot Maintenance  
Tobyhanna (PA)



ICP  
DLA at Robins AFB (GA)



Consumables  
DLA (OH)



IMM  
Warner-Robins ALC (GA)



Warehousing/Storage  
Lackland AFB (TX)



Acquisition  
Hanscom AFB (MA)

# **Cryptologic Systems Group**

*“Ensuring Information Superiority and Agile Combat Support”*

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## ***Classified Briefing***

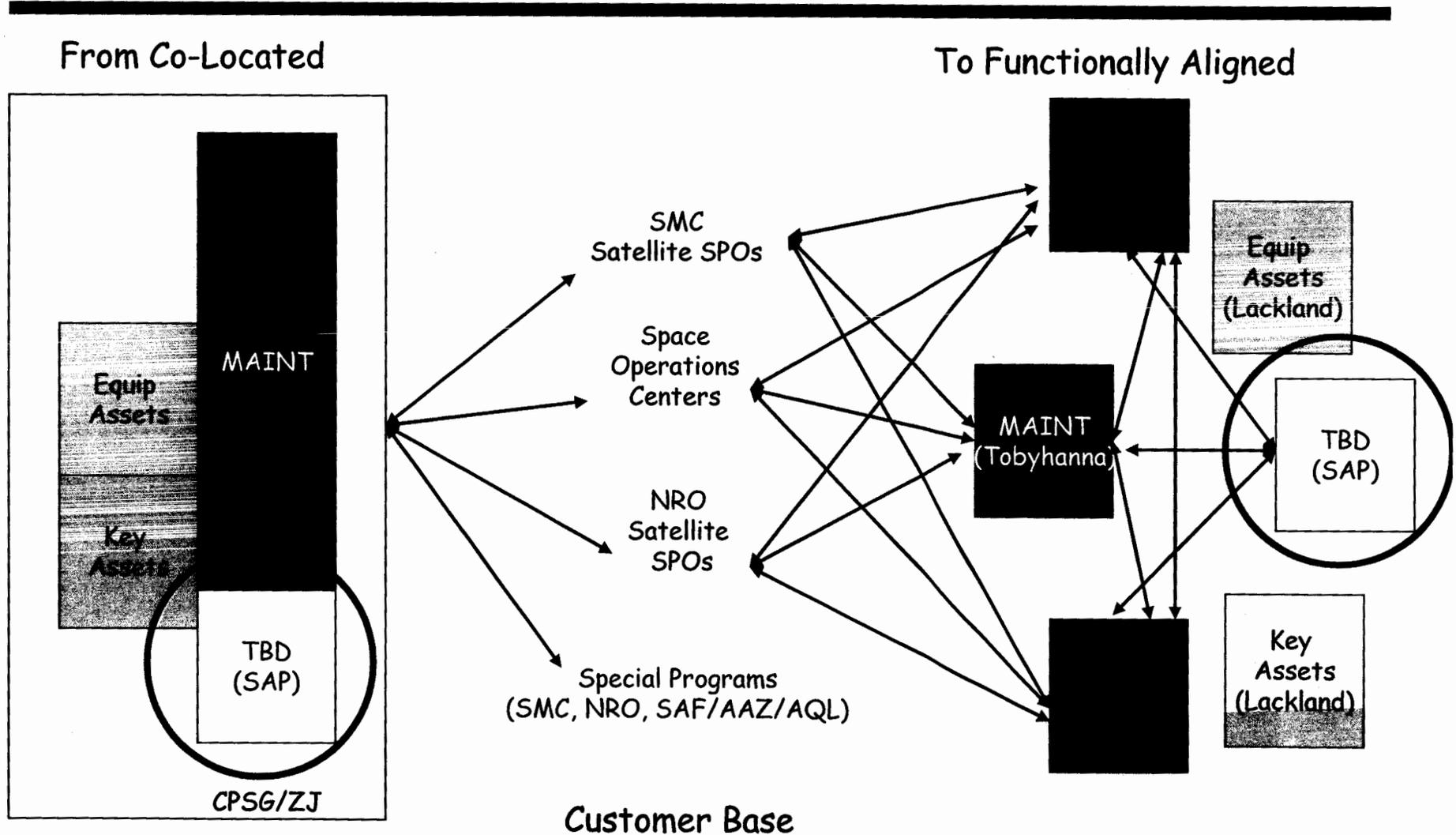
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# Classified Briefing Take-Away

## Re-alignment Recommendation



# **Cryptologic Systems Group**

*“Ensuring Information Superiority and Agile Combat Support”*

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## ***Backup Slides***

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# **DoD BRAC 2005 Recommendations**

## **Disconnects\***

**(Roll-Up)**



### **◆ Personnel**

- **Manpower Shortage for C4ISR Acquisition Workload (TECH 0042)**
  - 44 Billets Identified To Transfer In COBRA TECH 0042
  - Out-Year Growth In Billets Not Addressed
- **Contractor Billets Not Addressed - CPSG Has 259 Embedded CMEs (IND 0086/TECH 0042/S&S 0035R)**
- **137 Civilian Billets with Zero (0) Military Identified (IND 0086)**
  - Tech Applications Maintenance is Supported by 100% Military
  - Space & Air/Ground Crypto Supported by 54% Military
  - Five Army and Five Navy SIGINT Maintenance Personnel Not Identified
  - One (AIA) ESSA Program Military Billet Not Addressed
    - ~ Stand-Alone Mission Directed Through Air Intelligence Agency
  - AETC-OL (Keesler Co-located With CPSG Not Addressed)
    - ~ Train Both Space and Terrestrial Crypto Maintenance Personnel

\* DIRECT COBRA DISCONNECTS

\* DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY



# **DoD BRAC 2005 Recommendations**

## **Disconnects\***

**(Roll-Up)**



### **◆ Personnel**

- **Personnel Mix Identified Incorrectly (S&S 0035R)**
  - **Manpower For Stock, Store, Issue And Distribution (SSID) Functions**
    - ~ **Zero Personnel Left In Place For SSID Support**
  - **Six Army and Six Navy COMSEC (EKMS - Key Mgmt) / SIGINT (CSSA – National Intel) Positions Not Identified**
- **Incorrect Number Of Personnel Identified (17) For DSC-Columbus Consumable ICP Support (S&S 0035R)**
  - **Stocklisted Consumable Workload at CPSG Equals Two FTEs**
- **No Personnel Identified To Perform Procurement Management And Related Support Functions For Depot Level Repairables (S&S 0035R)**

\* **DIRECT COBRA DISCONNECTS**

\* **DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



# DoD 2005 BRAC Recommendations

## Disconnects\*

(Roll-Up)



### ◆ MILCON

- **Hanscom AFB Facility Requirements (TECH 0042)**
  - **Secure Facility Requirements Not Addressed In COBRA Data As Part Of MILCON**
    - ~ **None Identified By Appropriate Facility Activity Code (FAC)**
  - **Contractor Personnel Will Also Require Secure Facilities**
  - **FY07 Start Date Probably Not Feasible In The Event MILCON Is Required**
  
- **No MILCON Identified In COBRA Data (IND 0086)**
  - **Space Environmental Test Facility**
    - ~ **Ex. Vibration Isolated Foundation (SVIF) Slab**
  - **Runway Requirements (ICBM, USAEDS, and Special Project Missions (Eleven-thousand Foot Runway Essential For WC-135 Aircraft))**
  - **FY07 Start Date Probably Not Feasible In The Event MILCON Is Required (Industrial/Depot Maintenance)**

\* DIRECT COBRA DISCONNECTS

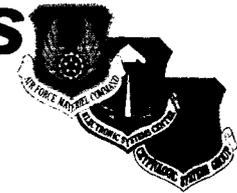
\* DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY



# **DoD 2005 BRAC Recommendations**

## **Disconnects\***

**(Roll-Up)**



### **◆ MILCON**

- Facility Type Not Correct For CPSG IMM Reqts (S&S 0035R)**
  - ~ Secure/SCIF Office Space Not Identified At All**
  - ~ Robins AFB MILCON For All Inbound Equals \$9.4M**
    - MILCON For CPSG Secure Facilities, Special Access Programs Equals \$9.4M Alone**

**\* DIRECT COBRA DISCONNECTS**

**\* DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



# DoD 2005 BRAC Recommendations

## Disconnects\*

(Roll-Up)



### ◆ Funding

- **Discrepancy In Equipment Movement Cost (IND 0086)**
  - **\$3.052M For Movement Of Depot Maintenance Equipment Incorrect**
    - ~ **Lackland (CPSG) Certified Estimate Significantly Higher At \$25.5M**
  - **Additionally, Must Include \$4.8M Certified Recurring Transportation Cost (Direct Annual Cost To Move Equipment Between Warehouse And TYAD) (IND 0086 & S&S 0035R)**
  
- **One Time Cost for Spare Pipeline Assets (IND 0086)**
  - **\$105.2M Not Reflected In COBRA**
  - **Required For Space, Ground, And SIGINT**
  
- **Duplicate Classified Intelligence & Logistics Networks And Communications Required (IND 0086/TECH 0042/S&S 0035R)**
  - **Must Be Approved And Established At All Gaining Locations**
  - **Cost / Manpower To Be Determined**

\* DIRECT COBRA DISCONNECTS

\* DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY



# **DoD 2005 BRAC Recommendations**

## **Disconnects\***



**(Roll-Up)**

### ◆ **Other**

- **Continuity Of Operations Requirements (S&S 0035R)**
  - **Electronic Key Management System (EKMS) – Tier 1**
    - ~ 24/7 (DoD) Operations Support to over 800 Tri-service Customers
    - ~ Provides Cryptographic Keying Material via Tier 1 System and Classified Closed Network Bulletin Board (located @ DISA-Kelly USA)
    - ~ Ensures 100% Accountability for Fielded Classified Keying Material
      - Collocation of CPSG Key Managers and DISA Activity Required Due To Closed Network Encrypted (Point-to-Point) Requirement
  - **Voice Call Sign (VCS) System**
    - ~ 24/7 Operations Support (Call Sign & De-confliction) to 600 Customers
    - ~ Direct Customer Access Via NIPRNET and (Classified) SIPRNET
  - **ICBM (Peacekeeper And Minuteman III) SCIFed, Two-Person-Control Electro-Magnetic Interference Shielded Lab (IND 0086)**
    - ~ 24/7 Operation; One Of A Kind In DoD
- **Anticipate Negative Impact To Negotiated Contract “Repair & Return” Times (Currently 5 Days)**
  - **SIGINT CSSA Mission Support (NSA Policy 6-2 Requirements)**

\* **DIRECT COBRA DISCONNECTS**

\* **DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



# ***Military Value***



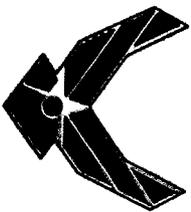
- 
- ◆ **Current Mission Capability And The Impact On Operational Readiness Of The Total Force Of The Department Of Defense, Including Impact On Joint Warfighting, Training, And Readiness**
    - **Space, CSSA, Key Management Operations Are DoD Missions**
    - **Capabilities Or Resources Are Not Redundant To Existing Capabilities Resources At Gaining Activities**
    - **All Necessary Capability – Co-located**
    - **Functional Re-alignment Adds Physical And Organizational Time To Support Warfighter**
      - **More Time = More Money = Decreased Readiness**



# ***Military Value***



- 
- ◆ **The Availability And Condition Of Land, Facilities, And Associated Airspace...at Both Existing And Potential Receiving Locations**
    - **Special Programs And AFTAC Missions Require Immediate Access To Military Runway**
    - **Maintenance Facilities At Gaining Activity Do Not Meet Current Requirements To Satisfy National Space Mission**



## Military Value



- ◆ The Ability To Accommodate Contingency, Mobilization, Surge, And Future Total Force Requirements
  - Space, CSSA, Key Mgt Operations, And AFTAC Missions Are Primary Workloads Supporting Specific User Activities
    - Not True Commodity Items
    - Use Non-Standard Accounting & Management Systems
      - ~ National Policy & Customer Requirements Drive Non-Standard Operations



# *Military Value*



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## ◆ The Cost Of BRAC Recommendations

- **\$181.4M One-Time Cost To Realign CPSG**
- **\$3.6M Net Recurring Cost Per Year**
- **\$201M NPV To Realign CPSG**
- **\$6.7M Annual Recurring Cost to Execute SSID (potential)**
  - **If organic billets not recouped from original BRAC recommendations impacting the CPSG**

# 2005 Base Closure & Realignment Commission



## BASE VISIT SIGN IN SHEET

Name	Title	Organization	Contact	Email
Tom ANTERIDES	SENIOR ANALYST	ELITE CORP.	(703) 699-2961	thomas.antalides@usso.whs.mil
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Valerie Mills	Senior Analyst	11	703 601-4486	valerie.mills@usso.whs.mil
Diane Salazar	CRSG BRAC	Lackland AFB	210-977- 2410	diane.salazar@lackland.af.mil
Bill Kane	CRSG/FA	Lackland AFB	210-977- 2342	wilkam.kane@lackland.af.mil
CHRIS DIETERS	CRSG/BRAC	Lackland AFB	(210)977- 6270	clifford.dieters@lackland.af.mil
CUY ROQUIER	CRSG/Z1	11		



# Cryptologic Systems Group

*"Ensuring Information Superiority and Agile Combat Support"*



## The Cryptologic Systems Group (CPSG)

### Mission Briefing

26 Jun 2005

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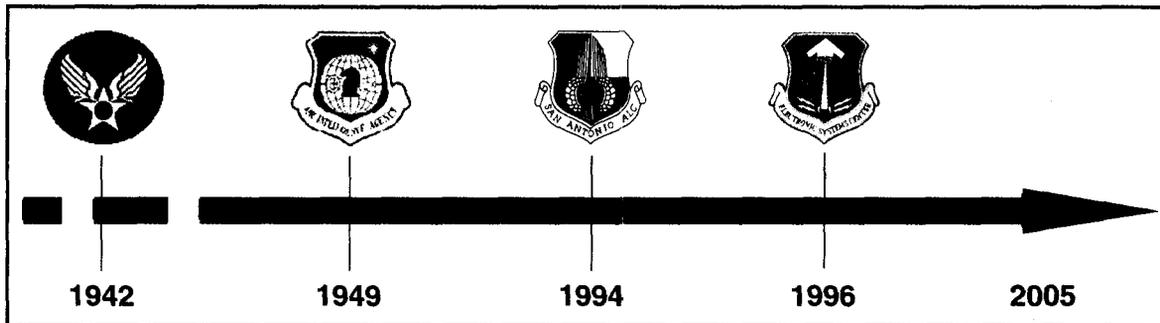
Slide #1



## History and Awards



### More Than 60 Years of "Recognized Excellence"



136<sup>th</sup> Signal Radio Intelligence Company  
Army Air Corps

USAF Security Service  
(Now AIA)

San Antonio Air Logistics Center  
(AFMC)

Cryptologic Systems Group  
(ESC)

1963 - AFOUA    1970 - AFOUA    1984 - AFOEA    1990 - AFOEA    2001 - Outstanding Small Depot  
1977 - AFOUA    1985 - AFOEA    1993 - AFOEA    1999 - AFOEA    2002 - Outstanding Small Depot  
1978 - AFOUA    1988 - AFOEA    1998 - AFOEA    2004 - Outstanding Small Depot

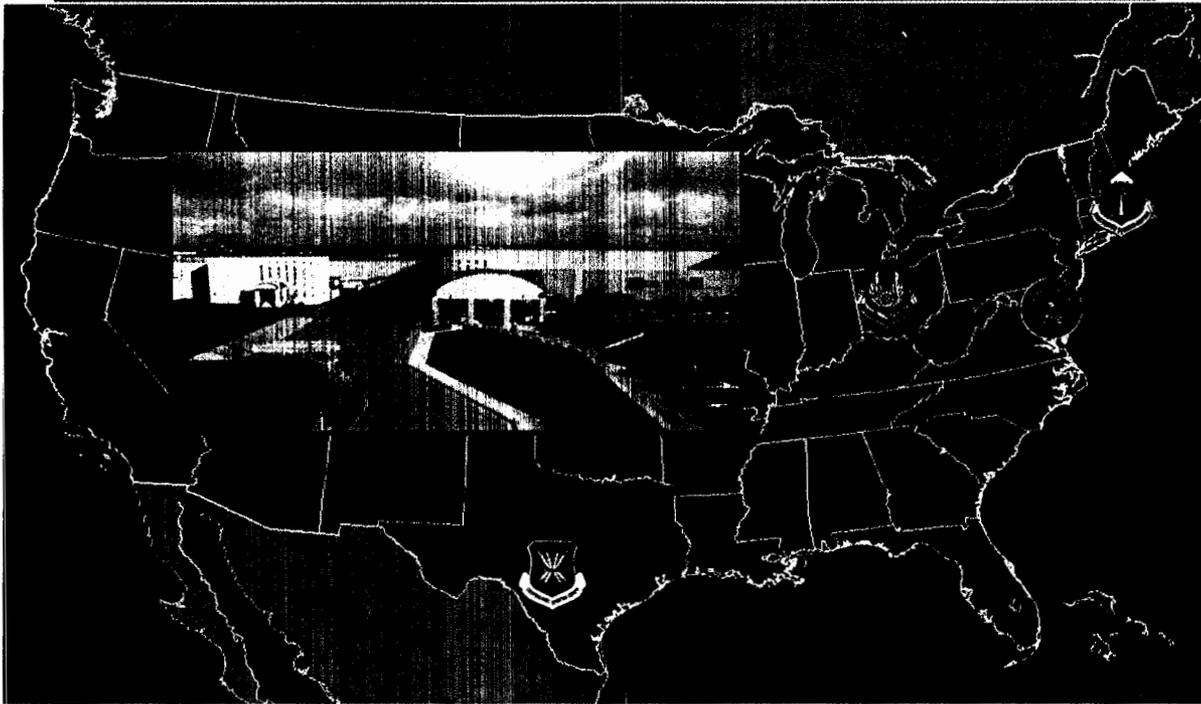
AFOUA - AF Outstanding Unit Award  
AFOEA - AF Organizational Excellence Award

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Slide #2



# Location / Facilities



# Unit Strength

