

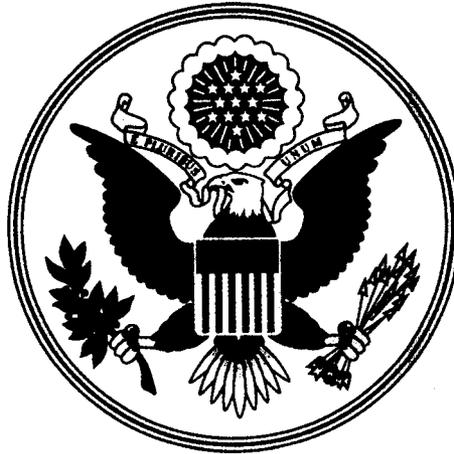
***BRAC  
ADDS TESTIMONY***



**Recommendation to Establish a  
National Defense University for  
Postgraduate Education**

***Ray S. Carroll, Jr (Senior Analyst)***

**JULY 19, 2005**



**COMMISSION ADD HEARINGS  
July 19, 2005**

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- E. AVAILABLE COBRA DATA
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BOOK LARGE CR EVERY DAY! ALL DAY.

**DRAFT SCHEDULE FOR PERIOD JULY 17 - AUGUST 25**

Sun, July 17 + ORF FUNCTION

How many in the office at one time?

4:00 - 6:30 PM Commissioner briefings

Mon, July 18 Hearings (~~SH 216~~) Director 106

8:30 am - SecDef Rep Michael Wynne on Response to Commission Letter of July 1, 2005

10:30 am - CG David Walker on the GAO Report of July 1, 2005

1:30 pm - Chairman Cornella on OBC Report

Tue, July 19

am - Commissioner-Staff Consultations

1:00 pm - Adds hearing (SH 216)

Wed, July 20

Am - Commissioner-Staff Consultations

- Completion of adds base visits and regional Hearings

July 25 - Aug 5 - Adds Base visits

Mon, Aug 8 - Regional hearing San Francisco

Wed, Aug 10 Regional hearing Washington DC

Thu, Aug 11 am

AM - Hearing on Environment and Economic Impact

PM - SecDef Testimony

Fri, Aug 19- Sun, Aug 21 - Commissioner-Staff Consultations

Mon, Aug 22 - Thu, Aug 25 - Markup



ON: 11887

# E&T JCSG-PDE Graduate Education Scenario Comparisons

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

Note: All Dollars Shown in Millions

Mr. Chairman:

(SLIDE 2) My presentation focuses on consolidating Graduate Education programs presently operated independently by the Department of the Navy at its Postgraduate School in Monterey California, and the Department of the Air Force at its Institute of Technology in Dayton Ohio, with the language programs conducted by the Army's Defense Language Institute also located in Monterey, California.

This consideration would require construction of some new facilities in the Monterey California area to accommodate an increase in students.

The list of realignment and closure recommendations presented to the Commission by the Secretary of Defense does not contain any actions associated with this proposal. Although several scenarios were explored and endorsed by DOD's Joint Education and Training study group, none were included in DOD's final list of recommendations.

(SLIDE 3) The purpose of this consideration is to combine three schools with ~~similar~~ educational missions. Currently, both the Navy and Air Force independently operate schools to provide graduate level education courses and professional development education programs to service members, DOD civilians, and foreign military personnel. The Army relies on private universities for graduate education needs; but, does operate the Defense Language Institute in Monterey California to provide intensive language training for all Service departments, DOD agencies, and various other governmental agencies and intelligence activities.

(SLIDE 4) This consideration would establish a single center, on a university model, for postgraduate and language instruction to replace three separate schools with similar missions and duplicate support structures.

The emphasis of this consideration is the consolidation of common functions and the reduction of duplicate support and infrastructure. While we believe there may be opportunities to offer consolidated classes covering core curriculum courses in some graduate education programs, the need for continued service specific instruction is recognized in the consideration.

(SLIDE 5) This consideration is an opportunity to:

- provide significant cost savings;
- reduce educational infrastructure;
- eliminate operational redundancies;
- consolidate command, management, and instructional staffs for like education programs;
- enhance the military value of DOD assets ~~on the Monterey California peninsula~~ peninsula;
- promote further joint service interaction; and,

- allow staff to perform in-depth analysis.

*IN FAVOR OF*  
If this action is voted ~~on~~ today, your actions will provide for the realignment of the Naval Postgraduate School, The Air Force Institute of Technology, and the Defense Language Institute.

(SLIDE 6) If implemented, this consideration will affect the number of military and civilian personnel assigned at each of the schools. Data provided by the Air Force for COBRA analysis shows that 271 permanent positions and 1097 students would be relocated from the Air Force Institute of Technology to the Naval Postgraduate School. *(less than 15% of AFIT's ~~resident~~ ~~student~~ ANNUAL student population)*

(SLIDE 7) Available COBRA data shows a one time cost for this consideration of \$62.7 million. The cost payback period calculated by the COBRA model is 11 years, and the net present value of the savings from this consideration through 2025 is estimated at \$24.1 million. *However the actual savings from this consideration may be much greater as I will explore in my next chart & memo.*

(SLIDE 8) There are four primary issues being addressed at the present time regarding this consideration.

- The first involves the availability of land at the Naval Postgraduate School for construction of additional facilities. There are indications that available unrestricted land is very limited. Whether this is accurate and whether there is an adequate amount of land is unknown at this time.
- Second is the availability of physicians in the Monterey area that accept TRICARE payments. We need to assess the

availability of physicians to service an increased student population.

- The final two issues involve the actual savings that would be achieved by this consideration. <sup>FOR EXAMPLE,</sup> ~~The cost elements we are analyzing include:~~
  - <sup>FIRST, IS</sup> the basis for the number of Air Force students who would be relocated, since the 1,097 student figure submitted by the Air Force represents a 71% increase over student throughput in previous years;
  - <sup>Secondly, IS</sup> the accuracy of the military construction costs included in the COBRA analysis, because they account for 60% of the total one-time implementation costs;
  - <sup>Thirdly, IS</sup> the personnel cost savings that can be achieved through personnel reductions from program consolidation, since even a 10 percent reduction in staff <sup>from consolidation</sup> would result in a savings of nearly \$150 million over what was calculated through COBRA; and
  - lastly, we believe there are actions that can be taken to save on Base Operating Support (BOS) costs if the schools are consolidated. Presently, there are separate BOS structures and workforces for the Navy and Army schools in Monterey, even though they are only about two miles apart. A combined base support structure would reduce the duplicate support staffs and costs.

(SLIDE 9) My last slide highlights comments concerning this consideration made by the Department of Defense and the GAO.

- The DOD told us that maintaining graduate education is a core competency of the Department. They also said that consolidation of the Naval Postgraduate School with the Air Force Institute of Technology was considered during their BRAC deliberations; but, consolidating the Defense Language Institute with the postgraduate schools was not considered.
- The GAO in its recently released report regarding the BRAC process stated that various issues uncovered by their work warranted further consideration by this Commission. One of these issues involves the last minute elimination by senior DOD officials of a recommendation to change how post graduation training is provided.

Mr. Chairman, this concludes my prepared presentation. I will be happy to address any additional questions you or the other Commissioners have prior to any motions you might want to make.

**HEARINGS QUESTIONS RELATING TO  
PROFESSION DEVELOPMENT AND EDUCATION**

Secretary of Defense Witness

1. The Department has consistently stated that it must maintain its ability to conduct graduate education programs and retain its postgraduate education facilities because (1) professional military education is unique, (2) it is an important component of our military structure, and (3) there are long-term benefits from having dedicated facilities that attract future military leaders from other countries. Considering your stated position on the importance the Services' postgraduate programs, I have two questions.
  - a. First, why is it necessary for each service to independently operate their own postgraduate schools to achieve the Departments' goals for these education programs?
  - b. Secondly, what makes postgraduate education so unique for Air Force and Naval officers that these services must maintain their own schools instead of primarily relying on the public university system as the Army does for its officers?
2. On May 2, the Navy in an Executive session of the IEC, moved have all education recommendations withdrawn from the BRAC process because "...education is a core competency of the Department and relying on the private sector to fulfill that requirement is too risky." Would you please explain how relying on this nations' public university system, which seems to serve every other segment of the nation so well, is too risky for the military?

GAO Witness

1. The GAO in its report noted that various issues warranted further consideration by this Commission. One of these issues involves the last minute elimination by senior DOD officials of a recommendation to change how post graduation training is provided. Why do you believe that this commission should give further consideration to this issue?
  
2. GAO staff observed the deliberative discussions for the numerous ideas that were considered for inclusion in the final DoD recommendation list. In GAO's opinion, did the Department depart from its approved selection criteria in deleting the ideas for changing postgraduate education referred to by the department as
  - a. E&T-0003 which would have privatized programs now conducted at the Naval Postgraduate School and AFIT?
  
  - b. E&T-0022 which would have consolidated the Naval Postgraduate School and AFIT?



**DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010**

**JUL 14 2005**

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

Dear Chairman Principi,

In your letter of July 1, 2005, you asked for the Department's comments on a number of installations in advance of the Commission's voting at your hearing on July 19, 2005, to consider these installations for closure or realignment analysis. Your July 12, 2005 letter requested witnesses to address the Commission's concern regarding recommendations impacting the Air National Guard.

The Commission's independent assessment of the Department's recommendations and the subsequent reviews by the President and the Congress are each important steps to ensure that the final recommendations are fair, consistent with the selection criteria and force structure plan and will, in fact, increase the efficiency and effectiveness of our military infrastructure. As such, while the Department stands behind its recommendations, it fully supports the Commission's analysis of alternatives. As you undertake your review, please consider that each of the Department's recommendations is part of a comprehensive, integrated, and interdependent package. The recommendations submitted by the Department of Defense strengthen national security by reshaping the domestic installations at which U.S. military forces and their associated support elements perform their assigned missions.

The Military Departments and Joint Cross-Service Groups have provided the attached responses to the issues you raise. While I appreciate the opportunity to testify on July 18, 2005, Mr. Michael Wynne, Chairman of the Infrastructure Steering Group (ISG), will lead a panel that will include General William Nyland, Assistant Commandant of the Marine Corps, General Michael Moseley, Vice Chief of Staff of the Air Force, and Admiral Robert Willard, Vice Chief of Naval Operations. They are jointly designated to discuss the issues at the hearing. Additionally, we will provide a second panel to deal exclusively with the Commission's concerns regarding recommendations concerning the Air Guard. This panel will be led by Lt Gen Stephen Wood, Deputy Chief of Staff of the Air Force for Plans and Programs, and will include Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and



DCN: 11887

Programs, Maj Gen Scott Mayes, Commander, 1<sup>st</sup> Air Force, and Commander, Continental U.S. North American Aerospace Defense Command Region, and Brig Gen Anthony Haynes, Air National Guard Assistant for BRAC.

Thank you for the opportunity to provide comments on these issues. If I can be of further assistance, please do not hesitate to contact me.

  
ACTING

Enclosure:  
As stated

## RESPONSES TO SPECIFIC ISSUES

### 1. Marine Corps Recruit Depot (MCRD) San Diego, CA

Commission issue: Why was Marine Corps Recruit Depot (MCRD) San Diego, CA, not closed and consolidated with Marine Corps recruit training at MCRD Parris Island, SC?

Response:

#### KEY POINTS:

- Geo-centric recruiting/shipping/recruit training command and control would be compromised.
- Replication of facilities would require in excess of 100 years to payback.
- Recruit pipeline requirements cannot sustain a single point of failure.

#### DISCUSSION:

The consolidation of Marine Corps recruit training at a single site was evaluated but not recommended. After extensive analysis, the Department of the Navy (DON) concluded that single-siting recruit training would degrade recruit training command and control, limit surge capability, and require fiscally burdensome duplication of already-existing mission and modern facilities. Also, because significant reductions in overhead have already occurred outside of the BRAC process, single-siting recruit training would not produce significant billet eliminations.

DON analysis of Marine Corps recruit training went through several stages and included a thorough review of the available certified data along with consideration of input from Marine Corps leadership. The review of capacity data showed that, when allowing for surge, there is virtually no excess capacity in Marine Corps recruit training. The scenario to close MCRD San Diego and consolidate at MCRD Parris Island (DON-0066) was developed based on data that showed the availability of buildable acres at MCRD Parris Island. (See DAG Report of Deliberations of 27 Sep 2004).

During scenario analysis, the DON considered input from Marine Corps leadership, who identified a number of issues of concern with the proposed Parris Island consolidation, including creating the risk of a single point of failure and limiting the ability to handle unexpected surge requirements, or even normal requirements in the event of future growth in end-strength. These factors would have an adverse effect on an organization that is heavily committed to sourcing three Marine Expeditionary Forces worldwide and waging the Global War on Terrorism. The Marine Corps has aligned its recruiting/shipping/recruit training mission geographically under the command of each of the Recruit Depot Commanding Generals. This unity of command and control allows for the necessary detailed demographic knowledge to effectively recruit, and for the geographic proximity for recruit and follow-on training to efficiently ship new Marines

on that coast. This synergy has supported the Marine Corps' historic success in meeting recruiting mission, and becomes increasingly vital in an era of increasingly competitive recruiting and accelerated operational deployments during the Global War on Terrorism. Restructuring of this command and control relationship could be required if recruit training were single sited at Parris Island. Single-siting the training function would cause a significant increase in the span of control for the Eastern Recruiting Region commander, and likely necessitate organizational changes with increased staffing requirements. The Marine Corps also depends heavily on a sustained pipeline of trained recruits. As a predominantly single enlistment force, any disruption in the recruiting/training continuum would disrupt the pipeline to provide new Marines to the operating forces. Short perturbations can be handled because of the two recruit depot operating construct. Significant concerns were raised with the consideration of single siting, especially in a hurricane prone region. (See DAG Report of Deliberations of 18 Oct 04 and 26 Oct 04, IEG Report of Deliberations of 4 Nov 04).

The COBRA analysis of the MCRD San Diego closure shows one-time costs of \$570.1M and steady state savings of \$14.2M, resulting in a Payback exceeding 100 years. This result was compared to the analysis of this scenario conducted during BRAC 1995. MILCON costs were considerably lower, and the anticipated number of eliminated personnel was significantly higher in BRAC 1995 than for scenario DON-0066. During the course of the past ten years, the Marine Corps has eliminated excess capacity and implemented initiatives to consolidate MCRD-related billets. For that reason, few billets are eliminated (with their associated cost savings) and the great majority of MCRD San Diego billets will need to be relocated to MCRD Parris Island in order to perform the recruit training function. In addition, a complete set of new recruit training facilities would have to be constructed there to accommodate the three additional Recruit Training Battalions in facilities built to hurricane-proof standards. Additional MILCON is required for non-recruit training activities located at MCRD San Diego that would have to be relocated elsewhere. MCRD consolidation on one coast will also increase recruiting related travel costs.

Based upon the cost analysis and concerns about negative impacts on the recruiting/training missions, the DON Infrastructure Evaluation Group decided not to forward DON-0066 for consideration as a candidate recommendation (See IEG Report of Deliberations of 27 Jan 05).

*Military Judgment*

2. Naval Shipyard Pearl Harbor, HI

Commission issue: Why was the Naval Shipyard Pearl Harbor, HI, not closed and the ship depot repair function realigned to Naval Shipyard Norfolk, VA; Naval Shipyard Portsmouth, ME; and Naval Shipyard Puget Sound, WA?

Response:

KEY POINTS:

- Industrial JCSG found excess capacity sufficient to justify closure of one shipyard.
- Military judgment favors retention of Pearl Harbor Naval Shipyard because of its strategic location and multi-platform capabilities.

DISCUSSION:

As noted in the minutes and report of the Industrial Joint Cross-Service Group, all four naval shipyards were analyzed to determine if there was sufficient capacity for any three of the shipyards to absorb the workload of the fourth based on the 20-year Force Structure Plan. That evaluation revealed that there is sufficient excess capacity to realign the workload of either Pearl Harbor Naval Shipyard or Portsmouth Naval Shipyard. The Industrial JCSG then reviewed military value and COBRA data to determine which closure was the preferred alternative.

The quantitative military value scores for Pearl Harbor Naval Shipyard and Portsmouth Naval Shipyard were very close. Shipyard total cost and proximity to ship homeports were evaluated as part of the quantitative military value analysis. The total cost attribute favored Portsmouth Naval Shipyard, while the homeport proximity favored Pearl Harbor Naval Shipyard. The Industrial JCSG also evaluated the differences in drydock and workload capabilities between the two shipyards.

The COBRA analysis indicated that realigning the Pearl Harbor Naval Shipyard depot function would produce greater net present value savings than realigning the Portsmouth Naval Shipyard depot function. However, the net present value savings associated with the DON fence-line closure of Portsmouth Naval Shipyard produces savings about the same as realigning the depot function at Pearl Harbor Naval Shipyard.

Although the quantitative military value score for Pearl Harbor Naval Shipyard was slightly lower than that of Portsmouth Naval Shipyard, it was the military judgment of the Industrial JCSG that Pearl Harbor Naval Shipyard's critical geographical location, adjacent to a significant portion of the Fleet and forward positioned in the central Pacific, combined with its capability to dock a nuclear-powered aircraft carrier, provided a higher overall military value to the Department. This judgment is supported by the DON, as indicated by its submission of the closure recommendation. Pearl Harbor Naval Shipyard is strategically located to support DoD's current and future mission capabilities in the Pacific. Loss of this critical asset will have an adverse impact on operational warfighting

capability, training and readiness. Additionally the Combatant Commander expressed operational concerns with a closure of the Pearl Harbor Shipyard in that it would result in reduced theater presence as a result of the associated increased transit times, a loss of emergent CVN drydock capability (the only option west of Washington state) and a general concern with the loss of availability of "logistics, supply and operational support services throughout the Pacific." Finally, the Navy was concerned with the personnel retention implications that would result from a closure of Pearl Harbor in that it would result in a significant increase in dockings being conducted out of homeport.

### **3. Naval Air Station Brunswick, ME**

Commission issue: What considerations were given to a complete closure of Naval Air Station Brunswick, ME, and what were the driving factors in deciding the realignment?

Response:

#### **KEY POINTS:**

- Realignment verses closure was extensively debated within DON, and DON ultimately recommended closure.
- The IEC modified closure to realignment because of a desire to retain strategic presence in the Northeast U.S. and for a surge capability.

#### **DISCUSSION:**

The Department of the Navy did develop and analyze a scenario to close NAS Brunswick. When combined with other aviation recommendations, the closure of NAS Brunswick would have reduced the excess capacity for the Aviation Operations function from 19 percent to 8 percent. Such a recommendation not only allowed consolidation of Maritime Patrol Operations on the East Coast with attendant increased maintenance and training efficiencies, but it also produced significant steady-state savings of \$94.6M and a 20-year net present value of \$843.2M.

During the review of scenario analysis the Commander, Fleet Forces Command (CFFC), expressed concerns that closing NAS Brunswick could result in diminished strategic flexibility, as well as impact future basing flexibility. (See DAG Reports of Deliberations of 6 Dec 04, 11 Jan 05, 17 Jan 05, and 24 Jan 05). These concerns led to review of the availability of possible detachment sites for Maritime Patrol operations and analysis of additional alternatives to closure so the leadership had full visibility of the various trade-offs in making their decisions. (See IEG Report of Deliberations of 27 Jan 05 and 17 Feb 05, DAG Reports of Deliberations of 8 Feb 05, and 15 Feb 05). After reviewing the additional analyses, the Department of the Navy decided to forward the closure scenario to the Infrastructure Executive Council as a candidate recommendation because of the significant savings associated with the closure, combined with the options available to address operational concerns.

When the candidate recommendations were reviewed in final deliberations, the IEC determined that NAS Brunswick should be realigned instead of closed to retain an active presence in New England for homeland defense and surge capability. (See IEC Minutes of 2 May 05 and 4 May 05). This decision is consistent with the concerns expressed by the Fleet in that it provides strategic flexibility by maintaining an ability to rapidly position aircraft in the Northeast should an increased threat materialize.

#### **4. Navy Broadway Complex, San Diego, CA**

**Commission issue:** Why was the Navy Broadway Complex, San Diego, CA, not considered for closure and realignment of existing functions to Naval Station San Diego, CA?

**Response:**

**KEY POINTS:**

- All activities/functions located at the Broadway Complex were evaluated by either Department of the Navy or one of the Joint Cross-Service Groups.
- DON BRAC analysis did not develop a recommendation to close Broadway Complex because none of the activities on this property were recommended for relocation.

**DISCUSSION:**

The Broadway Complex in San Diego is property owned by the Navy and located on slightly less than 15 acres of contiguous property in downtown San Diego with 857K square feet (SF) in three separate buildings. It houses several commands; the two largest commands are Fleet and Industrial Supply Center (FISC) San Diego and Commander, Navy Region Southwest. All of the functions located on this property were reviewed by either DON or one of the Joint Cross-Service Groups (JCSGs). The BRAC analyses performed by DON and the appropriate JCSGs, including capacity and military value analysis, did not identify any scenarios to realign activities from the Broadway Complex.

Within the DON BRAC process, a fenceline (a distinct parcel of land that supported one or more functional activities undergoing BRAC analysis) was not considered for closure unless sufficient assets were proposed to be removed so as to effectively eliminate all missions aboard the fenceline. Since no mission activities were recommended to be relocated, DON did not issue a recommendation to close this fenceline.

Although DON recognizes the AT/FP concerns and the potential for increased development of the Broadway Complex parcel, scarcity of available DON owned waterfront property in the San Diego area suggests determination of the disposition of the Broadway complex is better addressed through ongoing negotiations between the City of San Diego, local developers and the DON outside the BRAC process.

## 5. Realignment of Naval Master Jet Base

5a. Commission issue: What consideration was given to the realignment of the Master Jet Base (MJB) located at NAS Oceana, VA, to Moody AFB, GA?

5a. Response:  
KEY POINTS:

- Navy examined several alternatives for an east coast MJB, including Moody AFB.
- While Moody is a feasible alternative to Oceana, it has a number of factors that make it less desirable than retaining Oceana, including significant one-time MILCON costs.
- While Oceana is the most suitable option of all east coast TACAIR bases considered, encroachment at Oceana presents significant challenges to long-term operational requirements.
- The best basing alternative for East Coast tactical aviation would be to build a new 21<sup>st</sup> century Master Jet Base, but such action would occur outside the BRAC window.

### DISCUSSION:

The Navy has given extensive consideration to the possible realignment of the Oceana MJB out of concern over likely long-term encroachment issues. Our assessment included Moody AFB as well as a range of other feasible Defense Department air facilities. In the case of realignment to Moody AFB, while it was considered a feasible alternative, it would incur significant one-time costs (almost \$500 million) and result in a long payback period (14 years). We concluded the best long-term basing alternative for East Coast Navy tactical aviation would be to build a new 21st century naval air station able to accommodate legacy and planned high performance aircraft, but such action would optimally occur outside the BRAC window.

Selecting a location and building from the ground up is by far the preferred choice as it gives us the most flexibility to ensure we accommodate future capabilities, while allowing for sufficient “buffers” to preclude potential encroachment issues. This approach, if pursued, would allow for a truly modern air station, with commensurate energy, environmental and community consideration designed into the facility from the very beginning. By contrast, relocating to Moody (built in 1940) or another existing installation within the timeframe of this BRAC would require extensive infrastructure upgrades, take significant time and resources, and still would not attain the operational or quality of life standards expected of this century.

5b. Commission issue: Was movement of the assets assigned to Moody AFB, GA to Cannon AFB, NM, considered and if so, what were the driving considerations not to do so?

5b. Response:  
KEY POINTS:

- Need for Battlefield Airmen Training works at Moody AFB
- Cannon AFB has no significant joint training opportunities within operational proximity
- Cannon AFB Military Capacity Index (MCI) was lower than Moody AFB

DISCUSSION:

Early in the process the Education and Training Joint Cross-Service Group (JCSG) and the Air Force analyzed scenarios to realign Moody AFB. The JCSG scenario distributed the Moody training aircraft to other Air Education and Training Command (AETC) bases. The Air Force scenario distributed the Special Operations Forces/Combat Search and Rescue (SOF/CSAR) aircraft to Davis Monthan AFB, AZ. Transferring the SOF/CSAR aircraft from Moody to Cannon was not considered because Cannon's SAF/CSAR MCI was lower than Moody.

During the BRAC process, the Air Force identified an emerging need for a Battlefield Airmen Training Campus for the Expeditionary Combat Support (ECS) family of specialties such as Combat Rescue, Combat Control, Terminal Attack Control and Special Operations Weather. Moody was identified as a potential site for this purpose. Of all Air Force bases, Moody had the right infrastructure/range complex and proximity to other areas such as the Gulf Range Complex at Eglin and Tyndall. The Air Force decided to leave the CSAR aircraft at Moody and place A-10 aircraft there also (Moody scored 8 points higher than Davis-Monthan for SOF/CSAR). Also, as a part of the BRAC process, the Army proposed the realignment of the Armor Center/School to Fort Benning, GA and the 7th Special Forces Group to Eglin (to be in close proximity with the Air Force Special Operations Command). Therefore, the establishment of a Battlefield Airmen Training Campus at Moody can provide a center of excellence for airmen in expeditionary combat support fields and also provide Air Force and joint training opportunities within operational proximity of Moody AFB. A-10/CSAR aircraft collocated at Moody AFB will provide an east coast CSAR training efficiency similar to Davis-Monthan AFB. Moody AFB is rated 11 of 154 in the SOF/CSAR MCI and is also in the top ten of all installations in 4 of the other 7 MCIs. It remains one of the Air Force's most valuable installations.

Cannon AFB has no significant joint training opportunities within operational proximity to the base, and for the A-10 aircraft, that is mandatory. Cannon AFB did not rank well within the SOF/CSAR MCI and therefore, the Air Force did not consider Cannon AFB to beddown the active duty A-10 mission.

## **6. Galena Airport Forward Operating Location (FOL), AK**

Commission issue: Was any consideration given to merging the missions of Galena FOL, AK, and Eielson AFB, AK? Why does the United States need to maintain two FOLs in Alaska, given the current national security environment and 20-year threat assessment?

Response:

**KEY POINTS:**

- Air Force BRAC analysis did not develop a scenario.
- No force structure to move.

**DISCUSSION:**

The Air Force did not consider moving the operational support mission from Galena Airport to Eielson AFB, which is over 300 miles from Galena. Consistent with the requirement to consider the impact on homeland defense, the Air Force Base Closure Executive Group (BCEG) left Galena open primarily because of its operational role and because it had no day-to-day force structure assigned. Initial BRAC inputs made by the Combatant Commander through the Joint Staff did not include Galena or other FOLs to be considered for closure. However, based on the Commission's July 1, 2005 letter, the Joint Staff contacted the Combatant Commands for their comments concerning the potential operational impact if the Galena FOL is closed and closing the Galena, AK, FOL and moving its missions to Eielson, AFB, AK will not create unacceptable risk to North American Aerospace Defense Command (NORAD)/U.S. Northern Command (USNORTHCOM) mission accomplishment.

## **7. Pope Air Force Base, NC**

7a. Commission issue: What considerations drove the recommendation to realign, rather than close Pope AFB, NC under Fort Bragg, NC?

7a. Response:

**KEY POINTS:**

- Supports Army plan for relocation of FORSCOM.
- Maintains airfield capability for Army presence and Air Force force structure.
- Allows efficient consolidation of installation management functions.

**DISCUSSION:**

The Air Force recommendation to realign, rather than close Pope AFB, was made to support the Army recommendation to relocate U.S. Army Forces Command and U.S. Army Reserve Command and allows for closure of Fort McPherson, GA and Atlanta leased space. All Air Force property and facilities will be administratively transferred to the Army. The financial analysis included expected recurring expenses paid by the Air Force to the Army as a result of the Air Force presence that will remain. This

coordination on installation management builds upon and subsumes the H&SA candidate recommendation (H&SA-0009) to combine Installation Management of Fort Bragg and Pope AFB, NC.

7b. Commission issue: Are the joint operational synergies that exist between the XVIII Airborne Corps and the 43<sup>rd</sup> Airlift Wing/23<sup>rd</sup> Fighter Group able to be replicated from other locations?

7b. Response:

KEY POINTS:

- Existing operational relationships will continue.
- Additional operational and training synergies will emerge from new relationships.

DISCUSSION:

As a part of the coordination between the Army regarding a tenant Air Force presence on an expanded Fort Bragg, the Army indicated that it would allow a tenant C-130 unit with a maximum size of 16 PAA (911th Airlift Wing, AFRC). Other Air Force functions that currently exist at Pope AFB, will remain at Fort Bragg to continue the present operational relationships, they include: 3rd Aerial Port Squadron; 18th Air Support Operations Group; 14th Air Support Operations Squadron; Det 1 of the 373rd Training Squadron; and 43rd Aeromedical Evacuation Squadron. Additionally, new opportunities for on-going joint operations at Fort Bragg will continue with planned deployment of air assets to Fort Bragg/Pope for joint training with the Army.

The Pope recommendation also includes the transfer of A-10s to Moody AFB, GA. Operational and training synergies will occur with new relationships between the A-10 unit at Moody and Army units at Ft. Benning, GA, the recommended location of the Army's Maneuver Training Center (consolidation of Infantry and Armor schools). Locating Air Force A-10s near this consolidated Army training will lead to new opportunities of realistic close air support training for the Army and the Air Force and potential joint training between the Battlefield Airmen at Moody, the Maneuver Center of Excellence and east coast CSAR training capability with CSAR helicopters and A-10s.

## **8. Grand Forks Air Force Base, ND**

Commission issue: What considerations drove the recommendation to realign rather than close Grand Forks AFB, ND? What is the number of UAVs planned for assignment to Grand Forks AFB, ND, and what is the timing of the potential deployment?

Response:

KEY POINTS:

- Ensures continued strategic presence in the North Central U. S.
- Positioned to accept emerging Unmanned Aerial Vehicle (UAV) mission.

**DISCUSSION:**

The original Air Force candidate recommendation to the Infrastructure Executive Council (IEC) was to close Grand Forks, AFB. The IEC reviewed it in context with other Service and Joint Cross-Service Group candidate recommendations. To address an IEC concern over a continued strategic presence in the north central U.S., the Air Force presented an option to realign Grand Forks AFB but maintain the tanker moves out of Grand Forks to support other high-value tanker realignments. The IEC adopted this recommendation.

The justification for the Grand Forks AFB recommendation specifies that the base would be retained for an emerging mission, of which UAVs may be one (in addition to continuing support of the 10th Space Warning Squadron). Specific future plans for UAVs (in terms of numbers and timing) are undefined in BRAC; however, the post-BRAC intent of the Air Force is to dovetail an emerging mission with the departure of the old mission.. The Secretary of the Air Force and the Chief of Staff of the Air Force have signed out to the Commission a separate letter to that effect (Reference: Department of Defense recommendation to realign Eielson AFB, AK, and Grand Forks AFB, ND, 7 Jun 05). A portion of that background paper on Grand Forks stated "...Specifically, the Air Force strategic vision for Grand Forks AFB is to become a home to a "family of UAVs," with associated Intelligence, Surveillance, and Reconnaissance support functions. In cooperation with the North Dakota Air National Guard (ANG), the Air Force would establish a Predator MQ-1 ANG unit with an Active Duty Associate unit to backfill F-16 retirements at Fargo's Hector Field. Growth of this mission will include transition to the Predator MQ-9, eventually add the Global Hawk UAV with the Grand Forks Tanker realignment and FTF emerging mission and associations at both locations."

**9. Air National Guard**

9a. Commission issue: Were the Adjutants General and Governors of the States consulted in the re-allocation of aircraft, personnel, facilities and missions from their states?

9a. Response:

**KEY POINTS:**

- The State Adjutants General were provided significant briefing during the BRAC process.

**DISCUSSION:**

Adjutants General (TAGs) were briefed on the force structure, organizational, and military value factors that formed the foundation of the Air Force BRAC analysis. Senior Air Force staff, Guard and active, briefed the TAGs in December 2003 at the TAG meeting in Baltimore. That session included a discussion of the force structure and squadron size assumptions that were eventually included as part of BRAC later that winter. The senior BRAC staff, Guard and active, appeared before the TAGs again in

July 2004 to give them feedback into the senior military value discussion (which included the Director, Air National Guard (ANG) and the Chief, Air Force Reserve) that formed the foundation for the MCI (mission compatibility index) weightings. The BRAC staff did this well prior to the completion of the MCIs and the release of the capacity and military value data calls to the installations. These MCIs provided the starting point for Air Force BRAC deliberations. The Guard representative to the Base Closure Executive Group (BCEG) later provided a comprehensive, personal briefing to the Chief, National Guard Bureau in April 2005 when the Air Force deliberations were entering their final phase.

The Air Force BRAC charge was to accommodate a shrinking force structure in order to ensure we placed right-sized squadrons at the best combination of bases to achieve both homeland and overseas defense objectives. Effectively organized flying squadrons were key to future warfighting effectiveness. To achieve this, we restored our operational squadrons to sizes that would result in more effective and efficient use of a shrinking force structure. Over the past 10 years, the AF reduced the number of squadrons in its active component to ensure effective sized squadrons in an era of declining total force structure. During the same period, the AF retained essentially the same number of squadrons in the reserve component and reduced the number of aircraft in each squadron to 'maintain flags.' Consequently, although the Air Force BRAC process maintained the proportionality of the active, Guard, and Reserve components, the combination of a further reduced force structure and the need to restore Guard and Reserve units to effective sizes resulted in a greater reduction in the number of squadron flags in the reserve component than the active duty.

Initially the Air Force considered closing the bases losing flying missions. Following deliberation, however, the Air Force concluded that the expeditionary combat support (ECS) forces that remained after we effectively sized the flyers were themselves quite effective both for Title 10 expeditionary missions and Title 32 state missions. Some believe that these bases should be closed, however, the Air Force strongly believes these ECS forces provide viable expeditionary and state support and their base of operations should not be moved. Any adjustment to the lay down of the ECS forces will need to be re-evaluated for impact on the support to civil authorities.

9b. Commission issue: What impact does the realignment of the ANG have on the homeland defense and homeland security missions?

9b. Response:

KEY POINTS:

- Homeland Security, Air Sovereignty, and Civil Support are adequately addressed.

DISCUSSION:

Balancing the Air Force to meet both the homeland and expeditionary defense needs of the Nation was another key consideration. This was most acute in the C-130 force, where the current average Personnel Tempo (PERSTEMPO) for active crews is 150 days per year TDY with the Guard and Reserve activated. When the 2-year reserve component activation is complete, Air Mobility Command estimates the average active PERSTEMPO will rise above 200 days per year without the BRAC recommendations. To assist with the assessment of homeland defense, the Air Force consulted with US Northern Command (USNORTHCOM) and also with the most senior staff members of the Director, Air National Guard (ANG) during the AF BRAC process. The USNORTHCOM favorably reviewed our recommendations and the ANG staff was completely involved as full partners in the BCEG throughout the process. The BCEG focused its Homeland Security deliberations on comprehensive air sovereignty requirements and not on the specific mission of any single unit or location. The support to civil authorities' roles and missions of airlift units in times of crisis are borne by the airlift/transportation system as a whole. For Civil Support missions, the Air Force requires the ability both to proactively plan with civil agencies as well as rapidly respond to man made or natural disasters when tasked. Important capabilities to enable these types of missions include: 1) Crisis Management to prevent and protect (law enforcement support and safeguarding the supply chain), 2) Consequence Management to respond locally (CBRNE/WMD and natural disaster mitigation), and 3) Providing Agile Combat Support (ACS) or Expeditionary Combat Support (ECS) infrastructure to assist civil authorities in the areas of medical support, food deliveries, protection from the elements, etc. at both local and national levels. In an effort to balance warfighting and civil support requirements the AF recommendations retain ECS units in twenty "Enclaves" to continue support of local authorities. We believe both aspects of homeland security, air sovereignty and civil support, are adequately addressed within the Air Force recommendations.

In his letter dated May 4, 2005, Admiral Keating, Commander US NORTHCOM, agreed stating, "Following a thorough review, we find that they (the draft 2005 BRAC recommendations) do not create an unacceptable risk to the accomplishment of our homeland defense or defense support of civil authorities."

## **10. Defense Finance Accounting Service (DFAS)**

**Commission issue:** Why were keeping DFAS Buckley Annex, CO, DFAS Columbus, OH, and DFAS Indianapolis, IN, open and closing the remaining DFAS sites the only scenario considered? Why did DoD not consider other options, which could have avoided military construction costs and possibly produced a more cost effective option?

**Response:**

**KEY POINTS:**

- Optimization Model was used to develop Best Value solution.
- No Military Construction involved.

**DISCUSSION:**

The Headquarters and Support Activities (H&SA) JCSG followed an iterative process that reviewed all DFAS locations as potential gaining locations. The process considered options and concluded the three-location combination, DFAS-Denver, DFAS-Columbus and DFAS-Indianapolis, represented the best value solution for DFAS by maximizing military value. The Optimization Model was used to develop the best value solution for DFAS, from both facilities and business operations perspectives. Within the optimization model the following constraints were applied against the 26 DFAS locations: (i) Maximize military value, (ii) Minimize number of locations, (iii) Minimum of two locations – to support strategic redundancy, (iv) Minimize military construction, and (v) Retain anchor locations for business operations integrity. The model resulted in the best value solution, and the economics (cost/savings) of the solution were then developed using the Cost of Base Realignment Actions (COBRA) model.

The DFAS recommendation does not include costs for new construction. It does include costs associated with the possible reactivation of part of building #11, at Defense Supply Center-Columbus (DSC-C), OH. Because of the lack of detailed costing information associated with a reactivation, renovation equal to 29% of construction costs was used. The cost in COBRA is thus a conservative estimate, as the DSC-C reported that building #11 is in good condition and should only require a lesser expense for reactivation.

*Could not be done efficiently & would jeopardize officer production.*

**11. Professional Development Education**

Commission issue: What consideration was given to the closure and realignment of the Air Force Institute of Technology (AFIT) at Wright Patterson AFB, OH, and the Defense Language Institute (DLI) at Monterey, CA, with Naval Postgraduate School (NPGS) at Monterey, CA, to create a consolidated professional development education center?

Response:

**KEY POINTS:**

- Consolidation of the Naval Postgraduate School and Air Force Institute of Technology was considered but did not include the Defense Language Institute (DLI).
- Maintaining graduate education is a core competency of the Department.

**DISCUSSION:**

The Education & Training (E&T) JCSG analyzed a full set of scenarios for all three institutions, including closure (privatize the functions), consolidations, and realignments. One of the scenarios (E&T-0022) consolidated NPGS and AFIT at Monterey, CA but did not include DLI in that consolidation. This scenario was not recommended in favor of E&T-0003 (the privatization of NPGS and AFIT), which was later integrated with DON-0070 (the closure of the installation housing NPGS). The Infrastructure Executive Council (IEC) later also deleted this candidate recommendation in recognition of the value provided by having military postgraduate education facilities that (1) recognize the uniqueness of professional military education, (2) acknowledge the importance of sustaining a world class educational facility as a component of our military structure, and (3) recognize the long-term benefits achieved from having a dedicated military campus that attracts future military leaders from other countries.

**12. Joint Medical Command Headquarters**

Commission issue: What consideration was given to establishing a Joint Medical Command Headquarters, through collocation of disparate Department of Defense Surgeons General, at the National Naval Medical Center, Bethesda, MD?

Response:

**KEY ISSUES:**

- Joint Medical Command was not considered but co-location was.
- Co-location not cost effective.

**DISCUSSION:**

The Medical Joint Cross-Service Group determined that consideration of a Joint Medical Command, with its complex command and control ramifications, was outside the scope

of their charter. The Medical JCSG approach, approved by the Infrastructure Steering Group, was to focus on medical capacity and efficiencies. The Headquarters and Support Activities Joint Cross-Service Group addressed collocation of the Medical Headquarters functions in the National Capital Region. Due to the complexities of instituting Joint Command and Control structures, no recommendations instituting a Joint Command Structure was developed.

The H&SA JCSG developed several scenarios for collocation of medical headquarters functions within the National Capitol Region. These scenarios included collocation into space made available by the candidate recommendation to close the Uniformed Services University of Health Sciences (USUHS), as well as building space at Ft Belvoir, VA, and Bethesda, MD. The financial analysis of these scenarios is detailed below. The IEC decision to retain USUHS, the only financially viable receiving location, eliminated further discussion on the collocation of medical headquarters in the National Capitol Region.

|                          | To Ft Belvoir  | To Bethesda    | To USUHS                     |
|--------------------------|----------------|----------------|------------------------------|
| One Time Costs           | \$94.3M        | \$107.3M       | <del>\$51.5M</del>           |
| Net Implementation Costs | \$77.1M        | \$89.0M        | <del>\$29.4M</del>           |
| Annual Recurring Savings | \$6.2M         | \$6.6M         | <del>\$8.0M</del>            |
| Payback Period           | 19 Years       | 20 Years       | <del>6 Years</del>           |
| NPV at 2025              | \$10.2M (Cost) | \$17.0M (Cost) | <del>\$47.4M (Savings)</del> |

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Starting Year : 2006  
 Final Year : 2008  
 Payback Year : 2019 (11 Years)

NPV in 2025(\$K): -24,054  
 1-Time Cost(\$K): 62,667

Net Costs in 2005 Constant Dollars (\$K)

|              | 2006          | 2007        | 2008        | 2009          | 2010          | 2011          | Total         | Beyond        |
|--------------|---------------|-------------|-------------|---------------|---------------|---------------|---------------|---------------|
| MilCon       | 38,299        | 1,271       | 0           | 0             | 0             | 0             | 39,570        | 0             |
| Person       | 846           | -1,507      | -1,507      | -1,507        | -1,507        | -1,507        | -6,690        | -1,507        |
| Overhd       | -2,165        | -3,347      | -4,007      | -5,167        | -5,167        | -5,167        | -25,019       | -5,167        |
| Moving       | 4,976         | 311         | 1,433       | 0             | 0             | 0             | 6,720         | 0             |
| Missio       | 0             | 0           | 0           | 0             | 0             | 0             | 0             | 0             |
| Other        | 6,716         | 2,342       | 3,512       | 812           | 812           | 812           | 15,007        | 812           |
| <b>TOTAL</b> | <b>48,672</b> | <b>-931</b> | <b>-569</b> | <b>-5,861</b> | <b>-5,861</b> | <b>-5,861</b> | <b>29,588</b> | <b>-5,861</b> |

|                             | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------------------------|------|------|------|------|------|------|-------|
| <b>POSITIONS ELIMINATED</b> |      |      |      |      |      |      |       |
| Off                         | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Enl                         | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Civ                         | 53   | 0    | 0    | 0    | 0    | 0    | 53    |
| TOT                         | 53   | 0    | 0    | 0    | 0    | 0    | 53    |

|                            | 2006  | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|----------------------------|-------|------|------|------|------|------|-------|
| <b>POSITIONS REALIGNED</b> |       |      |      |      |      |      |       |
| Off                        | 136   | 13   | 0    | 0    | 0    | 0    | 149   |
| Enl                        | 1     | 0    | 0    | 0    | 0    | 0    | 1     |
| Stu                        | 959   | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Civ                        | 63    | 4    | 0    | 0    | 0    | 0    | 67    |
| TOT                        | 1,159 | 109  | 46   | 0    | 0    | 0    | 1,314 |

Department : E&T JCSG  
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Costs in 2005 Constant Dollars (\$K)

|              | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          | Beyond        |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
|              | ----          | ----          | ----          | ----          | ----          | ----          | ----           | -----         |
| MilCon       | 38,299        | 1,271         | 0             | 0             | 0             | 0             | 39,570         | 0             |
| Person       | 3,906         | 3,449         | 3,449         | 3,449         | 3,449         | 3,449         | 21,152         | 3,449         |
| Overhd       | 7,960         | 7,688         | 7,413         | 6,253         | 6,253         | 6,253         | 41,821         | 6,253         |
| Moving       | 5,547         | 365           | 1,433         | 0             | 0             | 0             | 7,346          | 0             |
| Missio       | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Other        | 6,716         | 2,342         | 3,512         | 812           | 812           | 812           | 15,007         | 812           |
| <b>TOTAL</b> | <b>62,428</b> | <b>15,116</b> | <b>15,808</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>124,896</b> | <b>10,515</b> |

Savings in 2005 Constant Dollars (\$K)

|              | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total         | Beyond        |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|              | ----          | ----          | ----          | ----          | ----          | ----          | ----          | -----         |
| MilCon       | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| Person       | 3,060         | 4,956         | 4,956         | 4,956         | 4,956         | 4,956         | 27,843        | 4,956         |
| Overhd       | 10,125        | 11,035        | 11,420        | 11,420        | 11,420        | 11,420        | 66,840        | 11,420        |
| Moving       | 571           | 54            | 0             | 0             | 0             | 0             | 626           | 0             |
| Missio       | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| Other        | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>TOTAL</b> | <b>13,756</b> | <b>16,046</b> | <b>16,376</b> | <b>16,376</b> | <b>16,376</b> | <b>16,376</b> | <b>95,308</b> | <b>16,376</b> |

DCN: 11887

COBRA PERSONNEL SUMMARY REPORT (COBRA v6.04)

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PERSONNEL SUMMARY FOR: NAVPGSCOL MONTEREY, CA (N62271)

BASE POPULATION (FY 2005):

| Officers | Enlisted | Students | Civilians |
|----------|----------|----------|-----------|
| 137      | 164      | 1,931    | 1,075     |

PROGRAMMED INSTALLATION (NON-BRAC) CHANGES FOR: NAVPGSCOL MONTEREY, CA (N62271)

|           | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|------|------|------|------|------|------|-------|
| Officers  | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Enlisted  | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Students  | 68   | 1    | 50   | 50   | 0    | 0    | 169   |
| Civilians | -5   | 0    | 0    | 0    | 0    | 0    | -5    |
| TOTAL     | 63   | 1    | 50   | 50   | 0    | 0    | 164   |

BASE POPULATION (Prior to BRAC Action) FOR: NAVPGSCOL MONTEREY, CA (N62271)

| Officers | Enlisted | Students | Civilians |
|----------|----------|----------|-----------|
| 137      | 164      | 2,100    | 1,070     |

PERSONNEL REALIGNMENTS:

From Base: Wright-Patterson AFB, OH (ZHTV)

|           | 2006  | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|-------|------|------|------|------|------|-------|
| Officers  | 136   | 13   | 0    | 0    | 0    | 0    | 149   |
| Enlisted  | 1     | 0    | 0    | 0    | 0    | 0    | 1     |
| Students  | 959   | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Civilians | 63    | 4    | 0    | 0    | 0    | 0    | 67    |
| TOTAL     | 1,159 | 109  | 46   | 0    | 0    | 0    | 1,314 |

TOTAL PERSONNEL REALIGNMENTS (Into NAVPGSCOL MONTEREY, CA (N62271)):

|           | 2006  | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|-------|------|------|------|------|------|-------|
| Officers  | 136   | 13   | 0    | 0    | 0    | 0    | 149   |
| Enlisted  | 1     | 0    | 0    | 0    | 0    | 0    | 1     |
| Students  | 959   | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Civilians | 63    | 4    | 0    | 0    | 0    | 0    | 67    |
| TOTAL     | 1,159 | 109  | 46   | 0    | 0    | 0    | 1,314 |

BASE POPULATION (After BRAC Action) FOR: NAVPGSCOL MONTEREY, CA (N62271)

| Officers | Enlisted | Students | Civilians |
|----------|----------|----------|-----------|
| 286      | 165      | 3,197    | 1,137     |

PERSONNEL SUMMARY FOR: Wright-Patterson AFB, OH (ZHTV)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Wright-Patterson AFB, OH (ZHTV)

| Officers | Enlisted | Students | Civilians |
|----------|----------|----------|-----------|
| 2,388    | 2,528    | 28       | 10,941    |

PERSONNEL REALIGNMENTS:

To Base: NAVPGSCOL MONTEREY, CA (N62271)

|           | 2006  | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|-------|------|------|------|------|------|-------|
| Officers  | 136   | 13   | 0    | 0    | 0    | 0    | 149   |
| Enlisted  | 1     | 0    | 0    | 0    | 0    | 0    | 1     |
| Students  | 959   | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Civilians | 63    | 4    | 0    | 0    | 0    | 0    | 67    |
| TOTAL     | 1,159 | 109  | 46   | 0    | 0    | 0    | 1,314 |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

TOTAL PERSONNEL REALIGNMENTS (Out of Wright-Patterson AFB, OH (ZHTV)):

|           | 2006  | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|-------|------|------|------|------|------|-------|
| Officers  | 136   | 13   | 0    | 0    | 0    | 0    | 149   |
| Enlisted  | 1     | 0    | 0    | 0    | 0    | 0    | 1     |
| Students  | 959   | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Civilians | 63    | 4    | 0    | 0    | 0    | 0    | 67    |
| TOTAL     | 1,159 | 109  | 46   | 0    | 0    | 0    | 1,314 |

SCENARIO POSITION CHANGES FOR: Wright-Patterson AFB, OH (ZHTV)

|           | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------|------|------|------|------|------|------|-------|
| Officers  | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Enlisted  | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| Civilians | -53  | 0    | 0    | 0    | 0    | 0    | -53   |
| TOTAL     | -53  | 0    | 0    | 0    | 0    | 0    | -53   |

BASE POPULATION (After BRAC Action) FOR: Wright-Patterson AFB, OH (ZHTV)

| Officers | Enlisted | Students | Civilians |
|----------|----------|----------|-----------|
| 2,239    | 2,527    | -1,069   | 10,821    |

DCN: 11887

COBRA PERSONNEL YEARLY PERCENTAGES REPORT (COBRA v6.04)  
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Option Pkg Name: E&T 0022  
Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

Base: NAVPGSCOL MONTEREY, CA (N62271)

| Year   | Pers Moved In/Added |         | MilCon<br>TimePhase | Pers Moved Out/Eliminated |         | ShutDn<br>TimePhase |
|--------|---------------------|---------|---------------------|---------------------------|---------|---------------------|
|        | Total               | Percent |                     | Total                     | Percent |                     |
| 2006   | 1,159               | 88.20%  | 96.50%              | 0                         | 0.00%   | 16.67%              |
| 2007   | 109                 | 8.30%   | 3.50%               | 0                         | 0.00%   | 16.67%              |
| 2008   | 46                  | 3.50%   | 0.00%               | 0                         | 0.00%   | 16.67%              |
| 2009   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 16.67%              |
| 2010   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 16.67%              |
| 2011   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 16.67%              |
| TOTALS | 1314                | 100.00% | 100.00%             | 0                         | 0.00%   | 100.00%             |

Base: Wright-Patterson AFB, OH (ZHTV)

| Year   | Pers Moved In/Added |         | MilCon<br>TimePhase | Pers Moved Out/Eliminated |         | ShutDn<br>TimePhase |
|--------|---------------------|---------|---------------------|---------------------------|---------|---------------------|
|        | Total               | Percent |                     | Total                     | Percent |                     |
| 2006   | 0                   | 0.00%   | 66.67%              | 1,212                     | 88.66%  | 88.66%              |
| 2007   | 0                   | 0.00%   | 33.33%              | 109                       | 7.97%   | 7.97%               |
| 2008   | 0                   | 0.00%   | 0.00%               | 46                        | 3.37%   | 3.37%               |
| 2009   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 0.00%               |
| 2010   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 0.00%               |
| 2011   | 0                   | 0.00%   | 0.00%               | 0                         | 0.00%   | 0.00%               |
| TOTALS | 0                   | 0.00%   | 100.00%             | 1367                      | 100.00% | 100.00%             |

DCN: 11887

COBRA SUSTAINMENT/RECAP/BOS/HOUSING CHANGE REPORT (COBRA v6.04)  
 Data As Of 12/28/2004 9:05:48 AM, Report Created 1/4/2005 8:25:36 AM

Department : E&T JCSG  
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 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Net Change(\$K)      | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          | Beyond        |
|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| Sustain Change       | -34           | -48           | -57           | -57           | -57           | -57           | -309           | -57           |
| Recap Change         | 60            | 48            | 37            | 37            | 37            | 37            | 257            | 37            |
| BOS Change           | -6,768        | -7,365        | -7,617        | -7,617        | -7,617        | -7,617        | -44,603        | -7,617        |
| Housing Change       | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>TOTAL CHANGES</b> | <b>-6,742</b> | <b>-7,365</b> | <b>-7,637</b> | <b>-7,637</b> | <b>-7,637</b> | <b>-7,637</b> | <b>-44,654</b> | <b>-7,637</b> |

NAVPGSCOL MONTEREY, CA (N62271)

| Net Change(\$K)      | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | Total         | Beyond       |
|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|
| Sustain Change       | 206          | 213          | 213          | 213          | 213          | 213          | 1,272         | 213          |
| Recap Change         | 330          | 342          | 342          | 342          | 342          | 342          | 2,043         | 342          |
| BOS Change           | 2,847        | 3,114        | 3,227        | 3,227        | 3,227        | 3,227        | 18,870        | 3,227        |
| Housing Change       | 0            | 0            | 0            | 0            | 0            | 0            | 0             | 0            |
| <b>TOTAL CHANGES</b> | <b>3,383</b> | <b>3,670</b> | <b>3,783</b> | <b>3,783</b> | <b>3,783</b> | <b>3,783</b> | <b>22,185</b> | <b>3,783</b> |

Wright-Patterson AFB, OH (ZHTV)

| Net Change(\$K)      | 2006           | 2007           | 2008           | 2009           | 2010           | 2011           | Total          | Beyond         |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Sustain Change       | -239           | -261           | -270           | -270           | -270           | -270           | -1,581         | -270           |
| Recap Change         | -270           | -295           | -305           | -305           | -305           | -305           | -1,785         | -305           |
| BOS Change           | -9,615         | -10,480        | -10,844        | -10,844        | -10,844        | -10,844        | -63,473        | -10,844        |
| Housing Change       | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| <b>TOTAL CHANGES</b> | <b>-10,125</b> | <b>-11,035</b> | <b>-11,420</b> | <b>-11,420</b> | <b>-11,420</b> | <b>-11,420</b> | <b>-66,840</b> | <b>-11,420</b> |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

(All values in 2005 Constant Dollars)

| Category                                 | Cost       | Sub-Total  |
|--|------------|------------|
| -----                                    | ----       | -----      |
| Construction                             |            |            |
| Military Construction                    | 39,569,723 |            |
| Total - Construction                     |            | 39,569,723 |
| Personnel                                |            |            |
| Civilian RIF                             | 579,831    |            |
| Civilian Early Retirement                | 109,000    |            |
| Eliminated Military PCS                  | 0          |            |
| Unemployment                             | 44,510     |            |
| Total - Personnel                        |            | 733,341    |
| Overhead                                 |            |            |
| Program Management Cost                  | 4,760,352  |            |
| Support Contract Termination             | 0          |            |
| Mothball / Shutdown                      | 54,900     |            |
| Total - Overhead                         |            | 4,815,252  |
| Moving                                   |            |            |
| Civilian Moving                          | 3,178,996  |            |
| Civilian PPP                             | 390,456    |            |
| Military Moving                          | 1,317,826  |            |
| Freight                                  | 485,567    |            |
| Information Technologies                 | 1,972,800  |            |
| One-Time Moving Costs                    | 0          |            |
| Total - Moving                           |            | 7,345,645  |
| Other                                    |            |            |
| HAP / RSE                                | 503,151    |            |
| Environmental Mitigation Costs           | 500,000    |            |
| Mission Contract Startup and Termination | 0          |            |
| One-Time Unique Costs                    | 9,200,000  |            |
| Total - Other                            |            | 10,203,151 |
| -----                                    |            | -----      |
| Total One-Time Costs                     |            | 62,667,113 |
| -----                                    |            | -----      |
| One-Time Savings                         |            |            |
| Military Construction Cost Avoidances    | 0          |            |
| Military Moving                          | 625,646    |            |
| One-Time Moving Savings                  | 0          |            |
| Environmental Mitigation Savings         | 0          |            |
| One-Time Unique Savings                  | 0          |            |
| -----                                    |            | -----      |
| Total One-Time Savings                   |            | 625,646    |
| -----                                    |            | -----      |
| Total Net One-Time Costs                 |            | 62,041,467 |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
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 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

Base: NAVPGSCOL MONTEREY, CA (N62271)  
 (All values in 2005 Constant Dollars)

| Category                                 | Cost       | Sub-Total  |
|--|------------|------------|
| -----                                    | ----       | -----      |
| Construction                             |            |            |
| Military Construction                    | 39,569,723 |            |
| Total - Construction                     |            | 39,569,723 |
| Personnel                                |            |            |
| Civilian RIF                             | 0          |            |
| Civilian Early Retirement                | 0          |            |
| Eliminated Military PCS                  | 0          |            |
| Unemployment                             | 0          |            |
| Total - Personnel                        |            | 0          |
| Overhead                                 |            |            |
| Program Management Cost                  | 0          |            |
| Support Contract Termination             | 0          |            |
| Mothball / Shutdown                      | 0          |            |
| Total - Overhead                         |            | 0          |
| Moving                                   |            |            |
| Civilian Moving                          | 0          |            |
| Civilian PPP                             | 0          |            |
| Military Moving                          | 0          |            |
| Freight                                  | 0          |            |
| Information Technologies                 | 1,710,000  |            |
| One-Time Moving Costs                    | 0          |            |
| Total - Moving                           |            | 1,710,000  |
| Other                                    |            |            |
| HAP / RSE                                | 0          |            |
| Environmental Mitigation Costs           | 500,000    |            |
| Mission Contract Startup and Termination | 0          |            |
| One-Time Unique Costs                    | 9,200,000  |            |
| Total - Other                            |            | 9,700,000  |
| -----                                    |            | -----      |
| Total One-Time Costs                     |            | 50,979,723 |
| -----                                    |            | -----      |
| One-Time Savings                         |            |            |
| Military Construction Cost Avoidances    | 0          |            |
| Military Moving                          | 0          |            |
| One-Time Moving Savings                  | 0          |            |
| Environmental Mitigation Savings         | 0          |            |
| One-Time Unique Savings                  | 0          |            |
| -----                                    |            | -----      |
| Total One-Time Savings                   |            | 0          |
| -----                                    |            | -----      |
| Total Net One-Time Costs                 |            | 50,979,723 |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

Base: Wright-Patterson AFB, OH (ZHTV)  
 (All values in 2005 Constant Dollars)

| Category                                 | Cost      | Sub-Total  |
|--|-----------|------------|
| Construction                             |           |            |
| Military Construction                    | 0         |            |
| Total - Construction                     |           | 0          |
| Personnel                                |           |            |
| Civilian RIF                             | 579,831   |            |
| Civilian Early Retirement                | 109,000   |            |
| Eliminated Military PCS                  | 0         |            |
| Unemployment                             | 44,510    |            |
| Total - Personnel                        |           | 733,341    |
| Overhead                                 |           |            |
| Program Management Cost                  | 4,760,352 |            |
| Support Contract Termination             | 0         |            |
| Mothball / Shutdown                      | 54,900    |            |
| Total - Overhead                         |           | 4,815,252  |
| Moving                                   |           |            |
| Civilian Moving (CT)                     | 3,178,996 |            |
| Civilian PPP                             | 390,456   |            |
| Military Moving                          | 1,317,826 |            |
| Freight                                  | 485,567   |            |
| Information Technologies                 | 262,800   |            |
| One-Time Moving Costs                    | 0         |            |
| Total - Moving                           |           | 5,635,645  |
| Other                                    |           |            |
| HAP / RSE                                | 503,151   |            |
| Environmental Mitigation Costs           | 0         |            |
| Mission Contract Startup and Termination | 0         |            |
| One-Time Unique Costs                    | 0         |            |
| Total - Other                            |           | 503,151    |
| Total One-Time Costs                     |           | 11,687,390 |
| One-Time Savings                         |           |            |
| Military Construction Cost Avoidances    | 0         |            |
| Military Moving                          | 625,646   |            |
| One-Time Moving Savings                  | 0         |            |
| Environmental Mitigation Savings         | 0         |            |
| One-Time Unique Savings                  | 0         |            |
| Total One-Time Savings                   |           | 625,646    |
| Total Net One-Time Costs                 |           | 11,061,744 |

*67 people @ \$50K each*

DCN: 11887

COBRA NET PRESENT VALUES REPORT (COBRA v6.04)  
Data As Of 12/28/2004 9:05:48 AM, Report Created 1/4/2005 8:25:36 AM

Department : E&T JCSG  
Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
Option Pkg Name: E&T 0022  
Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Year | Cost(\$)   | Adjusted Cost(\$) | NPV(\$)     |
|------|------------|-------------------|-------------|
| 2006 | 48,672,072 | 47,923,135        | 47,923,135  |
| 2007 | -930,864   | -888,551          | 47,034,584  |
| 2008 | -568,766   | -526,333          | 46,508,251  |
| 2009 | -5,861,598 | -5,258,643        | 41,249,608  |
| 2010 | -5,861,598 | -5,098,054        | 36,151,554  |
| 2011 | -5,861,598 | -4,942,370        | 31,209,184  |
| 2012 | -5,861,598 | -4,791,439        | 26,417,745  |
| 2013 | -5,861,598 | -4,645,118        | 21,772,626  |
| 2014 | -5,861,598 | -4,503,265        | 17,269,361  |
| 2015 | -5,861,598 | -4,365,744        | 12,903,617  |
| 2016 | -5,861,598 | -4,232,423        | 8,671,194   |
| 2017 | -5,861,598 | -4,103,173        | 4,568,021   |
| 2018 | -5,861,598 | -3,977,870        | 590,151     |
| 2019 | -5,861,598 | -3,856,394        | -3,266,243  |
| 2020 | -5,861,598 | -3,738,627        | -7,004,870  |
| 2021 | -5,861,598 | -3,624,456        | -10,629,326 |
| 2022 | -5,861,598 | -3,513,773        | -14,143,099 |
| 2023 | -5,861,598 | -3,406,469        | -17,549,568 |
| 2024 | -5,861,598 | -3,302,442        | -20,852,010 |
| 2025 | -5,861,598 | -3,201,592        | -24,053,602 |

DCN: 11887

TOTAL COBRA MILITARY CONSTRUCTION ASSETS REPORT (COBRA v6.04)  
Data As Of 12/28/2004 9:05:48 AM, Report Created 1/4/2005 8:25:36 AM

Department : E&T JCSG  
Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
Option Pkg Name: E&T 0022  
Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

All values in 2005 Constant Dollars

| Base Name            | Total<br>MilCon* | Milcon Cost<br>Avoidance | Total<br>Net Costs |
|----------------------|------------------|--------------------------|--------------------|
| NAVPGSCOL MONTEREY   | 39,569,723       | 0                        | 39,569,723         |
| Wright-Patterson AFB | 0                | 0                        | 0                  |
| Totals:              | 39,569,723       | 0                        | 39,569,723         |

\* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

MilCon for Base: NAVPGSCOL MONTEREY, CA (N62271)

All values in 2005 Constant Dollars (\$K)

| FAC                        | Title                                     | UM | New<br>MilCon | New<br>Cost* | Using Rehab<br>Rehab Type | Rehab<br>Cost* | Total<br>Cost* |
|----------------------------|---|----|---------------|--------------|---------------------------|----------------|----------------|
| 9.6 →                      | 1711 General Purpose Instruction Building | SF | 58,000        | n/a**        | 0 Default                 | n/a**          | 24,517         |
|                            | 8511 Road, Surfaced                       | SY | 5,382         | n/a**        | 0 Default                 | n/a**          | 3,000          |
| 1.8 -                      | 7421 Indoor Physical Fitness Facility     | SF | 11,115        | 2,687        | 0 Default                 | 0              | 2,687          |
|                            | 7371 Nursery and Child Care Facility      | SF | 15,000        | 3,670        | 0 Default                 | 0              | 3,670          |
|                            | 8521 Vehicle Parking, Surfaced            | SY | 1,400         | n/a**        | 0 Default                 | n/a**          | 5,696          |
| Total Construction Cost:   |   |    |               |              |                           |                | 39,570         |
| - Construction Cost Avoid: |   |    |               |              |                           |                | 0              |
| Total Net Milcon Cost:     |   |    |               |              |                           |                | 39,570         |

\* 165/5  
 102 P

\* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

\*\*No New Milcon / Rehabilitation Cost breakdown is available if Total Cost was entered by the user.

COBRA INPUT DATA REPORT (COBRA v6.04)

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Department : E&T JCSG  
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 Option Pkg Name: E&T 0022  
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INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 2006  
 Model does Time-Phasing of Construction/Shutdown: Yes

|                                 |             |
|---------------------------------|-------------|
| Base Name, ST (Code)            | Strategy:   |
| -----                           | -----       |
| NAVPGSCOL MONTEREY, CA (N62271) | Realignment |
| Wright-Patterson AFB, OH (ZHTV) | Realignment |

INPUT SCREEN TWO - DISTANCE TABLE

(Only shows distances where personnel or equipment are moving)

|                                 |                                 |           |
|---------------------------------|---------------------------------|-----------|
| Point A:                        | Point B:                        | Distance: |
| -----                           | -----                           | -----     |
| NAVPGSCOL MONTEREY, CA (N62271) | Wright-Patterson AFB, OH (ZHTV) | 2,493 mi  |

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from Wright-Patterson AFB, OH (ZHTV) to NAVPGSCOL MONTEREY, CA (N62271)

|                           | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|---------------------------|------|------|------|------|------|------|
|                           | ---- | ---- | ---- | ---- | ---- | ---- |
| Officer Positions:        | 136  | 13   | 0    | 0    | 0    | 0    |
| Enlisted Positions:       | 1    | 0    | 0    | 0    | 0    | 0    |
| Civilian Positions:       | 63   | 4    | 0    | 0    | 0    | 0    |
| Student Positions:        | 959  | 92   | 46   | 0    | 0    | 0    |
| NonVeh Missn Eqpt (tons): | 3    | 0    | 0    | 0    | 0    | 0    |
| Suppt Eqpt (tons):        | 7    | 0    | 0    | 0    | 0    | 0    |
| Military Light Vehicles:  | 0    | 0    | 0    | 0    | 0    | 0    |
| Heavy/Special Vehicles:   | 0    | 0    | 0    | 0    | 0    | 0    |

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: NAVPGSCOL MONTEREY, CA (N62271)

|                               |             |                               |                        |
|-------------------------------|-------------|-------------------------------|------------------------|
| Total Officer Employees:      | 137         | Base Service (for BOS/Sust):  | Navy                   |
| Total Enlisted Employees:     | 164         | Total Sustainment(\$K/Year):  | 11,670                 |
| Total Student Employees:      | 1,931       | Sustain Payroll (\$K/Year):   | 4,201                  |
| Total Civilian Employees:     | 1,075       | BOS Non-Payroll (\$K/Year):   | 29,930                 |
| Accomp Mil not Receiving BAH: | 0.0%        | BOS Payroll (\$K/Year):       | 24,364                 |
| Officer Housing Units Avail:  | 0           | Family Housing (\$K/Year):    | 0                      |
| Enlisted Housing Units Avail: | 0           | Installation PRV(\$K):        | 787,050                |
| Starting Facilities(KSF):     | 3,211       | Svc/Agcy Recap Rate (Years):  | 114                    |
| Officer BAH (\$/Month):       | 2,291       | Homeowner Assistance Program: | No                     |
| Enlisted BAH (\$/Month):      | 1,525       |                               |                        |
| Civ Locality Pay Factor:      | 1.242       | TRICARE                       | In-Pat Out-Pat         |
| Area Cost Factor:             | 1.21        |                               | Admits Visits Prescrip |
| Per Diem Rate (\$/Day):       | 141         | CostFactor                    | 6,895.21 122.07 35.04  |
| Freight Cost (\$/Ton/Mile):   | 0.27        | Actv MTF                      | 0 41,646 47,541        |
| Vehicle Cost (\$/Lift/Mile):  | 4.84        | Actv Purch                    | 993 54,792             |
| Latitude:                     | 36.600000   | Retiree                       | 0 680 2,422            |
| Longitude:                    | -121.870000 | Retiree65+                    | 0 14 2,807             |

Department : E&T JCSG  
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 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: Wright-Patterson AFB, OH (ZHTV)

|                               |            |                               |                        |
|-------------------------------|------------|-------------------------------|------------------------|
| Total Officer Employees:      | 2,388      | Base Service (for BOS/Sust):  | Air Force              |
| Total Enlisted Employees:     | 2,528      | Total Sustainment (\$K/Year): | 54,802                 |
| Total Student Employees:      | 28         | Sustain Payroll (\$K/Year):   | 25,257                 |
| Total Civilian Employees:     | 10,941     | BOS Non-Payroll (\$K/Year):   | 150,070                |
| Accomp Mil not Receiving BAH: | 0.1%       | BOS Payroll (\$K/Year):       | 89,138                 |
| Officer Housing Units Avail:  | 0          | Family Housing (\$K/Year):    | 4,895,480              |
| Enlisted Housing Units Avail: | 0          | Installation PRV (\$K):       | 4,036,564              |
| Starting Facilities (KSF):    | 13,341     | Svc/Agcy Recap Rate (Years):  | 121                    |
| Officer BAH (\$/Month):       | 1,081      | Homeowner Assistance Program: | Yes                    |
| Enlisted BAH (\$/Month):      | 704        |                               |                        |
| Civ Locality Pay Factor:      | 1.121      | TRICARE                       | In-Pat Out-Pat         |
| Area Cost Factor:             | 0.96       |                               | Admits Visits Prescrip |
| Per Diem Rate (\$/Day):       | 107        | CostFactor                    | 5,767.77 89.23 14.74   |
| Freight Cost (\$/Ton/Mile):   | 0.44       | Actv MTF                      | 1,247 139,459 138,428  |
| Vehicle Cost (\$/Lift/Mile):  | 4.84       | Actv Purch                    | 308 20,005             |
| Latitude:                     | 39.820750  | Retiree                       | 974 116,340 311,049    |
| Longitude:                    | -84.035760 | Retiree65+                    | 1,093 59,819 310,106   |

INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: NAVPGSCOL MONTEREY, CA (N62271)

|                            | 2006                 | 2007  | 2008  | 2009  | 2010     | 2011   |
|----------------------------|----------------------|-------|-------|-------|----------|--------|
|                            | ----                 | ----  | ----  | ----  | ----     | ----   |
| 1-Time Unique Cost (\$K):  | 5,000                | 1,500 | 2,700 | 0     | 0        | 0      |
| 1-Time Unique Save (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| 1-Time Moving Cost (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| 1-Time Moving Save (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| Env Non-MilCon Reqd (\$K): | 500                  | 0     | 0     | 0     | 0        | 0      |
| Activ Mission Cost (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| Activ Mission Save (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| Misn Contract Start (\$K): | 0                    | 0     | 0     | 0     | 0        | 0      |
| Misn Contract Term (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| Supt Contract Term (\$K):  | 0                    | 0     | 0     | 0     | 0        | 0      |
| Misc Recurring Cost (\$K): | 2,470                | 2,470 | 2,470 | 2,470 | 2,470    | 2,470  |
| Misc Recurring Save (\$K): | 0                    | 0     | 0     | 0     | 0        | 0      |
| One-Time IT Costs (\$K):   | 300                  | 0     | 1,410 | 0     | 0        | 0      |
| Construction Schedule (%): | 0%                   | 0%    | 0%    | 0%    | 0%       | 0%     |
| Shutdown Schedule (%):     | 0%                   | 0%    | 0%    | 0%    | 0%       | 0%     |
| Misn Milcon Avoidnc (\$K): | 0                    | 0     | 0     | 0     | 0        | 0      |
| Procurement Avoidnc (\$K): | 0                    | 0     | 0     | 0     | 0        | 0      |
| MTF Closure Action:        | None Fac ShDn (KSF): |       |       | 0     | FH ShDn: | 0.000% |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: Wright-Patterson AFB, OH (ZHTV)

|                           | 2006                | 2007 | 2008 | 2009     | 2010   | 2011 |
|---------------------------|---------------------|------|------|----------|--------|------|
| 1-Time Unique Cost (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| 1-Time Unique Save (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| 1-Time Moving Cost (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| 1-Time Moving Save (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Env Non-MilCon Reqd(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Activ Mission Cost (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Activ Mission Save (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Misn Contract Start(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Misn Contract Term (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Supt Contract Term (\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Misc Recurring Cost(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Misc Recurring Save(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| One-Time IT Costs (\$K):  | 0                   | 0    | 0    | 0        | 0      | 0    |
| Construction Schedule(%): | 0%                  | 0%   | 0%   | 0%       | 0%     | 0%   |
| Shutdown Schedule (%):    | 0%                  | 0%   | 0%   | 0%       | 0%     | 0%   |
| Misn Milcon Avoidnc(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| Procurement Avoidnc(\$K): | 0                   | 0    | 0    | 0        | 0      | 0    |
| MTF Closure Action:       | None Fac ShDn(KSF): |      | 122  | FH ShDn: | 0.000% |      |

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: NAVPGSCOL MONTEREY, CA (N62271)

|                          | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|--------------------------|------|------|------|------|------|------|
| Off Scenario Change:     | 0    | 0    | 0    | 0    | 0    | 0    |
| Enl Scenario Change:     | 0    | 0    | 0    | 0    | 0    | 0    |
| Civ Scenario Change:     | 0    | 0    | 0    | 0    | 0    | 0    |
| Off Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Enl Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Civ Prog nonBRAC Change: | -5   | 0    | 0    | 0    | 0    | 0    |
| Stu Prog nonBRAC Change: | 68   | 1    | 50   | 50   | 0    | 0    |
| Prog FH Privatization:   | 0%   | 0%   | 0%   | 0%   | 0%   | 0%   |

Name: Wright-Patterson AFB, OH (ZHTV)

|                          | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|--------------------------|------|------|------|------|------|------|
| Off Scenario Change:     | 0    | 0    | 0    | 0    | 0    | 0    |
| Enl Scenario Change:     | 0    | 0    | 0    | 0    | 0    | 0    |
| Civ Scenario Change:     | -53  | 0    | 0    | 0    | 0    | 0    |
| Off Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Enl Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Civ Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Stu Prog nonBRAC Change: | 0    | 0    | 0    | 0    | 0    | 0    |
| Prog FH Privatization:   | 100% | 0%   | 0%   | 0%   | 0%   | 0%   |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

INPUT SCREEN SEVEN - BASE MILITARY CONSTRUCTION INFORMATION

Name: NAVPGSCOL MONTEREY, CA (N62271)

| FAC  | UM | New MilCon | Rehab MilCon | TotCost(\$K) | FPG Con CF | FPG Sust CF |
|------|----|------------|--------------|--------------|------------|-------------|
| 1711 | SF | 58,000     | 0 Default    | 24,517       | 154.99     | 3.65        |
| 8511 | SY | 5,382      | 0 Default    | 3,000        | 22.25      | 0.54        |
| 7421 | SF | 11,115     | 0 Default    | 0            | 164.11     | 3.48        |
| 7371 | SF | 15,000     | 0 Default    | 0            | 166.13     | 2.76        |
| 8521 | SY | 1,400      | 0 Default    | 5,696        | 45.83      | 1.07        |

STANDARD FACTORS SCREEN ONE - PERSONNEL

| SF File Descrip:                 |            |                                |           |
|----------------------------------|------------|--------------------------------|-----------|
| Perc Officers Accompanied:       | 72.00%     | Priority Placement Program:    | 39.97%    |
| Perc Enlisted Accompanied:       | 55.00%     | PPP Actions Involving PCS:     | 50.70%    |
| Officer Salary(\$/Year):         | 124,971.93 | Civilian PCS Costs (\$):       | 35,496.00 |
| Enlisted Salary(\$/Year):        | 82,399.09  | Home Sale Reimburse Rate:      | 10.00%    |
| Civilian Salary(\$/Year):        | 59,959.18  | Max Home Sale Reimburs(\$):    | 50,000.00 |
| Avg Unemploy Cost(\$/Week):      | 272.90     | Home Purch Reimburse Rate:     | 5.00%     |
| Unemployment Eligibility(Weeks): | 16         | Max Home Purch Reimburs(\$):   | 25,000.00 |
| Civilians Not Willing To Move:   | 6.00%      | Civilian Homeowning Rate:      | 68.40%    |
| Civilian Turnover Rate:          | 9.16%      | HAP Home Value Reimburse Rate: | 13.46%    |
| Civilian Early Retire Rate:      | 8.10%      | HAP Homeowner Receiving Rate:  | 18.44%    |
| Civilian Regular Retire Rate:    | 1.67%      | RSE Home Value Reimburse Rate: | 0.00%     |
| Civilian RIF Pay Factor:         | 86.32%     | RSE Homeowner Receiving Rate:  | 0.00%     |
| Civ Early Retire Pay Factor:     | 18.03%     |                                |           |

STANDARD FACTORS SCREEN TWO - FACILITIES

|                                | Army     | Navy                           | Air Force | Marines |
|--------------------------------|----------|--------------------------------|-----------|---------|
| Service Sustainment Rate       | 87.00%   | 93.00%                         | 92.00%    | 97.00%  |
| Unit Cost Adjustment (BOS)     | 10332.00 | 8879.00                        | 3032.00   | 3904.00 |
| Program Management Factor:     | 10.00    | MilCon Site Prep Cost (\$/SF): | 0.74      |         |
| Mothball (Close) (\$/SF):      | 0.18     | MilCon Contingency Plan Rate:  | 5.00%     |         |
| Mothball (Deac/Realn) (\$/SF): | 0.45     | MilCon Design Rate (Medical):  | 13.00%    |         |
| Rehab vs. MilCon (Default):    | 47.00%   | MilCon Design Rate (Other):    | 9.00%     |         |
| Rehab vs. MilCon (Red):        | 64.00%   | MilCon SIOH Rate:              | 6.00%     |         |
| Rehab vs. MilCon (Amber):      | 29.00%   | Discount Rate for NPV/Payback: | 3.15%     |         |

STANDARD FACTORS SCREEN THREE - TRANSPORTATION

|                             |           |                               |           |
|-----------------------------|-----------|-------------------------------|-----------|
| Material/Assigned Mil (Lb): | 710       | Storage-In-Transit (\$/Pers): | 373.76    |
| HHG Per Off Accomp (Lb):    | 15,290.00 | POV Reimburse(\$/Mile):       | 0.20      |
| HHG Per Enl Accomp (Lb):    | 9,204.00  | Air Transport (\$/Pass Mile): | 0.20      |
| HHG Per Off Unaccomp (Lb):  | 13,712.00 | IT Connect (\$/Person):       | 200.00    |
| HHG Per Enl Unaccomp (Lb):  | 6,960.00  | Misc Exp(\$/Direct Employee): | 1,000.00  |
| HHG Per Civilian (Lb):      | 18,000.00 | Avg Mil Tour Length (Months): | 30.02     |
| Total HHG Cost (\$/100Lb):  | 8.78      | One-Time Off PCS Cost(\$):    | 10,477.58 |
| Equip Pack & Crate(\$/Ton): | 180.67    | One-Time Enl PCS Cost(\$):    | 3,998.52  |

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Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

FOOTNOTES FOR SCREEN THREE

- =====
1. AF submitted 220 total positions to move, Navy requires 217. 3 civilian pos to be eliminated (see screen 6).

FOOTNOTES FOR SCREEN SIX

- =====
1. Includes -50 BOS tail and -3 civilian jobs elimination.

DCN: 11887

SCENARIO ERROR REPORT (COBRA v6.04)

Data As Of 12/28/2004 9:05:48 AM, Report Created 1/4/2005 8:25:36 AM

Department : E&T JCSG  
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Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
Option Pkg Name: E&T 0022  
Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

SCENARIO DATA:

"E&T JCSG" is not a recognized Department.

PERSONNEL MOVEMENT:

Wright-Patterson AFB had -931 military students in 2006.  
Wright-Patterson AFB had -1,023 military students in 2007.  
Wright-Patterson AFB had -1,069 military students in 2008.  
Wright-Patterson AFB had -1,069 military students in 2009.  
Wright-Patterson AFB had -1,069 military students in 2010.  
Wright-Patterson AFB had -1,069 military students in 2011.

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
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NAVPGSCOL MONTEREY, CA (N62271)

|                 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
|-----------------|------|------|------|------|------|------|-------|
| Jobs Gained-Mil | 137  | 13   | 0    | 0    | 0    | 0    | 150   |
| Jobs Lost-Mil   | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| NET CHANGE-Mil  | 137  | 13   | 0    | 0    | 0    | 0    | 150   |
| Jobs Gained-Civ | 63   | 4    | 0    | 0    | 0    | 0    | 67    |
| Jobs Lost-Civ   | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| NET CHANGE-Civ  | 63   | 4    | 0    | 0    | 0    | 0    | 67    |
| Jobs Gained-Stu | 959  | 92   | 46   | 0    | 0    | 0    | 1,097 |
| Jobs Lost-Stu   | 0    | 0    | 0    | 0    | 0    | 0    | 0     |
| NET CHANGE-Stu  | 959  | 92   | 46   | 0    | 0    | 0    | 1,097 |

Wright-Patterson AFB, OH (ZHTV)

|                 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Total  |
|-----------------|------|------|------|------|------|------|--------|
| Jobs Gained-Mil | 0    | 0    | 0    | 0    | 0    | 0    | 0      |
| Jobs Lost-Mil   | 137  | 13   | 0    | 0    | 0    | 0    | 150    |
| NET CHANGE-Mil  | -137 | -13  | 0    | 0    | 0    | 0    | -150   |
| Jobs Gained-Civ | 0    | 0    | 0    | 0    | 0    | 0    | 0      |
| Jobs Lost-Civ   | 116  | 4    | 0    | 0    | 0    | 0    | 120    |
| NET CHANGE-Civ  | -116 | -4   | 0    | 0    | 0    | 0    | -120   |
| Jobs Gained-Stu | 0    | 0    | 0    | 0    | 0    | 0    | 0      |
| Jobs Lost-Stu   | 959  | 92   | 46   | 0    | 0    | 0    | 1,097  |
| NET CHANGE-Stu  | -959 | -92  | -46  | 0    | 0    | 0    | -1,097 |

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| ONE-TIME COSTS  | 2006   | 2007  | 2008  | 2009 | 2010 | 2011 | Total  |
|-----------------|--------|-------|-------|------|------|------|--------|
| -----(\$K)----- | ----   | ----  | ----  | ---- | ---- | ---- | -----  |
| CONSTRUCTION    |        |       |       |      |      |      |        |
| MILCON          | 38,299 | 1,271 | 0     | 0    | 0    | 0    | 39,570 |
| O&M             |        |       |       |      |      |      |        |
| CIV SALARY      |        |       |       |      |      |      |        |
| Civ RIF         | 580    | 0     | 0     | 0    | 0    | 0    | 580    |
| Civ Retire      | 109    | 0     | 0     | 0    | 0    | 0    | 109    |
| CIV MOVING      |        |       |       |      |      |      |        |
| Per Diem        | 330    | 21    | 0     | 0    | 0    | 0    | 351    |
| POV Miles       | 31     | 2     | 0     | 0    | 0    | 0    | 33     |
| Home Purch      | 1,254  | 80    | 0     | 0    | 0    | 0    | 1,334  |
| HHG             | 481    | 30    | 0     | 0    | 0    | 0    | 512    |
| Misc            | 63     | 4     | 0     | 0    | 0    | 0    | 67     |
| House Hunt      | 281    | 18    | 0     | 0    | 0    | 0    | 299    |
| PPP             | 390    | 0     | 0     | 0    | 0    | 0    | 390    |
| RITA            | 549    | 35    | 0     | 0    | 0    | 0    | 583    |
| FREIGHT         |        |       |       |      |      |      |        |
| Packing         | 72     | 7     | 3     | 0    | 0    | 0    | 82     |
| Freight         | 360    | 32    | 11    | 0    | 0    | 0    | 404    |
| Vehicles        | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Unemployment    | 44     | 0     | 0     | 0    | 0    | 0    | 44     |
| OTHER           |        |       |       |      |      |      |        |
| Info Tech       | 532    | 22    | 1,419 | 0    | 0    | 0    | 1,973  |
| Prog Manage     | 2,058  | 1,544 | 1,158 | 0    | 0    | 0    | 4,760  |
| Supt Contract   | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Mothball        | 49     | 4     | 2     | 0    | 0    | 0    | 55     |
| 1-Time Move     | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| MIL PERSONNEL   |        |       |       |      |      |      |        |
| MIL MOVING      |        |       |       |      |      |      |        |
| Per Diem        | 138    | 13    | 0     | 0    | 0    | 0    | 151    |
| POV Miles       | 68     | 6     | 0     | 0    | 0    | 0    | 75     |
| HHG             | 860    | 82    | 0     | 0    | 0    | 0    | 942    |
| Misc            | 137    | 13    | 0     | 0    | 0    | 0    | 150    |
| OTHER           |        |       |       |      |      |      |        |
| Elim PCS        | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| OTHER           |        |       |       |      |      |      |        |
| HAP / RSE       | 474    | 29    | 0     | 0    | 0    | 0    | 503    |
| Environmental   | 500    | 0     | 0     | 0    | 0    | 0    | 500    |
| Misc Contract   | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| 1-Time Other    | 5,000  | 1,500 | 2,700 | 0    | 0    | 0    | 9,200  |
| TOTAL ONE-TIME  | 52,660 | 4,714 | 5,293 | 0    | 0    | 0    | 62,667 |

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| RECURRINGCOSTS  | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total   | Beyond |
|-----------------|--------|--------|--------|--------|--------|--------|---------|--------|
| -----(\$K)----- | ----   | ----   | ----   | ----   | ----   | ----   | -----   | -----  |
| O&M             |        |        |        |        |        |        |         |        |
| Sustainment     | 206    | 213    | 213    | 213    | 213    | 213    | 1,272   | 213    |
| Recap           | 330    | 342    | 342    | 342    | 342    | 342    | 2,043   | 342    |
| BOS             | 2,847  | 3,114  | 3,227  | 3,227  | 3,227  | 3,227  | 18,870  | 3,227  |
| Civ Salary      | 460    | 489    | 489    | 489    | 489    | 489    | 2,907   | 489    |
| TRICARE         | 742    | 812    | 812    | 812    | 812    | 812    | 4,804   | 812    |
| MIL PERSONNEL   |        |        |        |        |        |        |         |        |
| Off Salary      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| Enl Salary      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| House Allow     | 2,712  | 2,960  | 2,960  | 2,960  | 2,960  | 2,960  | 17,512  | 2,960  |
| OTHER           |        |        |        |        |        |        |         |        |
| Mission Activ   | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| Misc Recur      | 2,470  | 2,470  | 2,470  | 2,470  | 2,470  | 2,470  | 14,820  | 2,470  |
| TOTAL RECUR     | 9,767  | 10,402 | 10,515 | 10,515 | 10,515 | 10,515 | 62,229  | 10,515 |
| TOTAL COST      | 62,428 | 15,116 | 15,808 | 10,515 | 10,515 | 10,515 | 124,896 | 10,515 |
| ONE-TIME SAVES  | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total   |        |
| -----(\$K)----- | ----   | ----   | ----   | ----   | ----   | ----   | -----   |        |
| CONSTRUCTION    |        |        |        |        |        |        |         |        |
| MILCON          | 0      | 0      | 0      | 0      | 0      | 0      | 0       |        |
| O&M             |        |        |        |        |        |        |         |        |
| 1-Time Move     | 0      | 0      | 0      | 0      | 0      | 0      | 0       |        |
| MIL PERSONNEL   |        |        |        |        |        |        |         |        |
| Mil Moving      | 571    | 54     | 0      | 0      | 0      | 0      | 626     |        |
| OTHER           |        |        |        |        |        |        |         |        |
| Environmental   | 0      | 0      | 0      | 0      | 0      | 0      | 0       |        |
| 1-Time Other    | 0      | 0      | 0      | 0      | 0      | 0      | 0       |        |
| TOTAL ONE-TIME  | 571    | 54     | 0      | 0      | 0      | 0      | 626     |        |
| RECURRINGSAVES  | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total   | Beyond |
| -----(\$K)----- | ----   | ----   | ----   | ----   | ----   | ----   | -----   | -----  |
| FAM HOUSE OPS   | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| O&M             |        |        |        |        |        |        |         |        |
| Sustainment     | 239    | 261    | 270    | 270    | 270    | 270    | 1,581   | 270    |
| Recap           | 270    | 295    | 305    | 305    | 305    | 305    | 1,785   | 305    |
| BOS             | 9,615  | 10,480 | 10,844 | 10,844 | 10,844 | 10,844 | 63,473  | 10,844 |
| Civ Salary      | 1,780  | 3,560  | 3,560  | 3,560  | 3,560  | 3,560  | 19,581  | 3,560  |
| MIL PERSONNEL   |        |        |        |        |        |        |         |        |
| Off Salary      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| Enl Salary      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| House Allow     | 1,280  | 1,396  | 1,396  | 1,396  | 1,396  | 1,396  | 8,262   | 1,396  |
| OTHER           |        |        |        |        |        |        |         |        |
| Procurement     | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| Mission Activ   | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| Misc Recur      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      |
| TOTAL RECUR     | 13,185 | 15,992 | 16,376 | 16,376 | 16,376 | 16,376 | 94,682  | 16,376 |
| TOTAL SAVINGS   | 13,756 | 16,046 | 16,376 | 16,376 | 16,376 | 16,376 | 95,308  | 16,376 |

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| ONE-TIME NET          | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          |               |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| -----(\$K)-----       | ----          | ----          | ----          | ----          | ----          | ----          | -----          |               |
| <b>CONSTRUCTION</b>   |               |               |               |               |               |               |                |               |
| MILCON                | 38,299        | 1,271         | 0             | 0             | 0             | 0             | 39,570         |               |
| <b>O&amp;M</b>        |               |               |               |               |               |               |                |               |
| Civ Retir/RIF         | 689           | 0             | 0             | 0             | 0             | 0             | 689            |               |
| Civ Moving            | 3,812         | 229           | 14            | 0             | 0             | 0             | 4,055          |               |
| Info Tech             | 532           | 22            | 1,419         | 0             | 0             | 0             | 1,973          |               |
| Other                 | 2,152         | 1,548         | 1,160         | 0             | 0             | 0             | 4,860          |               |
| <b>MIL PERSONNEL</b>  |               |               |               |               |               |               |                |               |
| Mil Moving            | 632           | 60            | 0             | 0             | 0             | 0             | 692            |               |
| <b>OTHER</b>          |               |               |               |               |               |               |                |               |
| HAP / RSE             | 474           | 29            | 0             | 0             | 0             | 0             | 503            |               |
| Environmental         | 500           | 0             | 0             | 0             | 0             | 0             | 500            |               |
| Misn Contract         | 0             | 0             | 0             | 0             | 0             | 0             | 0              |               |
| 1-Time Other          | 5,000         | 1,500         | 2,700         | 0             | 0             | 0             | 9,200          |               |
| <b>TOTAL ONE-TIME</b> | <b>52,089</b> | <b>4,659</b>  | <b>5,293</b>  | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>61,541</b>  |               |
| <b>RECURRING NET</b>  |               |               |               |               |               |               |                |               |
| -----(\$K)-----       | -----         | -----         | -----         | -----         | -----         | -----         | -----          | -----         |
| FAM HOUSE OPS         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>O&amp;M</b>        |               |               |               |               |               |               |                |               |
| Sustainment           | -34           | -48           | -57           | -57           | -57           | -57           | -309           | -57           |
| Recap                 | 60            | 48            | 37            | 37            | 37            | 37            | 257            | 37            |
| BOS                   | -6,768        | -7,365        | -7,617        | -7,617        | -7,617        | -7,617        | -44,603        | -7,617        |
| Civ Salary            | -1,320        | -3,071        | -3,071        | -3,071        | -3,071        | -3,071        | -16,674        | -3,071        |
| TRICARE               | 742           | 812           | 812           | 812           | 812           | 812           | 4,804          | 812           |
| <b>MIL PERSONNEL</b>  |               |               |               |               |               |               |                |               |
| Mil Salary            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| House Allow           | 1,433         | 1,563         | 1,563         | 1,563         | 1,563         | 1,563         | 9,250          | 1,563         |
| <b>OTHER</b>          |               |               |               |               |               |               |                |               |
| Procurement           | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Mission Activ         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Misc Recur            | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 14,820         | 2,470         |
| <b>TOTAL RECUR</b>    | <b>-3,417</b> | <b>-5,590</b> | <b>-5,861</b> | <b>-5,861</b> | <b>-5,861</b> | <b>-5,861</b> | <b>-32,454</b> | <b>-5,861</b> |
| <b>TOTAL NET COST</b> | <b>48,672</b> | <b>-931</b>   | <b>-569</b>   | <b>-5,861</b> | <b>-5,861</b> | <b>-5,861</b> | <b>29,588</b>  | <b>-5,861</b> |

Department : E&T JCSG  
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 Option Pkg Name: E&T 0022  
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| Base: NAVPGSCOL MONTEREY, CA (N62271) | 2006   | 2007  | 2008  | 2009 | 2010 | 2011 | Total  |
|---------------------------------------|--------|-------|-------|------|------|------|--------|
| ONE-TIME COSTS                        | 2006   | 2007  | 2008  | 2009 | 2010 | 2011 | Total  |
| -----(\$K)-----                       | ----   | ----  | ----  | ---- | ---- | ---- | -----  |
| CONSTRUCTION                          |        |       |       |      |      |      |        |
| MILCON                                | 38,299 | 1,271 | 0     | 0    | 0    | 0    | 39,570 |
| O&M                                   |        |       |       |      |      |      |        |
| CIV SALARY                            |        |       |       |      |      |      |        |
| Civ RIFs                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Civ Retire                            | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| CIV MOVING                            |        |       |       |      |      |      |        |
| Per Diem                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| POV Miles                             | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Home Purch                            | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| HHG                                   | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Misc                                  | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| House Hunt                            | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| PPP                                   | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| RITA                                  | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| FREIGHT                               |        |       |       |      |      |      |        |
| Packing                               | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Freight                               | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Vehicles                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Unemployment                          | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| OTHER                                 |        |       |       |      |      |      |        |
| Info Tech                             | 300    | 0     | 1,410 | 0    | 0    | 0    | 1,710  |
| Prog Manage                           | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Supt Contrac                          | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Mothball                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| 1-Time Move                           | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| MIL PERSONNEL                         |        |       |       |      |      |      |        |
| MIL MOVING                            |        |       |       |      |      |      |        |
| Per Diem                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| POV Miles                             | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| HHG                                   | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Misc                                  | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| OTHER                                 |        |       |       |      |      |      |        |
| Elim PCS                              | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| OTHER                                 |        |       |       |      |      |      |        |
| HAP / RSE                             | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| Environmental                         | 500    | 0     | 0     | 0    | 0    | 0    | 500    |
| Misn Contract                         | 0      | 0     | 0     | 0    | 0    | 0    | 0      |
| 1-Time Other                          | 5,000  | 1,500 | 2,700 | 0    | 0    | 0    | 9,200  |
| TOTAL ONE-TIME                        | 44,099 | 2,771 | 4,110 | 0    | 0    | 0    | 50,980 |

Department : E&T JCSG  
 Scenario File : C:\Documents and Settings\SilberfarbJ\Desktop\Updated Capacity Calculations\Scenario Data Call  
 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Base: NAVPGSCOL MONTEREY, CA (N62271) |               |               |               |               |               |               |                |               |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| RECURRINGCOSTS                        | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          | Beyond        |
| -----(\$K)-----                       | ----          | ----          | ----          | ----          | ----          | ----          | -----          | -----         |
| <b>O&amp;M</b>                        |               |               |               |               |               |               |                |               |
| Sustainment                           | 206           | 213           | 213           | 213           | 213           | 213           | 1,272          | 213           |
| Recap                                 | 330           | 342           | 342           | 342           | 342           | 342           | 2,043          | 342           |
| BOS                                   | 2,847         | 3,114         | 3,227         | 3,227         | 3,227         | 3,227         | 18,870         | 3,227         |
| Civ Salary                            | 460           | 489           | 489           | 489           | 489           | 489           | 2,907          | 489           |
| TRICARE                               | 742           | 812           | 812           | 812           | 812           | 812           | 4,804          | 812           |
| <b>MIL PERSONNEL</b>                  |               |               |               |               |               |               |                |               |
| Off Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Enl Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| House Allow                           | 2,712         | 2,960         | 2,960         | 2,960         | 2,960         | 2,960         | 17,512         | 2,960         |
| <b>OTHER</b>                          |               |               |               |               |               |               |                |               |
| Mission Activ                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Misc Recur                            | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 14,820         | 2,470         |
| <b>TOTAL RECUR</b>                    | <b>9,767</b>  | <b>10,402</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>62,229</b>  | <b>10,515</b> |
| <b>TOTAL COSTS</b>                    | <b>53,866</b> | <b>13,173</b> | <b>14,625</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>113,208</b> | <b>10,515</b> |
| <b>ONE-TIME SAVES</b>                 |               |               |               |               |               |               |                |               |
| -----(\$K)-----                       | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          | Beyond        |
| -----(\$K)-----                       | ----          | ----          | ----          | ----          | ----          | ----          | -----          | -----         |
| <b>CONSTRUCTION</b>                   |               |               |               |               |               |               |                |               |
| MILCON                                | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>O&amp;M</b>                        |               |               |               |               |               |               |                |               |
| 1-Time Move                           | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>MIL PERSONNEL</b>                  |               |               |               |               |               |               |                |               |
| Mil Moving                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>OTHER</b>                          |               |               |               |               |               |               |                |               |
| Environmental                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| 1-Time Other                          | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>TOTAL ONE-TIME</b>                 | <b>0</b>       | <b>0</b>      |
| <b>RECURRINGSAVES</b>                 |               |               |               |               |               |               |                |               |
| -----(\$K)-----                       | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          | Beyond        |
| -----(\$K)-----                       | ----          | ----          | ----          | ----          | ----          | ----          | -----          | -----         |
| <b>FAM HOUSE OPS</b>                  |               |               |               |               |               |               |                |               |
| FAM HOUSE OPS                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>O&amp;M</b>                        |               |               |               |               |               |               |                |               |
| Sustainment                           | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Recap                                 | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| BOS                                   | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Civ Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>MIL PERSONNEL</b>                  |               |               |               |               |               |               |                |               |
| Off Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Enl Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| House Allow                           | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>OTHER</b>                          |               |               |               |               |               |               |                |               |
| Procurement                           | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Mission Activ                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| Misc Recur                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             |
| <b>TOTAL RECUR</b>                    | <b>0</b>       | <b>0</b>      |
| <b>TOTAL SAVINGS</b>                  | <b>0</b>       | <b>0</b>      |

Department : E&T JCSG  
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 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Base: NAVPGSCOL MONTEREY, CA (N62271) |               |               |               |               |               |               |                |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| ONE-TIME NET                          | 2006          | 2007          | 2008          | 2009          | 2010          | 2011          | Total          |
| ----(\$K)----                         | ----          | ----          | ----          | ----          | ----          | ----          | ----           |
| <b>CONSTRUCTION</b>                   |               |               |               |               |               |               |                |
| MILCON                                | 38,299        | 1,271         | 0             | 0             | 0             | 0             | 39,570         |
| <b>O&amp;M</b>                        |               |               |               |               |               |               |                |
| Civ Retir/RIF                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Civ Moving                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Info Tech                             | 300           | 0             | 1,410         | 0             | 0             | 0             | 1,710          |
| Other                                 | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| <b>MIL PERSONNEL</b>                  |               |               |               |               |               |               |                |
| Mil Moving                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| <b>OTHER</b>                          |               |               |               |               |               |               |                |
| HAP / RSE                             | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Environmental                         | 500           | 0             | 0             | 0             | 0             | 0             | 500            |
| Misn Contract                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| 1-Time Other                          | 5,000         | 1,500         | 2,700         | 0             | 0             | 0             | 9,200          |
| <b>TOTAL ONE-TIME</b>                 | <b>44,099</b> | <b>2,771</b>  | <b>4,110</b>  | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>50,980</b>  |
| <b>RECURRING NET</b>                  |               |               |               |               |               |               |                |
| 2006                                  | 2007          | 2008          | 2009          | 2010          | 2011          | Total         | Beyond         |
| ----(\$K)----                         | ----          | ----          | ----          | ----          | ----          | ----          | -----          |
| <b>FAM HOUSE OPS</b>                  |               |               |               |               |               |               |                |
| O&M                                   |               |               |               |               |               |               |                |
| Sustainment                           | 206           | 213           | 213           | 213           | 213           | 213           | 1,272          |
| Recap                                 | 330           | 342           | 342           | 342           | 342           | 342           | 2,043          |
| BOS                                   | 2,847         | 3,114         | 3,227         | 3,227         | 3,227         | 3,227         | 18,870         |
| Civ Salary                            | 460           | 489           | 489           | 489           | 489           | 489           | 2,907          |
| TRICARE                               | 742           | 812           | 812           | 812           | 812           | 812           | 4,804          |
| <b>MIL PERSONNEL</b>                  |               |               |               |               |               |               |                |
| Mil Salary                            | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| House Allow                           | 2,712         | 2,960         | 2,960         | 2,960         | 2,960         | 2,960         | 17,512         |
| <b>OTHER</b>                          |               |               |               |               |               |               |                |
| Procurement                           | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Mission Activ                         | 0             | 0             | 0             | 0             | 0             | 0             | 0              |
| Misc Recur                            | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 2,470         | 14,820         |
| <b>TOTAL RECUR</b>                    | <b>9,767</b>  | <b>10,402</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>62,229</b>  |
| <b>TOTAL NET COST</b>                 | <b>53,866</b> | <b>13,173</b> | <b>14,625</b> | <b>10,515</b> | <b>10,515</b> | <b>10,515</b> | <b>113,208</b> |
|                                       |               |               |               |               |               |               | <b>10,515</b>  |

Department : E&T JCSG  
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 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

Base: Wright-Patterson AFB, OH (ZHTV)

| ONE-TIME COSTS  | 2006  | 2007  | 2008  | 2009 | 2010 | 2011 | Total  |
|-----------------|-------|-------|-------|------|------|------|--------|
| -----(\$K)----- | ----  | ----  | ----  | ---- | ---- | ---- | -----  |
| CONSTRUCTION    |       |       |       |      |      |      |        |
| MILCON          | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| O&M             |       |       |       |      |      |      |        |
| CIV SALARY      |       |       |       |      |      |      |        |
| Civ RIFs        | 580   | 0     | 0     | 0    | 0    | 0    | 580    |
| Civ Retire      | 109   | 0     | 0     | 0    | 0    | 0    | 109    |
| CIV MOVING      |       |       |       |      |      |      |        |
| Per Diem        | 330   | 21    | 0     | 0    | 0    | 0    | 351    |
| POV Miles       | 31    | 2     | 0     | 0    | 0    | 0    | 33     |
| Home Purch      | 1,254 | 80    | 0     | 0    | 0    | 0    | 1,334  |
| HHG             | 481   | 30    | 0     | 0    | 0    | 0    | 512    |
| Misc            | 63    | 4     | 0     | 0    | 0    | 0    | 67     |
| House Hunt      | 281   | 18    | 0     | 0    | 0    | 0    | 299    |
| PPP             | 390   | 0     | 0     | 0    | 0    | 0    | 390    |
| RITA            | 549   | 35    | 0     | 0    | 0    | 0    | 583    |
| FREIGHT         |       |       |       |      |      |      |        |
| Packing         | 72    | 7     | 3     | 0    | 0    | 0    | 82     |
| Freight         | 360   | 32    | 11    | 0    | 0    | 0    | 404    |
| Vehicles        | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| Unemployment    | 44    | 0     | 0     | 0    | 0    | 0    | 44     |
| OTHER           |       |       |       |      |      |      |        |
| Info Tech       | 232   | 22    | 9     | 0    | 0    | 0    | 263    |
| Prog Manage     | 2,058 | 1,544 | 1,158 | 0    | 0    | 0    | 4,760  |
| Supt Contrac    | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| Mothball        | 49    | 4     | 2     | 0    | 0    | 0    | 55     |
| 1-Time Move     | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| MIL PERSONNEL   |       |       |       |      |      |      |        |
| MIL MOVING      |       |       |       |      |      |      |        |
| Per Diem        | 138   | 13    | 0     | 0    | 0    | 0    | 151    |
| POV Miles       | 68    | 6     | 0     | 0    | 0    | 0    | 75     |
| HHG             | 860   | 82    | 0     | 0    | 0    | 0    | 942    |
| Misc            | 137   | 13    | 0     | 0    | 0    | 0    | 150    |
| OTHER           |       |       |       |      |      |      |        |
| Elim PCS        | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| OTHER           |       |       |       |      |      |      |        |
| HAP / RSE       | 474   | 29    | 0     | 0    | 0    | 0    | 503    |
| Environmental   | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| Misn Contract   | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| 1-Time Other    | 0     | 0     | 0     | 0    | 0    | 0    | 0      |
| TOTAL ONE-TIME  | 8,561 | 1,943 | 1,183 | 0    | 0    | 0    | 11,687 |

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 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Base: Wright-Patterson AFB, OH (ZHTV) | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total  | Beyond |
|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| RECURRINGCOSTS                        |        |        |        |        |        |        |        |        |
| -----(\$K)-----                       | ----   | ----   | ----   | ----   | ----   | ----   | -----  | -----  |
| O&M                                   |        |        |        |        |        |        |        |        |
| Sustainment                           | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Recap                                 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| BOS                                   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Civ Salary                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| TRICARE                               | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| MIL PERSONNEL                         |        |        |        |        |        |        |        |        |
| Off Salary                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Enl Salary                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| House Allow                           | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| OTHER                                 |        |        |        |        |        |        |        |        |
| Mission Activ                         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Misc Recur                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| TOTAL RECUR                           | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| TOTAL COSTS                           | 8,561  | 1,943  | 1,183  | 0      | 0      | 0      | 11,687 | 0      |
| ONE-TIME SAVES                        | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total  |        |
| -----(\$K)-----                       | ----   | ----   | ----   | ----   | ----   | ----   | -----  |        |
| CONSTRUCTION                          |        |        |        |        |        |        |        |        |
| MILCON                                | 0      | 0      | 0      | 0      | 0      | 0      | 0      |        |
| O&M                                   |        |        |        |        |        |        |        |        |
| 1-Time Move                           | 0      | 0      | 0      | 0      | 0      | 0      | 0      |        |
| MIL PERSONNEL                         |        |        |        |        |        |        |        |        |
| Mil Moving                            | 571    | 54     | 0      | 0      | 0      | 0      | 626    |        |
| OTHER                                 |        |        |        |        |        |        |        |        |
| Environmental                         | 0      | 0      | 0      | 0      | 0      | 0      | 0      |        |
| 1-Time Other                          | 0      | 0      | 0      | 0      | 0      | 0      | 0      |        |
| TOTAL ONE-TIME                        | 571    | 54     | 0      | 0      | 0      | 0      | 626    |        |
| RECURRINGSAVES                        | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | Total  | Beyond |
| -----(\$K)-----                       | ----   | ----   | ----   | ----   | ----   | ----   | -----  | -----  |
| FAM HOUSE OPS                         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| O&M                                   |        |        |        |        |        |        |        |        |
| Sustainment                           | 239    | 261    | 270    | 270    | 270    | 270    | 1,581  | 270    |
| Recap                                 | 270    | 295    | 305    | 305    | 305    | 305    | 1,785  | 305    |
| BOS                                   | 9,615  | 10,480 | 10,844 | 10,844 | 10,844 | 10,844 | 63,473 | 10,844 |
| Civ Salary                            | 1,780  | 3,560  | 3,560  | 3,560  | 3,560  | 3,560  | 19,581 | 3,560  |
| MIL PERSONNEL                         |        |        |        |        |        |        |        |        |
| Off Salary                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Enl Salary                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| House Allow                           | 1,280  | 1,396  | 1,396  | 1,396  | 1,396  | 1,396  | 8,262  | 1,396  |
| OTHER                                 |        |        |        |        |        |        |        |        |
| Procurement                           | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Mission Activ                         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Misc Recur                            | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| TOTAL RECUR                           | 13,185 | 15,992 | 16,376 | 16,376 | 16,376 | 16,376 | 94,682 | 16,376 |
| TOTAL SAVINGS                         | 13,756 | 16,046 | 16,376 | 16,376 | 16,376 | 16,376 | 95,308 | 16,376 |

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 Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Base: Wright-Patterson AFB, OH (ZHTV) | 2006           | 2007           | 2008           | 2009           | 2010           | 2011           | Total          |                |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| ONE-TIME NET                          | 2006           | 2007           | 2008           | 2009           | 2010           | 2011           | Total          |                |
| -----(\$K)-----                       | ----           | ----           | ----           | ----           | ----           | ----           | -----          |                |
| <b>CONSTRUCTION</b>                   |                |                |                |                |                |                |                |                |
| MILCON                                | 0              | 0              | 0              | 0              | 0              | 0              | 0              |                |
| <b>O&amp;M</b>                        |                |                |                |                |                |                |                |                |
| Civ Retir/RIF                         | 689            | 0              | 0              | 0              | 0              | 0              | 689            |                |
| Civ Moving                            | 3,812          | 229            | 14             | 0              | 0              | 0              | 4,055          |                |
| Info Tech                             | 232            | 22             | 9              | 0              | 0              | 0              | 263            |                |
| Other                                 | 2,152          | 1,548          | 1,160          | 0              | 0              | 0              | 4,860          |                |
| <b>MIL PERSONNEL</b>                  |                |                |                |                |                |                |                |                |
| Mil Moving                            | 632            | 60             | 0              | 0              | 0              | 0              | 692            |                |
| <b>OTHER</b>                          |                |                |                |                |                |                |                |                |
| HAP / RSE                             | 474            | 29             | 0              | 0              | 0              | 0              | 503            |                |
| Environmental                         | 0              | 0              | 0              | 0              | 0              | 0              | 0              |                |
| Misn Contract                         | 0              | 0              | 0              | 0              | 0              | 0              | 0              |                |
| 1-Time Other                          | 0              | 0              | 0              | 0              | 0              | 0              | 0              |                |
| <b>TOTAL ONE-TIME</b>                 | <b>7,990</b>   | <b>1,888</b>   | <b>1,183</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>11,062</b>  |                |
| <b>RECURRING NET</b>                  |                |                |                |                |                |                |                |                |
| 2006                                  | 2007           | 2008           | 2009           | 2010           | 2011           | Total          | Beyond         |                |
| -----(\$K)-----                       | ----           | ----           | ----           | ----           | ----           | -----          | -----          | -----          |
| <b>FAM HOUSE OPS</b>                  |                |                |                |                |                |                |                |                |
| <b>O&amp;M</b>                        |                |                |                |                |                |                |                |                |
| Sustainment                           | -239           | -261           | -270           | -270           | -270           | -270           | -1,581         | -270           |
| Recap                                 | -270           | -295           | -305           | -305           | -305           | -305           | -1,785         | -305           |
| BOS                                   | -9,615         | -10,480        | -10,844        | -10,844        | -10,844        | -10,844        | -63,473        | -10,844        |
| Civ Salary                            | -1,780         | -3,560         | -3,560         | -3,560         | -3,560         | -3,560         | -19,581        | -3,560         |
| TRICARE                               | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| <b>MIL PERSONNEL</b>                  |                |                |                |                |                |                |                |                |
| Mil Salary                            | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| House Allow                           | -1,280         | -1,396         | -1,396         | -1,396         | -1,396         | -1,396         | -8,262         | -1,396         |
| <b>OTHER</b>                          |                |                |                |                |                |                |                |                |
| Procurement                           | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| Mission Activ                         | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| Misc Recur                            | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |
| <b>TOTAL RECUR</b>                    | <b>-13,185</b> | <b>-15,992</b> | <b>-16,376</b> | <b>-16,376</b> | <b>-16,376</b> | <b>-16,376</b> | <b>-94,682</b> | <b>-16,376</b> |
| <b>TOTAL NET COST</b>                 | <b>-5,194</b>  | <b>-14,103</b> | <b>-15,193</b> | <b>-16,376</b> | <b>-16,376</b> | <b>-16,376</b> | <b>-83,621</b> | <b>-16,376</b> |

Department : E&T JCSG  
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 Option Pkg Name: E&T 0022  
 Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

| Base                 | Personnel |         |        |         |
|----------------------|-----------|---------|--------|---------|
|                      | Start*    | Finish* | Change | %Change |
| NAVPGSCOL MONTEREY   | 3,471     | 4,785   | 1,314  | 38%     |
| Wright-Patterson AFB | 15,885    | 14,518  | -1,367 | -9%     |
| TOTAL                | 19,356    | 19,303  | -53    | 0%      |

| Base                 | Square Footage |            |          |         |         |
|----------------------|----------------|------------|----------|---------|---------|
|                      | Start          | Finish     | Change   | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 3,210,717      | 3,294,832  | 84,115   | 3%      | 64      |
| Wright-Patterson AFB | 13,340,913     | 13,218,913 | -122,000 | -1%     | 89      |
| TOTAL                | 16,551,630     | 16,513,745 | -37,885  | 0%      | 715     |

| Base                 | Base Operations Support (2005\$) |             |             |         |         |
|----------------------|----------------------------------|-------------|-------------|---------|---------|
|                      | Start*                           | Finish*     | Change      | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 30,332,750                       | 33,560,057  | 3,227,306   | 11%     | 2,456   |
| Wright-Patterson AFB | 150,070,582                      | 139,226,025 | -10,844,557 | -7%     | 7,933   |
| TOTAL                | 180,403,332                      | 172,786,082 | -7,617,251  | -4%     | 143,722 |

| Base                 | Sustainment (2005\$) |            |          |         |         |
|----------------------|----------------------|------------|----------|---------|---------|
|                      | Start                | Finish     | Change   | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 7,469,110            | 7,682,419  | 213,309  | 3%      | 162     |
| Wright-Patterson AFB | 29,545,343           | 29,275,157 | -270,186 | -1%     | 198     |
| TOTAL                | 37,014,453           | 36,957,575 | -56,877  | 0%      | 1,073   |

| Base                 | Recapitalization (2005\$) |            |          |         |         |
|----------------------|---------------------------|------------|----------|---------|---------|
|                      | Start                     | Finish     | Change   | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 6,903,944                 | 7,246,443  | 342,499  | 5%      | 261     |
| Wright-Patterson AFB | 33,360,037                | 33,054,966 | -305,071 | -1%     | 223     |
| TOTAL                | 40,263,981                | 40,301,409 | 37,428   | 0%      | -706    |

| Base                 | Sustain + Recap + BOS (2005\$) |             |             |         |         |
|----------------------|--------------------------------|-------------|-------------|---------|---------|
|                      | Start                          | Finish      | Change      | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 44,705,804                     | 48,488,918  | 3,783,114   | 8%      | 2,879   |
| Wright-Patterson AFB | 212,975,962                    | 201,556,147 | -11,419,814 | -5%     | 8,354   |
| TOTAL                | 257,681,766                    | 250,045,066 | -7,636,700  | -3%     | 144,089 |

| Base                 | Plant Replacement Value (2005\$) |               |             |         |         |
|----------------------|----------------------------------|---------------|-------------|---------|---------|
|                      | Start                            | Finish        | Change      | %Change | Chg/Per |
| NAVPGSCOL MONTEREY   | 787,049,650                      | 826,094,506   | 39,044,856  | 5%      | 29,714  |
| Wright-Patterson AFB | 4,036,564,439                    | 3,999,650,859 | -36,913,580 | -1%     | 27,003  |
| TOTAL                | 4,823,614,089                    | 4,825,745,364 | 2,131,275   | 0%      | -40,213 |

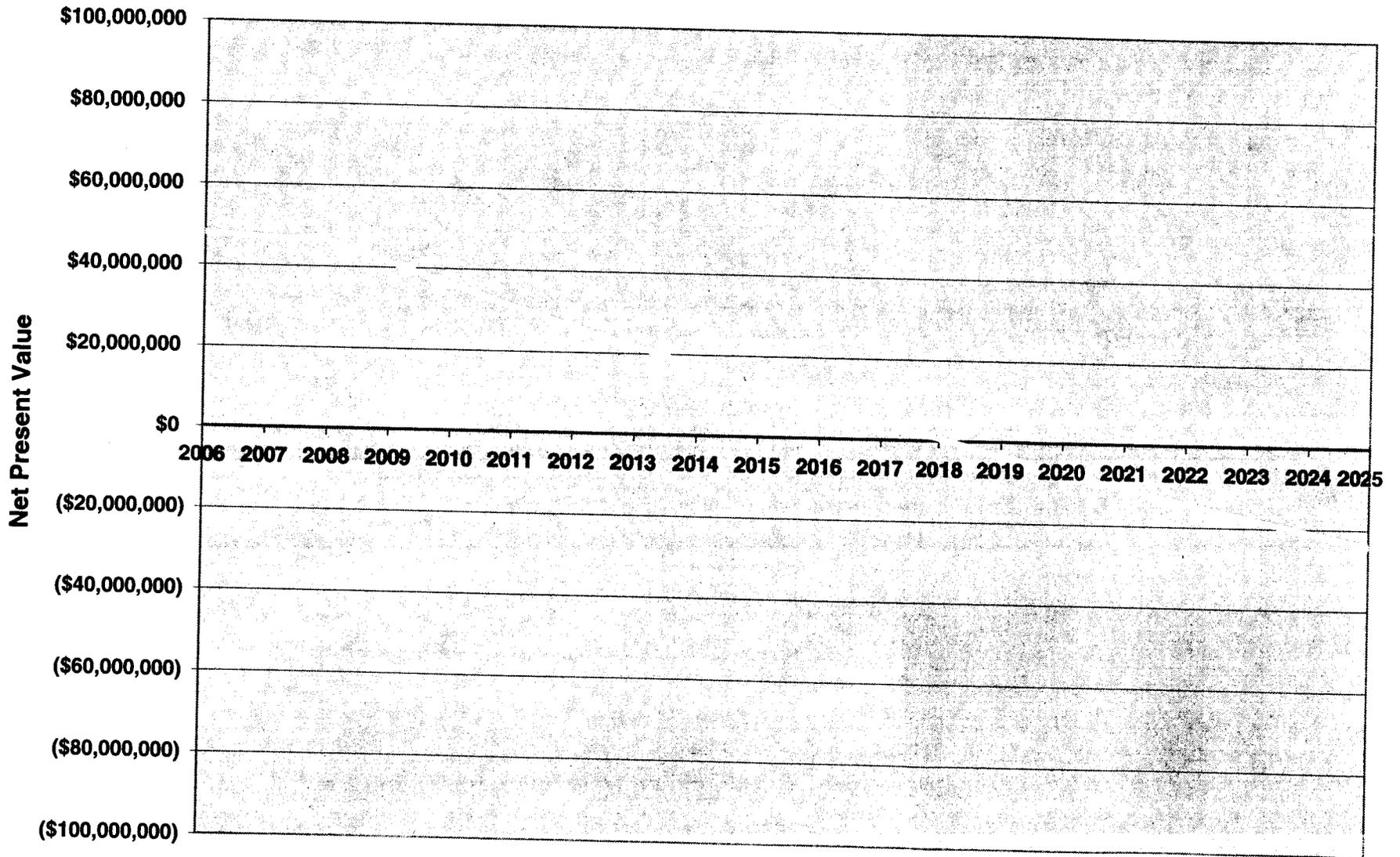
DCN: 11887

COBRA PERSONNEL/SF/SUSTAINMENT/RECAP/BOS DELTAS REPORT (COBRA v6.04) - Page 2  
Data As Of 12/28/2004 9:05:48 AM, Report Created 1/4/2005 8:25:36 AM

Department : E&T JCSG  
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Tools\0022\COBRA Data\E&T 0022 (Baseline) Mod 28 DEC.CBR  
Option Pkg Name: E&T 0022  
Std Fctrs File : D:\COBRA 6.04 - Program December 08 04\BRAC2005.SFF

\* "Start" and "Finish" values for Personnel and BOS both include the Programmed  
Installation Population (non-BRAC) Changes, so that only changes attributable  
to the BRAC action are reflected in the "Change" columns of this report.

### NPS Monterey, CA





Mayor:  
DAN ALBERT

Councilmembers:  
THERESA CANEPA  
CHUCK DELLA SALA  
CLYDE ROBERSON  
DICK VREELAND

December 1, 2004

City Manager:  
FRED MEURER

Dr. Craig College  
Deputy Assistant Secretary of the Army for Infrastructure Analysis  
1400 Wilson Boulevard, Suite 2000  
Arlington, VA 22209

Dear Dr. College:

Enclosed for your information is a copy of a letter that was sent to Principal Deputy Undersecretary of Defense Charlie Abell and DoD's Joint Cross Service Group on Education/Training suggesting the transformation of the Naval Postgraduate School (NPS) and Defense Language Institute Foreign Language Center (DLIFLC).

We believe that the options discussed in this proposal have considerable merit and bear careful analysis. As we said to Secretary Abell, we would be happy to provide any additional information that you desire.

If we can answer any questions or furnish further information, please do not hesitate to contact me, City Manager Fred Meurer (meurer@ci.monterey.ca.us), or Deputy City Manager Fred Cohn (cohn@ci.monterey.ca.us). We all can be reached at 831.646.3760.

Sincerely,

A handwritten signature in cursive script that reads "Dan Albert".

Dan Albert  
Mayor



Mayor:  
DAN ALBERT

July 13, 2005

Councilmembers:  
CHUCK DELLA SALA  
LIBBY DOWNEY  
JEFF HAFFERMAN  
CLYDE ROBERSON

City Manager:  
FRED MEURER

Chairman Anthony J. Principi and Members of the Defense Base Closure and  
Realignment Commission  
2521 South Clark Street, Suite 600  
Arlington, VA 22202

Dear Chairman Principi and Members of the Commission:

On behalf of the City of Monterey, I offer several comments regarding the Commission's inquiry of July 1, 2005 to Secretary of Defense Rumsfeld regarding Professional Development Education. We believe this inquiry is worthwhile, and applaud the Commission for your interest in this matter.

We are particularly excited about the possibilities because the City previously suggested to the Department of Defense (DoD) a realignment very similar to the one contemplated by the Commission. Attached is a copy of the City's correspondence positing the creation of a *National Security Research University*.

With regard to the potential consolidation of the Naval Postgraduate School (NPS) and Presidio of Monterey (POM) *installations* under common ownership in Monterey, the community has been on record as an advocate since the 1993 BRAC round. We have long believed that the close proximity of NPS to POM, along with the fact that the City of Monterey surrounds each campus with its service organizations, creates opportunities for better coordination of services, reduces redundant overhead, and can take advantage of substantial economies of scale.

The Commission may be aware that the community has made significant progress in this area. Since 1999, the City has delivered a variety of municipal services to POM on a reimbursable basis, and an Army Audit Agency analysis confirmed that this arrangement has saved the Army 49% of its base operating dollars compared to the prior service system. This arrangement has saved the Army millions of dollars each year, and these savings can grow through further coordination of services between NPS, POM, and adjacent municipalities and utilities.

Regarding the potential realignment of the NPS and Defense Language Institute (DLI) *missions* into a single entity, we believe this idea has significant potential for education services consolidation and merits further study. Whether it be a consolidated professional development education center (as the Commission's letter to Secretary Rumsfeld suggests) or a *National Security Research University* addressing DoD and other national interests, such an organization would benefit greatly from its proximity to the other world-class higher education and research activity in the greater Monterey area.

We suggest that the organizational structure – whatever form it takes – that results from realignments you might recommend be designed to ensure that critical language and national security research missions remain as responsive to the combatant commanders and curriculum sponsors as they are today. NPS is a source of tremendous military value to the Department of the Navy and other services, and conducts education and research programs that are specifically tailored to meet service requirements. Similarly, DLI has no peer in its ability to deliver quality language training to personnel from all services. It is important to preserve and enhance the core capabilities of each of these fine institutions by any realignment, rather than dilute them.

Any new organizational structure must also continue to be responsive to the needs of the State Department in nation building and post-conflict reconstruction, as well as to the Department of Homeland Security. A new organization must also continue the vibrant, reimbursable research program that focuses faculty, students, and staff on solving today's and tomorrow's defense challenges.

With regard to the potential relocation of the Air Force Institute of Technology (AFIT) to Monterey, our community has long avoided the temptation to recruit other communities' missions. Therefore, we refrain from advocating a position on this potential action. We will, however, assure the Commission that, if a decision is ultimately made to take this action, our community will do its best to facilitate it and make AFIT a successful, productive member of the local and defense community.

It is interesting to note that the 1993 BRAC Commission made similar findings and recommendations as the current Commission is exploring regarding consolidation of our local installations. In addition, approximately ten years ago, there was a Navy initiative that also contemplated the combination of NPS and DLI/POM into a single organization.

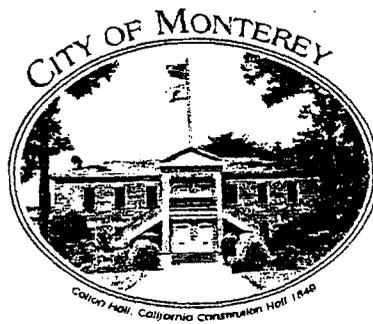
As a final aside, we have learned that the Navy's fiscal modeling pertaining to an action they contemplated during the BRAC 2005 deliberation phase for NPS severely over-estimated the cost of operations, understated the student population served, and provided misleading information about the savings to the government should the school be closed. In summary, the analysis would lead someone to believe that NPS is far more expensive to operate than it really is. We will submit additional information about this issue to the Commission under separate cover, as we believe that the historical record should be complete and accurate.

We would be pleased to provide any further information that the Commission or your staff may desire. If we can be of any assistance, please do not hesitate to contact City Manager Fred Meurer, Deputy City Manager Fred Cohn, or me at 831.646.3760. Again, thanks for your interest in exploring this matter.

Sincerely,



Dan Albert  
Mayor



December 1, 2004

Mayor:  
DAN ALBERT

Councilmembers:  
THERESA CANEPA  
CHUCK DELLA SALA  
CLYDE ROBERSON  
DICK VREELAND

City Manager:  
FRED MEURER

Mr. Charlie Abell  
Principal Deputy Undersecretary of Defense (Personnel & Readiness)  
4000 Defense Pentagon, Room 3E764  
Washington, DC 20301

Dear Secretary Abell:

On behalf of the City of Monterey, I respectfully transmit to DoD's Joint Cross Service Group on Education/Training the enclosed proposal suggesting the transformation of the Naval Postgraduate School (NPS) and Defense Language Institute Foreign Language Center (DLIFLC). One of the options discussed in the proposal posits the complete integration of these two institutions into a comprehensive *National Security Research University*.

This proposal is intended to leverage the following opportunities:

1. Consolidate two neighboring installations into one to reduce duplicative overhead and take advantage of economies of scale.
2. Create, under a single umbrella, an integrated and robust national security research, education, and training enterprise that builds upon extraordinary work already being done.
3. If desired, build upon the demonstrated success that has been achieved by way of the delivery of municipal services to the Presidio of Monterey by the City of Monterey.

In addition, the consolidation of support functions being proposed would likely free up substantial facility space on the Presidio of Monterey such that classroom space for DLIFLC could be increased approximately 10% to 20%, by our initial estimates.

We believe that the options in this proposal provide extraordinary opportunities to *better* meet the nation's defense and national security requirements, and to do so in a cost-effective way. We are prepared to assist in an implementation program in any way that we can.

Thank you for your consideration of this proposal. If we can answer any questions or furnish further information, please do not hesitate to contact me, City Manager Fred Meurer (meurer@ci.monterey.ca.us), or Deputy City Manager Fred Cohn (cohn@ci.monterey.ca.us). We all can be reached at 831.646.3760.

Sincerely,



Dan Albert  
Mayor

C: Dr. Craig College, Deputy Assistant Secretary of the Army for Infrastructure Analysis  
Ms. Ann Davis, Deputy Assistant Secretary of the Navy (Infrastructure, Strategy and Analysis)

## PROPOSAL

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

#### ***Introduction:***

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

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

#### ***Discussion:***

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

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

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

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

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

**Conclusions:**

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



Mayor:  
DAN ALBERT

Councilmembers:  
THERESA CANEPA  
CHUCK DELLA SALA  
CLYDE ROBERSON  
DICK VREELAND

December 1, 2004

City Manager:  
FRED MEURER

Ms. Ann Davis  
Deputy Assistant Secretary of the Navy (Infrastructure Strategy and Analysis)  
2221 South Clark Street, Suite 900  
Arlington, VA 22202

Dear Ms. Davis:

Enclosed for your information is a copy of a letter that was sent to Principal Deputy Undersecretary of Defense Charlie Abell and DoD's Joint Cross Service Group on Education/Training suggesting the transformation of the Naval Postgraduate School (NPS) and Defense Language Institute Foreign Language Center (DLIFLC).

We believe that the options discussed in this proposal have considerable merit and bear careful analysis. As we said to Secretary Abell, we would be happy to provide any additional information that you desire.

If we can answer any questions or furnish further information, please do not hesitate to contact me, City Manager Fred Meurer (meurer@ci.monterey.ca.us), or Deputy City Manager Fred Cohn (cohn@ci.monterey.ca.us). We all can be reached at 831.646.3760.

Sincerely,

Dan Albert  
Mayor

THE UNIVERSITY OF MICHIGAN

JAMES J. DUDERSTADT  
PRESIDENT EMERITUS  
UNIVERSITY PROFESSOR OF SCIENCE AND ENGINEERING

2001 DUDERSTADT CENTER  
NORTH CAMPUS  
ANN ARBOR, MICHIGAN 48109-2084  
PHONE 734 647-7300 FAX 734 647-6814

March 24, 2005

Donald H. Rumsfeld  
Secretary of Defense  
1000 Defense Program  
Washington, DC 20301-1000

Dear Secretary Rumsfeld:

This letter is intended as a strong endorsement of the importance of the Naval Postgraduate School in providing educational resources and research essential to national security. While I understand the need to evaluate all elements of the United States armed forces with an aim to better align resources with the nation's defense and homeland security needs, I am convinced that NPS is a particularly valuable asset in this portfolio.

For the past decade, I have had the opportunity to work with the NPS administration and faculty to assess the quality of their programs and develop new mechanisms capable of meeting the changing needs of the armed forces in the face of rapid technological change. Just as the high-performance workplace characterizing today's industry demands ongoing education for managers and executives, it is essential that our military officers have a sophisticated understanding of the technology that increasingly dominates their activities. The NPS provides high quality instructional programs comparable to the nation's best graduate schools. It has tailored its efforts to meet the particular needs of the U.S. armed forces, carefully aligning its instructional and research programs with current national defense and homeland security priorities. My review of comparative financial data suggests that the actual academic costs of NPS programs are quite reasonable, more comparable to the best of the public university graduate engineering programs (e.g., U. Michigan, Purdue, U. California) than the more expensive private universities (e.g., MIT, Stanford, Caltech).

The NPS programs play a unique role in building "communities of practice" within the officer corps at an important stage of military careers. It pulls together a very unique community of officers, international students, and faculty engaged in the environment of a research university focused on national security. Leaders of both higher education and industry are increasingly convinced that such mid-career educational opportunities provide the most effective approach to professional education. Furthermore, through the combination of graduate education and research, NPS helps the U.S. armed forces track the rapid evolution of advanced educational needs, programs, and technology, providing an "over the horizon" perspective on the evolution of the global, knowledge-driven society that now characterizes our times.

Secretary Donald H. Rumsfeld  
March 24, 2005  
Page Two

NPS has been quite agile in transforming itself to focus on today's challenges, including, in particular, the global war on terror. Its Center for Civil-Military Relations has strengthened civilian-military relations and is helping other nation's cope with a changing threat environment. Its Leadership Development and Education for Sustained Peace program has prepared units deploying to stability operations in regions such as Iraq, Afghanistan, and Kosovo. It has recently developed a unique master degree curriculum in homeland defense. NPS has also been at the forefront in developing and applying Internet-based technology for distributed learning to the U.S. armed forces throughout the world, establishing the continual learning environment so essential to track technological change.

There is one additional—and I believe compelling—reason for my strong support of NPS as an important element of the nation's defense infrastructure. As advanced education becomes a more pervasive need of the high-performance workplace, and as college graduates seek careers requiring lifelong learning, employers are under ever-greater pressure to provide graduate educational opportunities. The fact that there are currently over 1,600 "corporate universities" is evidence that most large companies find that building inhouse capability is not only essential for recruiting employees but frequently more cost-effective than relying primarily upon outsourcing education programs from traditional colleges and universities. Hence I believe that the educational opportunities offered by NPS are increasingly essential to recruiting the talent required for this nation's defense and security.

In conclusion, it is my belief that the Naval Postgraduate School should be viewed as a very critical resource for both the Navy and the broader United States armed forces, not only in achieving the skill levels that will be required of an increasingly technology-intensive national and homeland defense effort, but also a vital factor in recruiting and retaining the very best talent from our colleges and universities. If the United States did not already have such an asset, it would likely be compelled to create just such an institution to effectively complete in a global, knowledge-intensive marketplace for the human capital necessary for national security.

It is my hope that such considerations will be kept in mind as Department of Defense makes the very difficult decisions on resource allocations in the months ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "James J. Duderstadt". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

James J. Duderstadt  
President Emeritus and University  
Professor of Science and Engineering

Mr. Chairman:

(SLIDE 2) My presentation focuses on consolidating Graduate Education programs presently operated independently by the Department of the Navy at its Postgraduate School in Monterey California, and the Department of the Air Force at its Institute of Technology in Dayton Ohio, with the language programs conducted by the Army's Defense Language Institute also located in Monterey, California.

This consideration would require construction of some new facilities in the Monterey California area to accommodate an increase in students.

The list of realignment and closure recommendations presented to the Commission by the Secretary of Defense does not contain any actions associated with this proposal. Although several scenarios were explored and endorsed by DOD's Joint Education and Training study group, none were included in DOD's final list of recommendations.

(SLIDE 3) The purpose of this consideration is to combine three schools with similar educational missions. Currently, both the Navy and Air Force independently operate schools to provide graduate level education courses and professional development education programs to service members, DOD civilians, and foreign military personnel. The Army relies on private universities for graduate education needs; but, does operate the Defense Language Institute in Monterey California to provide intensive language training for all Service departments, DOD agencies, and various other governmental agencies and intelligence activities.

(SLIDE 4) This consideration would establish a single center, on a university model, for postgraduate and language instruction to replace three separate schools with similar missions and duplicate support structures.

The emphasis of this consideration is the consolidation of common functions and the reduction of duplicate support and infrastructure. While we believe there may be opportunities to offer consolidated classes covering core curriculum courses in some graduate education programs, the need for continued service specific instruction is recognized in the consideration.

(SLIDE 5) This consideration is an opportunity to:

- provide significant cost savings;
- reduce educational infrastructure;
- eliminate operational redundancies;
- consolidate command, management, and instructional staffs for like education programs;
- enhance the military value of DOD assets on the Monterey California peninsula;
- promote further joint service interaction; and,

- allow staff to perform in-depth analysis.

If this action is voted on today, your actions will provide for the realignment of the Naval Postgraduate School, The Air Force Institute of Technology, and the Defense Language Institute.

(SLIDE 6) If implemented, this consideration will affect the number of military and civilian personnel assigned at each of the schools. Data provided by the Air Force for COBRA analysis shows that 271 permanent positions and 1097 students would be relocated from the Air Force Institute of Technology to the Naval Postgraduate School.

(SLIDE 7) Available COBRA data shows a one time cost for this consideration of \$62.7 million. The cost payback period calculated by the COBRA model is 11 years, and the net present value of the savings from this consideration through 2025 is estimated at \$24.1 million.

(SLIDE 8) There are four primary issues being addressed at the present time regarding this consideration.

- The first involves the availability of land at the Naval Postgraduate School for construction of additional facilities. There are indications that available unrestricted land is very limited. Whether this is accurate and whether there is an adequate amount of land is unknown at this time.
- Second is the availability of physicians in the Monterey area that accept TRICARE payments. We need to assess the

availability of physicians to service an increased student population.

- The final two issues involve the actual savings that would be achieved by this consideration. The cost elements we are analyzing include:
  - the basis for the number of Air Force students who would be relocated, since the 1,097 student figure submitted by the Air Force represents a 71% increase over student throughput in previous years;
  - the accuracy of the military construction costs included in the COBRA analysis, because they account for 60% of the total one-time implementation costs;
  - the personnel cost savings that can be achieved through personnel reductions from program consolidation, since even a 10 percent reduction in staff would result in a savings of nearly \$150 million over what was calculated through COBRA; and
  - lastly, we believe there are actions that can be taken to save on Base Operating Support (BOS) costs if the schools are consolidated. Presently, there are separate BOS structures and workforces for the Navy and Army schools in Monterey, even though they are only about two miles apart. A combined base support structure would reduce the duplicate support staffs and costs.

(SLIDE 9) My last slide highlights comments concerning this consideration made by the Department of Defense and the GAO.

- The DOD told us that maintaining graduate education is a core competency of the Department. They also said that consolidation of the Naval Postgraduate School with the Air Force Institute of Technology was considered during their BRAC deliberations; but, consolidating the Defense Language Institute with the postgraduate schools was not considered.
- The GAO in its recently released report regarding the BRAC process stated that various issues uncovered by their work warranted further consideration by this Commission. One of these issues involves the last minute elimination by senior DOD officials of a recommendation to change how post graduation training is provided.

Mr. Chairman, this concludes my prepared presentation. I will be happy to address any additional questions you or the other Commissioners have prior to any motions you might want to make.



# Defense Base Closure & Realignment Commission

## 11. Professional Development Education

### *Action under Consideration:*

Realign Naval Postgraduate School, CA. Realign Air  
Force Institute of Technology, OH. Realign Defense  
Language Institute, CA.

DCN: 11887

Internal Working  
Document



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EXIT



# 11. Professional Development Education

## Realign:

- Naval Postgraduate School, CA.
- Air Force Institute of Technology, OH.
- Defense Language Institute, CA.

## Gain at:

- University for National Defense Studies, CA.

## Requirements:

- New military construction of a general purpose instruction building, physical fitness center, and child care facility.

## Associated DOD Recommendations:

- None

DCN: 11887

Internal Working  
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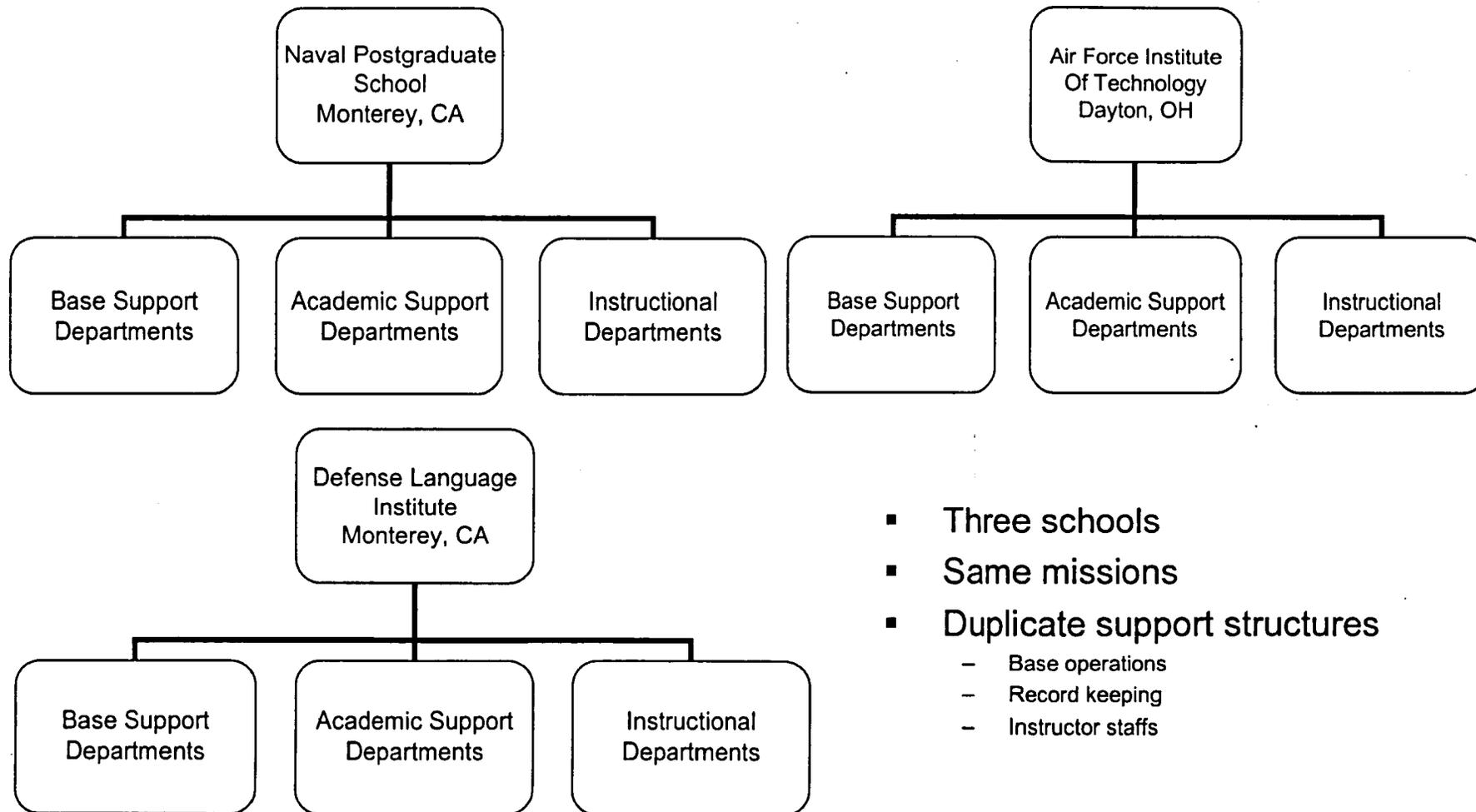


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EXIT



# Current Situation

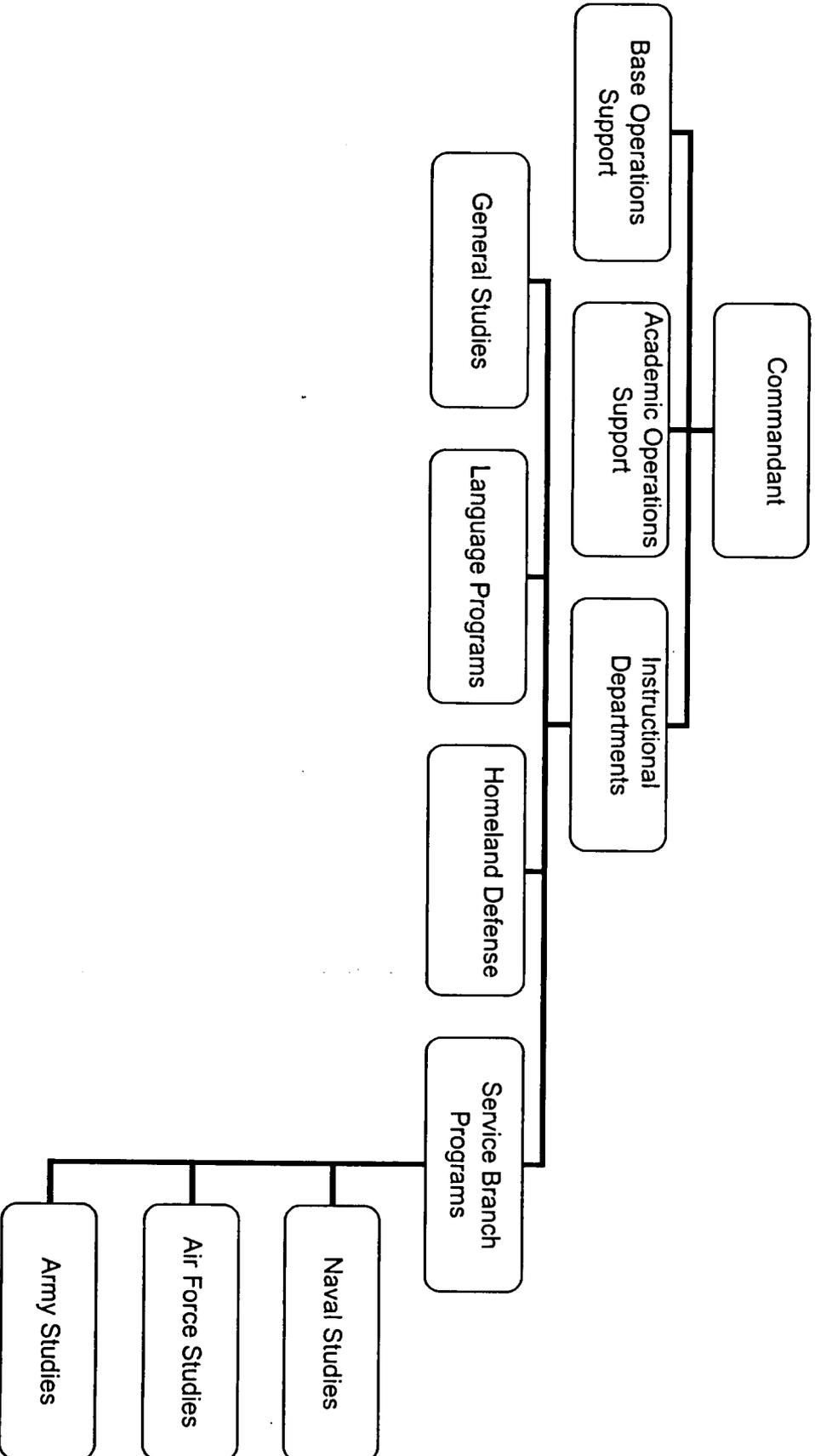


- Three schools
- Same missions
- Duplicate support structures
  - Base operations
  - Record keeping
  - Instructor staffs





# Consideration: University for National Defense Studies



DCN: 11887

Internal Working Document



DRAFT ONLY

EXIT



# 11. Professional Development Education

## Reasons for Consideration:

- Provides significant cost savings.
- Reduces educational infrastructure.
- Eliminates operational redundancies.
- Consolidates command and instructional staff.
- Enhances military value.
- Promotes jointness in postgraduate education.
- Allows staff to perform in depth analysis.
- If this action is voted on today, it will provide for the realignment of the Air Force Institute of Technology, Defense Language Institute and the Navy Postgraduate School.

DCN: 11887

Internal Working  
Document



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EXIT



# 11. Professional Development Education

| INSTALLATION                          | TABLE OF PERSONNEL CHANGES |     |     |     |       |     |                 |       |       |              |
|---------------------------------------|----------------------------|-----|-----|-----|-------|-----|-----------------|-------|-------|--------------|
|                                       | OUT                        |     | IN  |     | ELIM. |     | NET GAIN/(LOSS) |       | CONT. | TOTAL DIRECT |
|                                       | MIL                        | CIV | MIL | CIV | MIL   | CIV | MIL             | CIV   |       |              |
| Air Force Institute of Technology, OH | 150                        | 121 | 0   | 0   | 0     | 0   | (150)           | (121) | 0     | (271)        |

- Note the student population realigned is estimated to be approximately 1,097.





# 11. Professional Development Education

## COBRA DATA

|                            |            |
|----------------------------|------------|
| One Time Cost              | \$62.7 M   |
| Net Implementation Cost    | \$29.6 M   |
| Annual Recurring (Savings) | (\$5.9 M)  |
| Payback Period/Year        | 11 years   |
| Net Present Value at 2025  | (\$24.1 M) |

DCN: 11887

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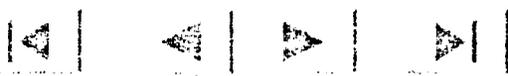
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# Staff Analysis

| ISSUE  | DoD POSITION  | COMMUNITY POSITION  | R&A STAFF FINDINGS  |
|--|---|---|---|
| Land available for expansion at the Naval Postgraduate School.   | NPS has only 16 unrestricted acres for development. This might impact construction.   | TBD   | TBD   |
| Availability of TRICARE participating physicians in the Monterey area.   | Most local providers do not accept TRICARE payments. Increasing the student load will magnify this long-standing problem.   | TBD   | TBD   |
| Personnel and management savings achieved through a consolidation of the schools, and the cost payback period. | TBD   | TBD   | Cost factors included in the DOD analysis may significantly understate the savings. |
| Base operating support savings.  | The Army's Defense Language Institute already relies on Monterey County to provide municipal services. Executive Agent concerns have precluded expansion of the county's services to cover the Navy school. | The community has demonstrated savings of over 40% for municipal services using demonstration projects with the army and Navy since 1995. | TBD   |





# 11. Professional Development Education

## DOD Response:

- Consolidation of the Naval Postgraduate School and Air Force Institute of Technology was considered but did not include the Defense Language Institute.
- Maintaining graduate education is a core competency of the Department.

## GAO Comment:

- GAO, in its recent report, noted that DOD at the last minute eliminated from its list a recommendation to privatize all of its postgraduate educational needs.

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# Defense Base Closure & Realignment Commission

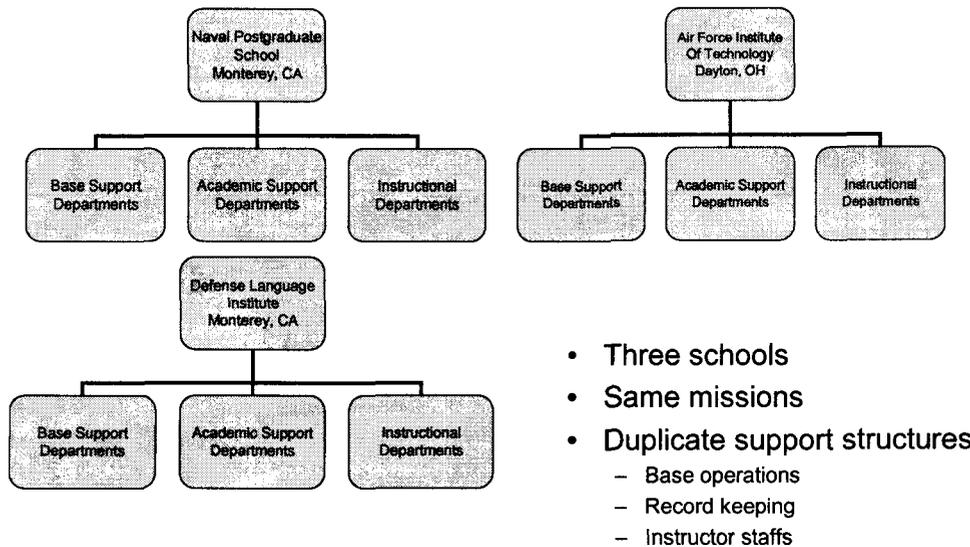
## 11. Professional Development Education

### Action under Consideration:

Realign Naval Postgraduate School, CA. Realign Air Force Institute of Technology, OH. Realign Defense Language Institute, CA.



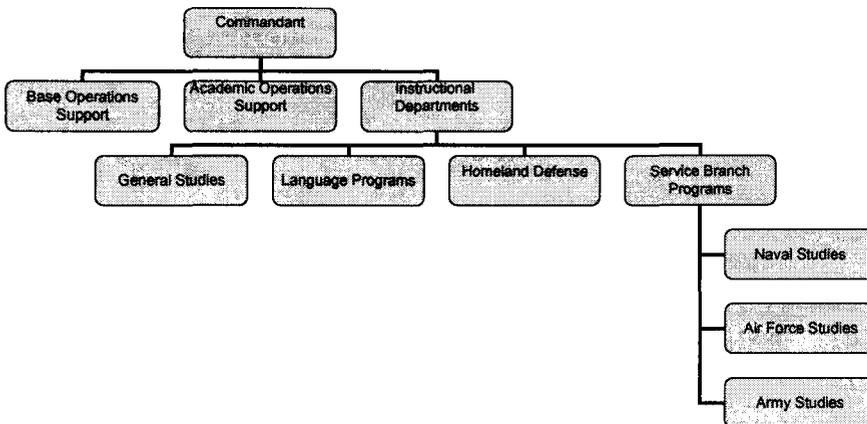
## Current Situation



## PROPOSAL

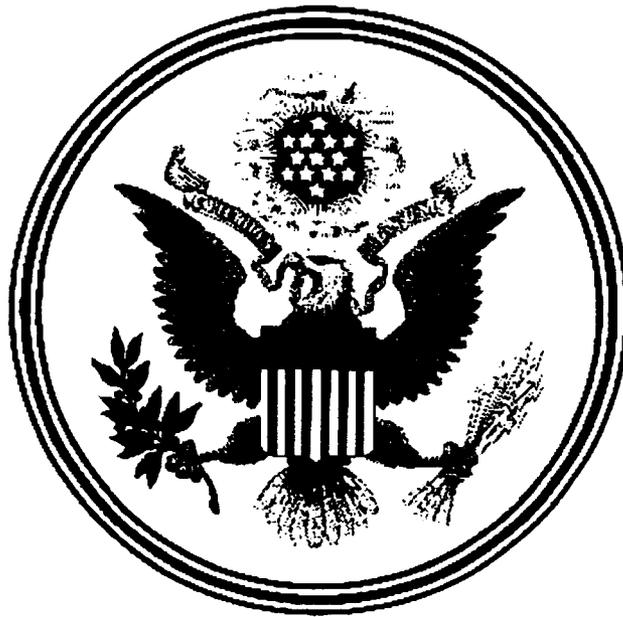
University for National Defense Studies  
Monterey, California

PROPOSAL: Establish a single center for postgraduate and language instruction with shared support.



# *Media Packet*

## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION



WASHINGTON, DC  
CONSIDERATION OF CLOSURE AND  
REALIGNMENT ADDITIONS

TUESDAY JULY 19, 2005



# DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

ADDS HEARING  
WASHINGTON, D.C.

JULY 19, 2005 1:30PM

SD-106 – Dirksen Senate Office Building

## HEARING AGENDA

- I. Opening Statement  
Chairman Anthony J. Principi
  
- II. Swearing in Witnesses  
Dan Cowhig  
Deputy General Counsel, Defense Base Closure and Realignment  
Commission
  
- III. Introduction of Proceedings  
  
Charles Battaglia  
Executive Director, Defense Base Closure and Realignment  
Commission  
  
Frank Cirillio  
Director, Review and Analysis, Defense Base Closure and  
Realignment Commission
  
- IV. Navy Team Related Considerations
  - a. Navy Introduction  
Jim Hanna  
Navy Team Leader, Defense Base Closure and Realignment  
Commission

- b. Navy Action Items
  - 1. Naval Air Station Brunswick, ME
    - a. Hal Tickle, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  - 2. Navy Broadway Complex San Diego, CA
    - a. Brian McDaniel, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  - 3. Marine Corps Recruit Depot San Diego, CA
    - a. Joe Barrett, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  - 4. Naval Shipyard Pearl Harbor, HI
    - a. C.W. Furlow, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  - 5. Master Jet Base Oceana, VA
    - a. Bill Fetzer, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*

V. Air Force Team Related Considerations

- a. Air Force Introduction
  - Ken Small
  - Air Force Team Leader, Defense Base Closure and Realignment Commission
- b. Air Force Action Items
  - 1. Moody Air Force Base, GA
    - a. Tanya Cruz, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*

2. Grand Forks Air Force Base, ND
  - a. Tim MacGregor, Senior Analyst, Defense Base Closure and Realignment Commission
  - b. Deliberations & Vote \*
3. Pope Air Force Base, NC
  - a. Mike Flinn, Senior Analyst, Defense Base Closure and Realignment Commission
  - b. Deliberations & Vote \*
4. Galena Airport Forward Operating Location, AK
  - a. Craig Hall, Senior Analyst, Defense Base Closure and Realignment Commission
  - b. Deliberations & Vote \*

## VI. Joint Cross Service Team Related Considerations

- a. Joint Cross Service Introduction  
Dave Van Saun  
Joint Cross Service Team Leader, Defense Base Closure and Realignment Commission
- b. Joint Cross Service Action Items
  1. Defense Finance and Accounting Service
    - a. Marilyn Wasleski, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  2. Professional Development Education
    - a. Syd Carroll, Senior Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*
  3. Joint Medical Command Headquarters
    - a. Ethan Saxon, Associate Analyst, Defense Base Closure and Realignment Commission
    - b. Deliberations & Vote \*

VII. Closing Statement

Chairman Anthony J. Principi

- \* Roll Call, if required, by Rumu Sarkar, Associate General Counsel, Defense Base Closure and Realignment Commission. Votes Recorded by Diane Carnevale, Director of Administration, Defense Base Closure and Realignment Commission



# DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Chairman Anthony J. Principi  
Opening Statement

2005 Base Closure and Realignment Commission

Consideration of Closure and Realignment Additions

1:30 PM  
July 19, 2005

Senate Dirksen  
Room 106

Good afternoon and welcome to one of the more important meetings of the Base Closure and Realignment Commission. We are here this afternoon to consider options - a list of possible alternatives - to some of the military installations that the Secretary of Defense has recommended for closure or major realignment.

On July 1, 2005, I forwarded to Secretary Rumsfeld a series of questions seeking explanation and comment on a number of installations that we felt warranted further consideration. The Commission needed this installation information before we could proceed with any consideration of adding more installations for closure or realignment to the May 13<sup>th</sup> recommendation list. By law, the Secretary had at least fifteen days to respond. On July 14<sup>th</sup>, the Acting Deputy Secretary of Defense did respond to the Commission's letter. Indeed, the Commission is most grateful for such a timely response since it allowed us to remain on our very tight schedule and to prepare for our Defense Department witnesses yesterday.

I want to emphasize that we are not here today to produce a final list of closures and realignments. We will not take that definitive action until the latter part of August.

Our deliberations today may add more bases for further consideration, not because we have determined that we need to close more bases than the Secretary of Defense has recommended, but because we want to make sure the best possible closure or realignment choices are made consistent with the criteria established by law.

We are, as a Commission, acutely aware of the anxieties communities experience when faced with the prospect of losing an important military presence in their local area. Through our site visits and regional hearings, we have witnessed first hand the close relationships between so many communities and the military members that make those communities home.

Our job as an independent Commission is to render a fair judgment on the Secretary of Defense's recommendations. In a limited number of cases, we cannot make that fair assessment without first being able to make direct comparisons between installations that are part of the Secretary's recommendations and similar installations that were not included in the May 13<sup>th</sup> recommendation list.

Simply put, seven commissioners who may vote in the affirmative today to add a base on the review list today, does not necessarily mean that base will be closed. It means that for us to do an honest and independent job in analyzing that particular military sector, we now have the opportunity to examine the broader picture. We will assess those installations in the same open and fair manner we have looked at installations that were included in the Secretary's recommendation.

At least two commissioners will visit any installation that we add for further consideration. And representatives of these newly impacted communities will be given the opportunity to testify in a regional hearing, just like those that have occurred during the past month.

In August, we will once again invite the Secretary of Defense, the Service Secretaries and Chiefs, and other Department of Defense officials to provide us with their comments before we begin our final deliberations in late August. And as we continue this process towards those final deliberations, let me say once again, we are not conducting this review as an exercise in sterile cost-accounting.

This commission is committed to conducting a clear-eyed reality check that we know will not only shape our military capabilities for decades to come, but will also have profound effects on our communities and on the people who bring our communities to life.

I would like to take a moment to review how we will proceed today.

I have asked Charlie Battaglia, my Executive Director, and Frank Cirillo, my Director of Review and Analysis, to give us a short presentation, after which we will hear from the leaders of the Commission's Army, Navy, Air Force, and Joint Cross Service teams. These experts will take us through the various options that they have prepared at our request

Following the presentation on each installation, the Commission will vote on whether to add that installation to the list for consideration. To pass, seven (7) affirmative votes will be required.

As is the case for all witnesses before this Commission, our staff members testifying today must also be under oath as required by the Base Closure and Realignment statute. I now request all of

DCN: 11887

our witnesses stand for the administration of the oath by Dan Cowhig, the Commission's Designated Federal Officer.

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**2005 Base Realignment and Closure Commission**  
**2521 Jefferson Davis Highway**  
**Arlington, Virginia 22202**  
**Telephone: (703) 699-2950**

**Biographies of the Nine BRAC Commissioners**

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**The Honorable Anthony J. Principi – Chairman**



Recently served as Vice President of Pfizer Corporation and is a decorated Vietnam War veteran. Mr. Principi was nominated to be Secretary of Veterans Affairs by President George W. Bush on December 29, 2000, and was confirmed by the Senate on January 23, 2001. He once served as a Republican chief counsel for the Senate Armed Services Committee and Senate Veterans Affairs Committee. He also has been a top official with defense contractor Lockheed Martin. Mr. Principi is a 1967 graduate of the U.S. Naval Academy at Annapolis, Maryland, and first saw active duty aboard the destroyer USS Joseph P. Kennedy. He later commanded a River Patrol Unit in Vietnam's Mekong Delta. Mr. Principi earned his law degree from Seton Hall University in 1975 and was assigned to the Navy's Judge Advocate General Corps in San Diego, California. In 1980, he was transferred to Washington as a legislative counsel for the Department of the Navy.

**The Honorable James H. Bilbray**



Primary area of practice is government relations and administrative law. Former Congressman Bilbray received his B.A. in Government and Public Administration from the American University in Washington, DC in 1962, and his JD from the Washington College of Law in 1964. He is a Nevada native, and prior to being elected to the U.S. House of Representatives in 1987, was a Nevada State Senator, where he served as Chairman on the Taxation Committee and was a member of the Judiciary Committee. During his four terms in the US Congress, he served as Chairman of the Small Business Sub-Committee on Taxation, Tourism and Procurement. He was also a member of the Foreign Affairs, Armed Services, and Intelligence Committees. He joined the firm of Kummer Kaempfer Bonner & Renshaw as Of Counsel in 1996, where he specialized in dealing with local, state and federal issues. In 2001, he received an honorary doctorate of laws from the University of Nevada Las Vegas for his extensive contributions to the State and U.S. government.

**The Honorable Phillip Coyle**



Philip Coyle is a Senior Advisor to the President of the Center for Defense Information and a defense consultant. Formerly, the Assistant Secretary of Defense for Test and Evaluation, (1994-2001), Mr. Coyle is a recognized expert on U.S. and worldwide military research, development and testing. During the 1995 BRAC, he served as the Co-Chairman of the DoD Joint Cross-Service Group for Test and Evaluation. Prior to serving at the Pentagon, Mr. Coyle served as Laboratory Associate Director of the Lawrence Livermore National Laboratory in Livermore, California, and as Deputy to the Laboratory Director. During the Carter Administration, Mr. Coyle served as Principal Deputy Assistant Secretary for Defense Programs in the Department of Energy. With more than 40 years of experience in testing and test-related matters, he was selected by Aviation Week magazine as one of its "Laurels" honorees for 2000, a select group of people recognized for outstanding contributions in the aerospace field.

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## Biographies of the Nine BRAC Commissioners

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### The Honorable James V. Hansen



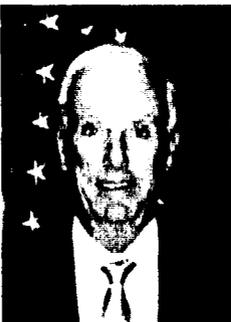
Former US Representative from Utah, Congressman Hansen was elected to the 97th Congress and to the 10 succeeding terms ( January 3, 1981 to January 3, 2003 ). Congressman Hansen did not seek re-election to the 108<sup>th</sup> Congress in 2002. During the 105<sup>th</sup> Congress, he served as Chairman on the Standards and Official Conduct Committee. During the 107<sup>th</sup> Congress, he served as Chairman of the Committee of Resources. He served in the United States Navy from 1951 to 1955. He also served as a member of the Farmington, Utah City Council from 1960 to 1972. He then was elected to the Utah State House of Representatives from 1973 to 1980 and served as Speaker of the House, 1979 - 1980.

### General James T. Hill (USA, Ret)



Former Commander of the United States Southern Command. General Hill previously served as the Commanding General, I Corps and Ft Lewis. He is from El Paso, Texas, and was commissioned into the infantry following graduation from Trinity University in San Antonio, Texas, in 1968. He also graduated from the Command and General Staff College and the National War College. In addition, he holds a Master's degree in Personnel Management from Central Michigan University. General Hill's other key assignments include: Commanding General 25th Infantry Division and Deputy Commander United States Forces UN Mission Haiti.

### Admiral Harold W. ( Hal ) Gehman, Jr., (USN, Ret)



Retired after 35 years of service on active duty in the U.S. Navy in October 2000, with his last assignment as NATO's Supreme Allied Commander, Atlantic and as the Commander in Chief of the U.S. Joint Forces Command, one of the five U.S. Unified Commands. Immediately after retiring, Admiral Gehman served as Co-Chairman of the Department of Defense review of the terrorist attack on the USS Cole. In 2003, he served as Chairman of the Columbia Accident Investigation Board. He graduated from Pennsylvania State University with a Bachelor of Science degree in Industrial Engineering and received a commission in the Navy from the NROTC program. He served at all levels of leadership and command before being promoted to four-star Admiral in 1996. He became the 29<sup>th</sup> Vice Chief of Naval Operations in September 1996. As Vice Chief, he was a member of the Joint Chiefs of Staff, formulated the Navy's \$70 billion budget, and developed and implemented policies governing the Navy's 375,000 personnel.



## Biographies of the Nine BRAC Commissioners

Page 3 of 3

### General Lloyd W. "Fig" Newton (USAF, Ret)



Currently serves as Executive Vice President of Pratt & Whitney, Military Engines. Former Commander of Air Education and Training Command, headquartered at Randolph Air Force Base, Texas. He was responsible for the recruiting, training and education of Air Force personnel. His command included Air Force Recruiting Service, two numbered air forces and Air University. He was also commander of three wings and an air division and held numerous staff positions. From 1993 to 1995, he was Director of Operations, J-3, U.S. Special Operations Command. General Newton is a command pilot with more than 4,000 flying hours in the T-37, T-38, F-4, F-15, C-12 and F-117 stealth fighter. He earned a Bachelor of Science degree in aviation education from Tennessee State University and a Master of Arts degree in public administration from George Washington University.

### The Honorable Samuel K. Skinner



Mr. Skinner is the retired Chairman, President and Chief Executive Officer of USF Corporation, one of the nation's leading transportation and logistics companies. He also served from 1993-1998 as President of Commonwealth Edison Company and its holding company, Unicom Corporation. Prior to joining Commonwealth Edison, Mr. Skinner served as Chief of Staff to President George H.W. Bush. Prior to his White House service, he served in the President's Cabinet for nearly three years as Secretary of Transportation. As Secretary, Mr. Skinner was credited with numerous successes, including the development of the President's National Transportation Policy and the development and passage of landmark aviation and surface transportation legislation. Mr. Skinner is currently an Adjunct Professor of Management and Strategy at the Kellogg School of Management at Northwestern University. He served as a member of the Illinois National Guard and the United States Army reserve from 1957-1968.

### Brigadier General Sue E. Turner (USAF, Ret.)



General Turner retired in 1995, following 30 years active duty. Her key assignments included: Director, Nursing Services, Office of the USAF Surgeon General; Chief Nurse, Wilford Hall Medical Center; and the Medical Inspection Team, USAF Inspector General. General Turner joined the Air Force Nurse Corps in 1965 and went on to earn a Bachelor of Science in Nursing from Incarnate Word College and a Master of Science in nursing from the University of Alabama in Birmingham. She also completed Squadron Officer School, Air Command and Staff College, Air War College, and National Security Management. In recent years, she has served on the American Battle Monuments Commission and the Board of Directors of a large credit union.

DCN: 11887

July 1, 2005

To: Bob Howlett

From: Syd Carroll, BRAC, Senior Analyst

Bob,

Attached is the issues list that was delivered to the SECDEF and the Congress this morning. The cover letter explains the process I was describing on the phone. If you have any questions please give me a call.



11887 DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 1, 2005

The Honorable Donald H. Rumsfeld  
Secretary of Defense  
1400 Defense Pentagon  
Washington, D.C. 20301-1000

Dear Secretary Rumsfeld:

As you are aware, before the Base Closure and Realignment Commission can even consider making a change in your recommendations that would add military installations for closure or realignment, or expand a realignment, we are required by Section 2914(d)(3) of the Defense Base Closure and Realignment Act of 1990, as amended, to seek an explanation from you as to why such actions were not included on your May 13, 2005 list. A series of issues on installations on which we seek such explanation is enclosed. No deliberation will be made on whether to include any of these installations for further study of closure or realignment until the Commission's open hearing of July 19, 2005. Therefore, we would greatly appreciate receipt of your explanation no later than July 18<sup>th</sup>.

In addition, we invite you or your representative to elaborate on these explanations at a public hearing to be held in the Washington, D.C. area at 8:30 a.m. on July 18, 2005.

If, at the July 19 hearing, seven or more Commissioners support adding an installation to your list for consideration, at least two Commissioners will visit each of the installations added to your list and public hearings will be conducted regarding them. While this is a requirement of law, the Commission's view is that such public hearings are not only mandatory, but also highly desirable.

At the Commission's final deliberations during the week of August 22, the vote of at least seven Commissioners will be required to effect any change in your recommendations that would close or realign an installation that you did not recommend for such closure or realignment, or expand a realignment that you recommended.

Your assistance in complying with this stringent timetable will be greatly appreciated.

Sincerely,

Anthony J. Principi  
Chairman

Enclosure

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia

## **1. MARINE CORPS RECRUIT DEPOT SAN DIEGO, CA**

### **ISSUE:**

- Why was Marine Corps Recruit Depot (MCRD) San Diego, CA, not closed and consolidated with Marine Corps recruit training at MCRD Parris Island, SC?

### **ISSUE BACKGROUND:**

- The Marine Corps operates two stand-alone recruit depots -- one on each coast. Consolidation of all recruit training to MCRD Parris Island generates training efficiencies, reduces excess capacity, and saves recurring costs due to fence-line closure of MCRD San Diego, and may generate offsetting revenues due to potential commercial development after a DoD property transfer. Consolidating recruit training at one location may theoretically increase operational risks; however, the Department of Navy and Air Force have successfully implemented similar transformational options experiencing little or no actual risk to recruit training while maintaining a surge capability. Military value of MCRD San Diego is lower than MCRD Parris Island partially due to encroachment and land constraints.

### **ASSOCIATED DOD RECOMMENDATIONS:**

- None
- 

## **2. NAVAL SHIPYARD PEARL HARBOR, HI**

### **ISSUE:**

- Why was the Naval Shipyard Pearl Harbor, HI, not closed and the ship depot repair function realigned to Naval Shipyard Norfolk, VA; Naval Shipyard Portsmouth, ME; and Naval Shipyard Puget Sound, WA?

### **ISSUE BACKGROUND:**

- Four naval shipyards perform depot-level ship refueling, modernization, overhaul and repair work. There appears to be sufficient excess capacity in the aggregate across the four shipyards to close either Naval Shipyard Pearl Harbor or Naval Shipyard Portsmouth. Naval Shipyard Pearl Harbor is less efficient than Naval Shipyard Portsmouth, according to Department of Navy data and additional savings could be found from reduced unit costs at the receiving shipyards because of a higher volume of work. Naval Shipyard Pearl Harbor has low military value compared to other shipyards according to DoD analysis supporting the recommendation to close Naval Shipyard Portsmouth.

### **ASSOCIATED DOD RECOMMENDATIONS:**

- DON-23: Close Naval Shipyard Portsmouth, ME

### **3. NAVAL AIR STATION BRUNSWICK, ME**

#### **ISSUE:**

- What considerations were given to a complete closure of Naval Air Station Brunswick, ME, and what were the driving factors in deciding on realignment?

#### **ISSUE BACKGROUND:**

- Closure would appear to reduce excess capacity, may save approximately four times more than DoD's realignment recommendation and could open land to State or community development to offset economic impact.

#### **ASSOCIATED DOD RECOMMENDATIONS:**

- DON-18: Realign Naval Air Station Brunswick, ME
- 

### **4. NAVY BROADWAY COMPLEX, SAN DIEGO, CA**

#### **ISSUE:**

- Why was the Navy Broadway Complex, San Diego, CA, not considered for closure and realignment of existing functions to Naval Station San Diego, CA?

#### **ISSUE BACKGROUND:**

- Consolidating Navy activities in a more secure location at the Naval Station complex at 32<sup>nd</sup> Street could improve security and allow for future commercial development.

#### **ASSOCIATED DOD RECOMMENDATION:**

- None
- 

### **5. REALIGNMENT OF NAVAL MASTER JET BASE**

#### **ISSUE:**

- What consideration was given to the realignment of the Master Jet Base located at NAS Oceana, VA, to Moody AFB, GA? Was movement of the assets assigned to Moody AFB, GA to Cannon AFB, NM, considered and if so, what were the driving considerations not to do so?

#### **ISSUE BACKGROUND:**

- Realigning the Master Jet Base at NAS Oceana, VA, to Moody AFB, GA, would appear to alleviate the severe encroachment which affects NAS Oceana training and operations as well as operations at the outlying field, Fentress OLF. Moody AFB, GA, would appear to have the necessary room for expansion and suffers less encroachment. Cannon AFB, NM, would appear to have ample space and facilities to accommodate any aircraft currently operating or planned for movement to Moody AFB, NM.

**ASSOCIATED DOD RECOMMENDATION:**

- AF-6: Realign Eielson AFB
  - AF-32: Close Cannon AFB
  - AF-35: Maintenance realignment from Shaw AFB
  - E&T-14: Realignment of Undergraduate Pilot Training.
- 

**6. GALENA AIRPORT FORWARD OPERATING LOCATION (FOL), AK**

**ISSUE:**

- Was any consideration given to merging the missions of Galena FOL, AK, and Eielson AFB, AK? Why does the United States need to maintain two FOLs in Alaska, given the current national security environment and 20-year threat assessment?

**ISSUE BACKGROUND:**

- Galena is one of two FOLs in Alaska that serve as alert bases for air intercept aircraft in support of North American Aerospace Defense Command (NORAD) missions. The requirement for maintaining two FOLs in Alaska may no longer be valid. The mission could be accomplished by maintaining one FOL and two Air Force bases in Alaska.

**ASSOCIATED DOD RECOMMENDATIONS:**

- AF-6: Eielson AFB, AK; Moody AFB, GA; and Shaw AFB, GA
  - AF-7: Kulis Air Guard Station, AK; and Elmendorf Air Force Base, AK
  - AF-18: Mountain Home Air Force Base, ID; Nellis Air Force Base, NV; and Elmendorf Air Force Base, AK
  - AF-43: Ellsworth Air Force Base, SD; and Dyess Air Force Base, TX
- 

**7. POPE AIR FORCE BASE, NC**

**ISSUE:**

- What considerations drove the recommendation to realign, rather close Pope AFB NC, under Fort Bragg, NC? Are the joint operational synergies that exist between the XVIII Airborne Corps and the 43<sup>rd</sup> Airlift Wing/23<sup>rd</sup> Fighter Group able to be replicated from other locations?

**ISSUE BACKGROUND:**

- DoD appears to have determined that much of the benefits of the collocation of the joint forces that will operate together (CAS aircraft, operational planning staffs) are outweighed by the ability to schedule support as necessary through third parties.

**ASSOCIATED DOD RECOMMENDATIONS:**

- USA-8: Fort Gillem, GA
- USA-8: Fort McPherson, GA
- AF-35: Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA; and Yeager Air Guard Station, WV
- H&SA-35: Create Joint Mobilization Sites

## **8. GRAND FORKS AIR FORCE BASE, ND**

### **ISSUE:**

- What considerations drove the recommendation to realign rather than close Grand Forks AFB, ND? What is the number of UAVs planned for assignment to Grand Forks AFB, ND, and what is the timing of the potential deployment?

### **ISSUE BACKGROUND:**

- While there is no “emerging mission” programmed within the BRAC timeline (2006-2011), there are indications that the Air Force is considering assigning UAVs to Grand Forks AFB, ND.

### **ASSOCIATED DOD RECOMMENDATIONS:**

- AF-37: Grand Forks Air Force Base, ND
- 

## **9. AIR NATIONAL GUARD**

### **ISSUE:**

- Were the Adjutants General and Governors of the States consulted in the re-allocation of aircraft, personnel, facilities and missions from their states? What impact does the realignment of the ANG have on the homeland defense and homeland security missions?

### **ISSUE BACKGROUND:**

- Many of the Air Force’s recommendations address Air National Guard installations. While only four of these installations will completely close, many Guard installations will lose aircraft and personnel leaving only an “expeditionary combat support” unit remaining, with several states losing their entire flying missions. Many of these aircraft will relocate to other locations, which may negatively impact personnel recruiting and retention as well as State and Homeland Security missions.

### **ASSOCIATED DOD RECOMMENDATION:**

- Various
- 

## **10. DEFENSE FINANCE ACCOUNTING SERVICE**

- DFAS Buckley Annex, CO
- DFAS Columbus, OH
- DFAS Indianapolis, IN

### **ISSUE:**

- Why were keeping DFAS Buckley Annex, CO, DFAS Columbus, OH, and DFAS Indianapolis, IN, open and closing the remaining DFAS sites the only scenario

considered? Why did DoD not consider other options, which could have avoided military construction costs and possibly produced a more cost effective option?

**ISSUE BACKGROUND:**

- Closing or realigning these installations may reduce operating and sustainment costs, balance mission and strategic redundancy requirements, eliminate excess capacity and avoid closing other DFAS installations that provide a lower locality pay and have an existing infrastructure for expansion without military construction or additional leasing.

**ASSOCIATED DOD RECOMMENDATION:**

- HSA-37: Defense Finance & Accounting Service
- 

**11. PROFESSIONAL DEVELOPMENT EDUCATION**

- Naval Postgraduate School Monterey, CA
- Defense Language Institute Monterey, CA
- Air Force Institute of Technology Wright Patterson AFB, OH

**ISSUE:**

- What consideration was given to the closure or realignment of the Air Force Institute of Technology at Wright Patterson AFB, OH, and the Defense Language Institute at Monterey, CA, with Naval Postgraduate School at Monterey, CA, to create a consolidated professional development education center?

**ISSUE BACKGROUND:**

- Consolidating the Professional Development Education currently provided by the Air Force Institute of Technology, the Naval Postgraduate School, and the Army's Defense Language Institute would provide significant savings and efficiencies to the Department of Defense by (1) eliminating redundant support structure for advanced education, (2) reducing infrastructure; and (3) consolidating command and instructional staff.

**ASSOCIATED DOD RECOMMENDATIONS:**

- None
- 

**12. JOINT MEDICAL COMMAND HEADQUARTERS**

- Navy Bureau of Medicine, Potomac Annex, DC
- Air Force Medical Command, Bolling AFB, DC
- TRICARE Management Authority, Leased Space, VA
- Office of the Army Surgeon General, Leased Space, VA

**ISSUE:**

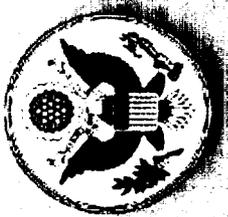
- What consideration was given to establishing a Joint Medical Command Headquarters, through collocation of disparate Department of Defense Surgeons General, at the National Naval Medical Center, Bethesda, MD?

**ISSUE BACKGROUND:**

- Such a consolidation could eliminate 166,000 square feet of leased space within the National Capitol Region and enable the closure of the Potomac Annex, DC. The National Naval Medical Center, MD, has a higher military value ranking than present locations. Establishing a Joint Medical Command Headquarters would take advantage of the transformation of legacy medical infrastructure proposed in recommendation MED-4, which establishes the Walter Reed National Military Medical Center, Bethesda, MD.

**ASSOCIATED DOD RECOMMENDATIONS:**

- MED-4: Walter Reed National Military Medical Center, Bethesda, MD
- TECH-5: Co-locate Extramural Research Program Managers



# Defense Base Closure & Realignment Commission

DCN: T1887

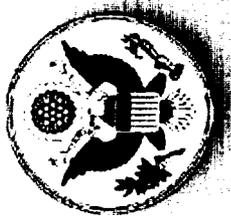
## 10. Professional Development Education

### Action under Consideration:

Realign Naval Postgraduate School, CA. Realign Air  
Force Institute of Technology, OH. Realign Defense  
Language Institute, CA.



EXIT



# 10. Professional Development Education

**Realign:**

- Naval Postgraduate School, CA.
- Air Force Institute of Technology, OH.
- Defense Language Institute, CA.

**Gain at:**

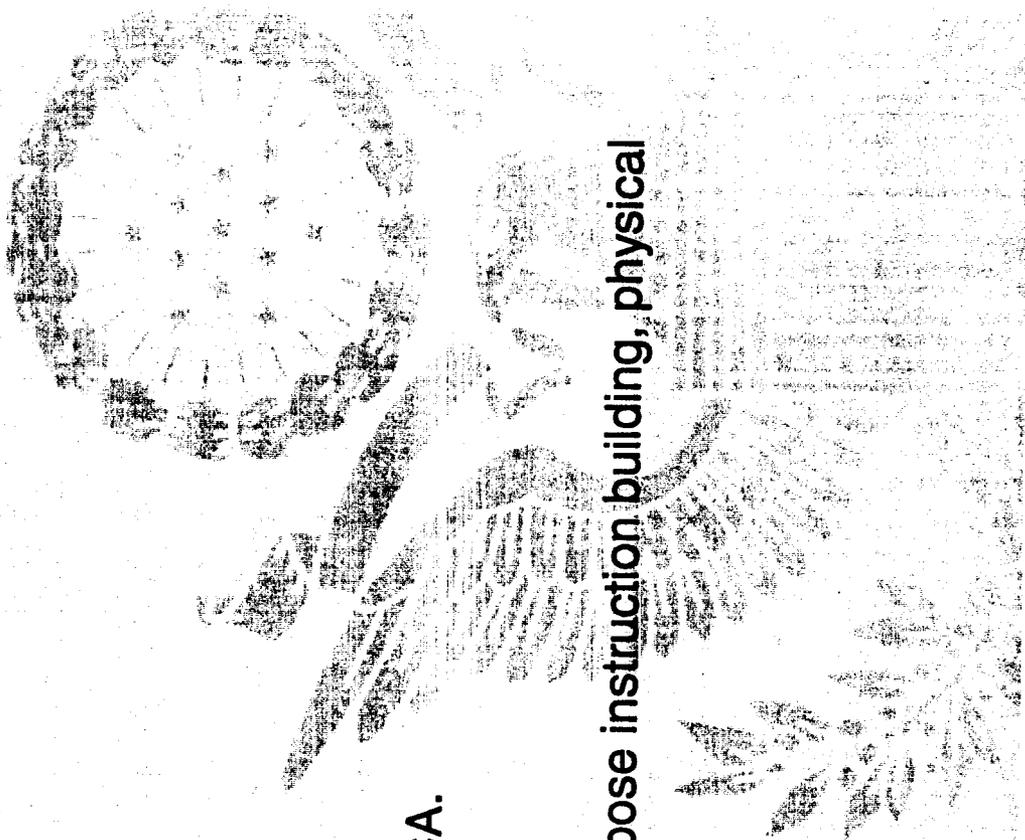
- University for National Defense Studies, CA.

**Requirements:**

- New military construction of a general purpose instruction building, physical fitness center, and child care facility.

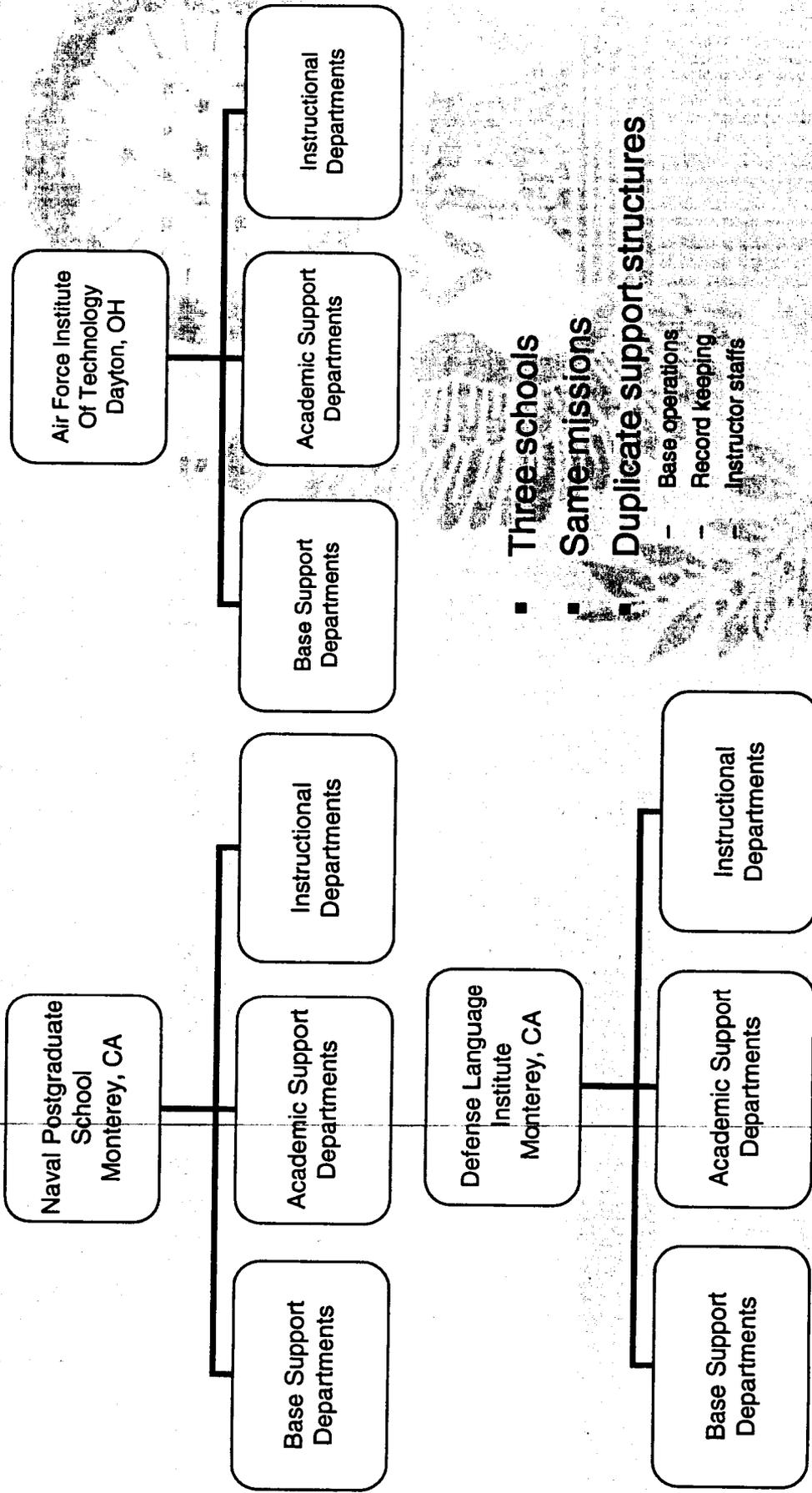
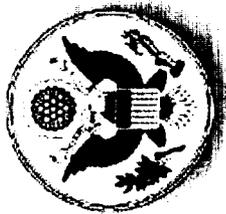
**Associated DoD Recommendations:**

- None



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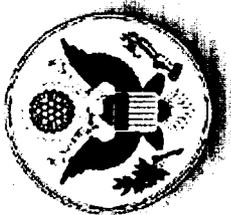
# Current Situation



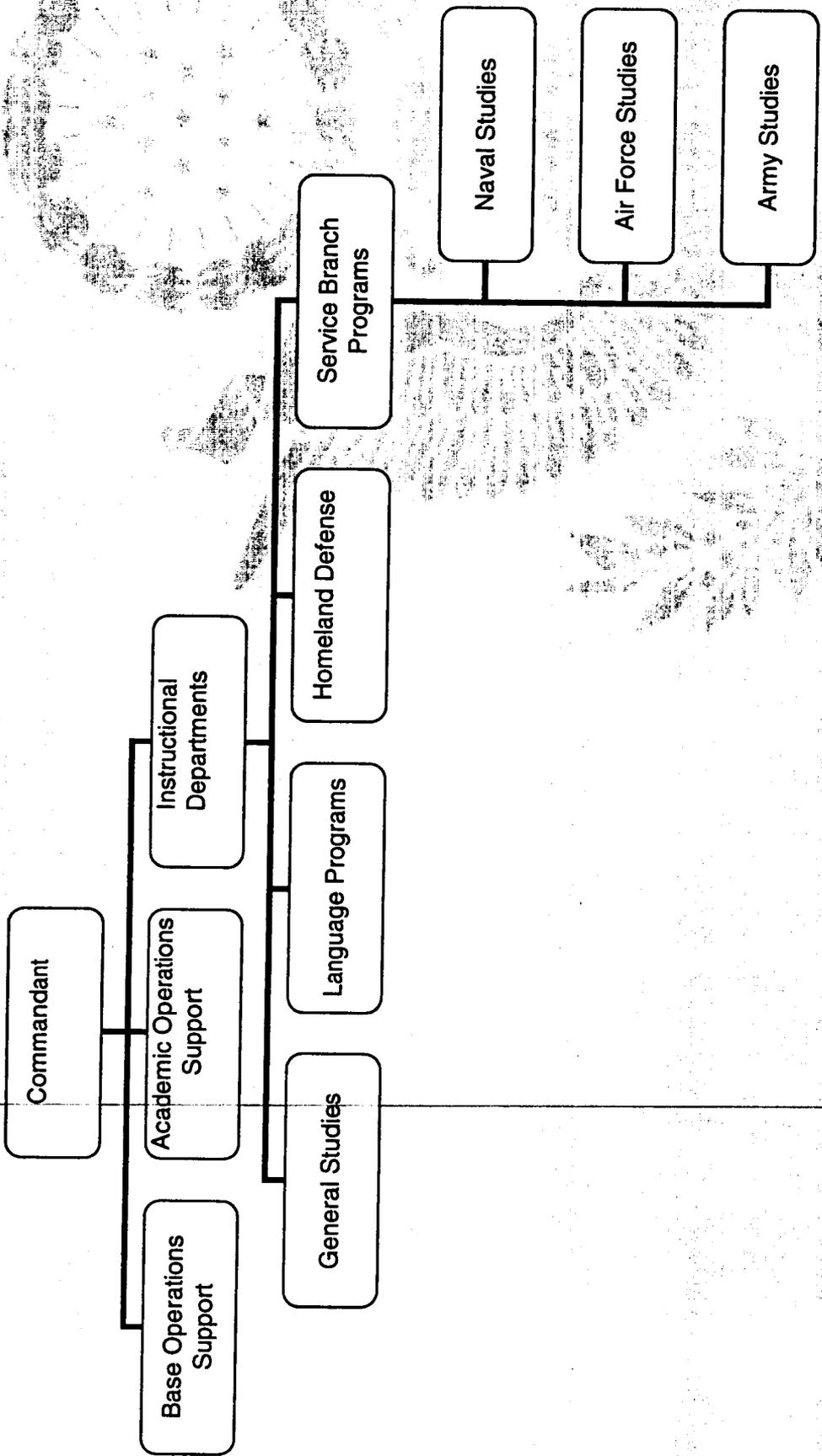
- Three schools
- Same missions
- Duplicate support structures
  - Base operations
  - Record keeping
  - Instructor staffs



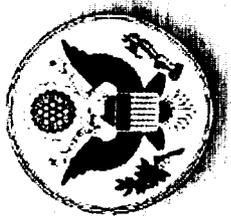
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# Proposal: University for National Defense Studies



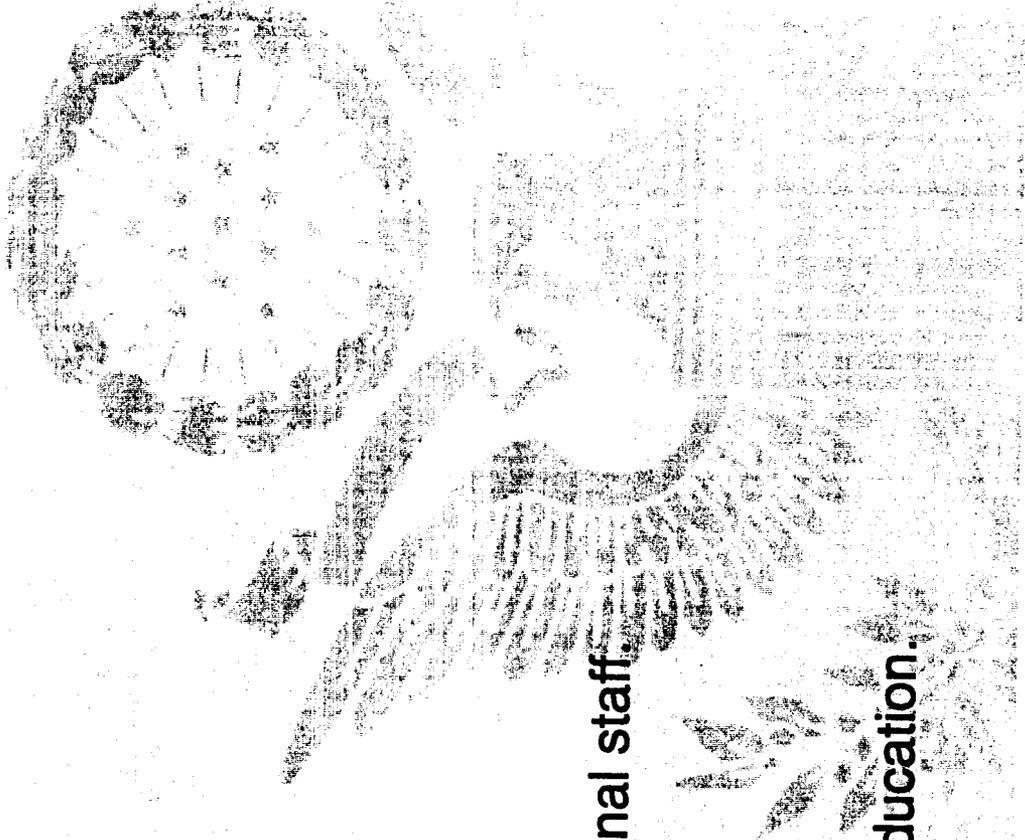
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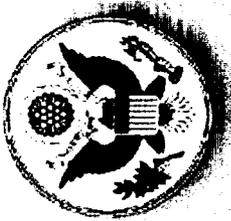
# 10. Professional Development Education

## Reasons for Consideration:

- Provides significant cost savings.
- Reduces educational infrastructure.
- Eliminates operational redundancies.
- Consolidates command and instructional staff.
- Enhances military value.
- Promotes jointness in postgraduate education.



EXIT



# 10. Professional Development Education

DCN: T1887

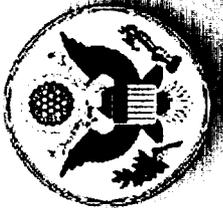
## INSTALLATION

## TABLE OF PERSONNEL CHANGES

| INSTALLATION                          | OUT   |       | IN  |     | ELIM. |     | NET GAIN/(LOSS) |       | CONT. | TOTAL DIRECT |
|---------------------------------------|-------|-------|-----|-----|-------|-----|-----------------|-------|-------|--------------|
|                                       | MIL   | CIV   | MIL | CIV | MIL   | CIV | MIL             | CIV   |       |              |
| Air Force Institute of Technology, OH | (150) | (121) | 0   | 0   | 0     | 0   | (150)           | (121) | 0     | (271)        |



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# 10. Professional Development Education

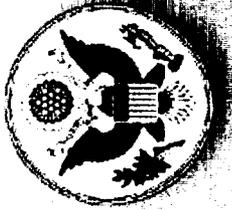
DCN: 11887

## COBRA DATA

|                            |            |
|----------------------------|------------|
| One Time Cost              | \$62.7 M   |
| Net Implementation Cost    | \$29.6 M   |
| Annual Recurring (Savings) | (\$5.9 M)  |
| Payback Period/Year        | 11 years   |
| Net Present Value at 2025  | (\$24.1 M) |



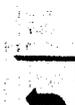
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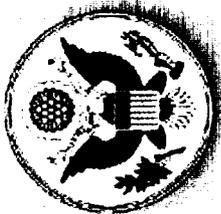
# Staff Analysis

DCN: 11887

| ISSUE  | DoD POSITION  | COMMUNITY POSITION  | R&A STAFF FINDINGS  |
|--|---|---|---|
| Land available for expansion at the Naval Postgraduate School.   | NPS has only 16 unrestricted acres for development. This might impact construction.   | TBD   | TBD   |
| Availability of TRICARE participating physicians in the Monterey area.   | Most local providers do not accept TRICARE payments. Increasing the student load will magnify this long-standing problem.   | TBD   | TBD   |
| Personnel and management savings achieved through a consolidation of the schools, and the cost payback period. | TBD   | TBD   | Cost factors included in the DOD analysis may significantly understate the savings. |
| Base operating support savings.  | The Army's Defense Language Institute already relies on Monterey County to provide municipal services. Executive Agent concerns have precluded expansion of the county's services to cover the Navy school. | The community has demonstrated savings of over 40% for municipal services using demonstration projects with the army and Navy since 1995. | TBD   |



EXIT



# 10. Professional Development Education

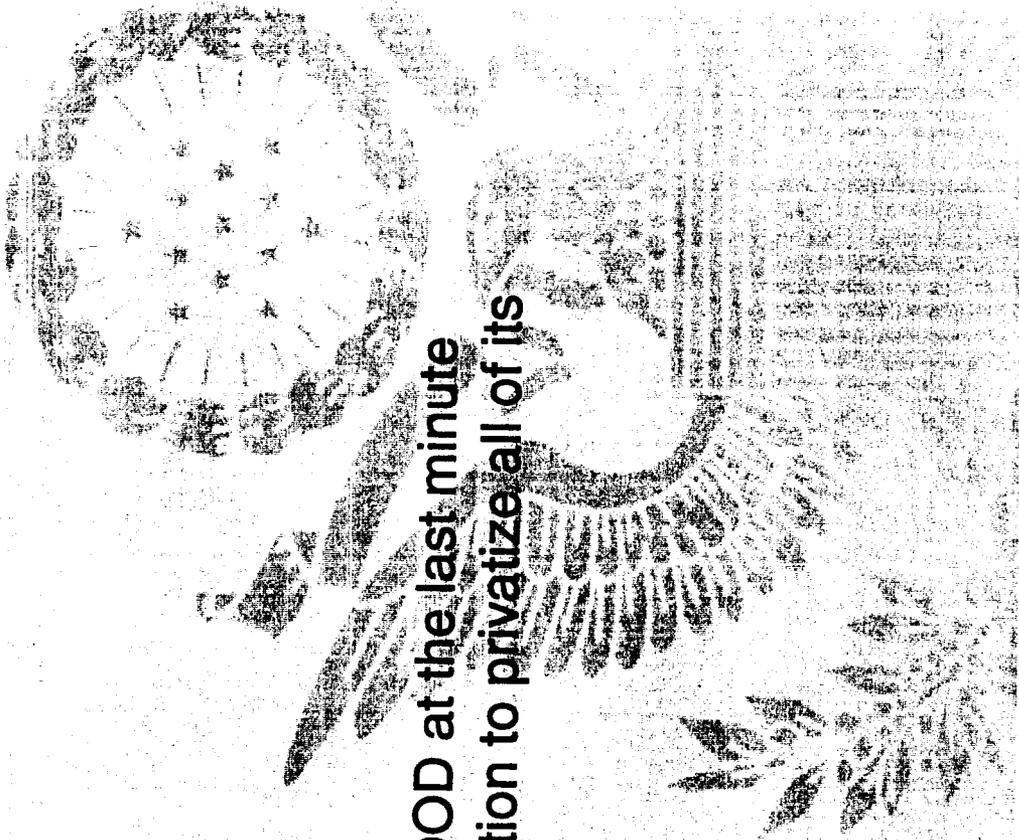
DCN: 11887

## DoD Response:

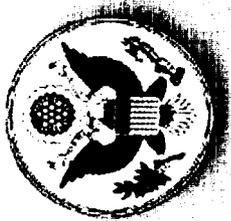
- Pending DoD Letter

## GAO Comment:

- GAO, in its recent report, noted that DOD at the last minute eliminated from its list a recommendation to privatize all of its postgraduate educational needs.



EXIT



# Defense Base Closure & Realignment Commission



## 10. Professional Development Education

### Action under Consideration:

Realign Naval Postgraduate School, CA. Realign Air Force Institute of Technology, OH. Realign Defense Language Institute, CA.



## Economic Impact Report

This report depicts the economic impact of the following Scenarios:

BRADD JT01: ADD11 - Professional Development Education

The data in this report <sup>ARE</sup> ~~is~~ rolled up by Action

As of: Fri Jul 15 14:12:07 EDT 2005

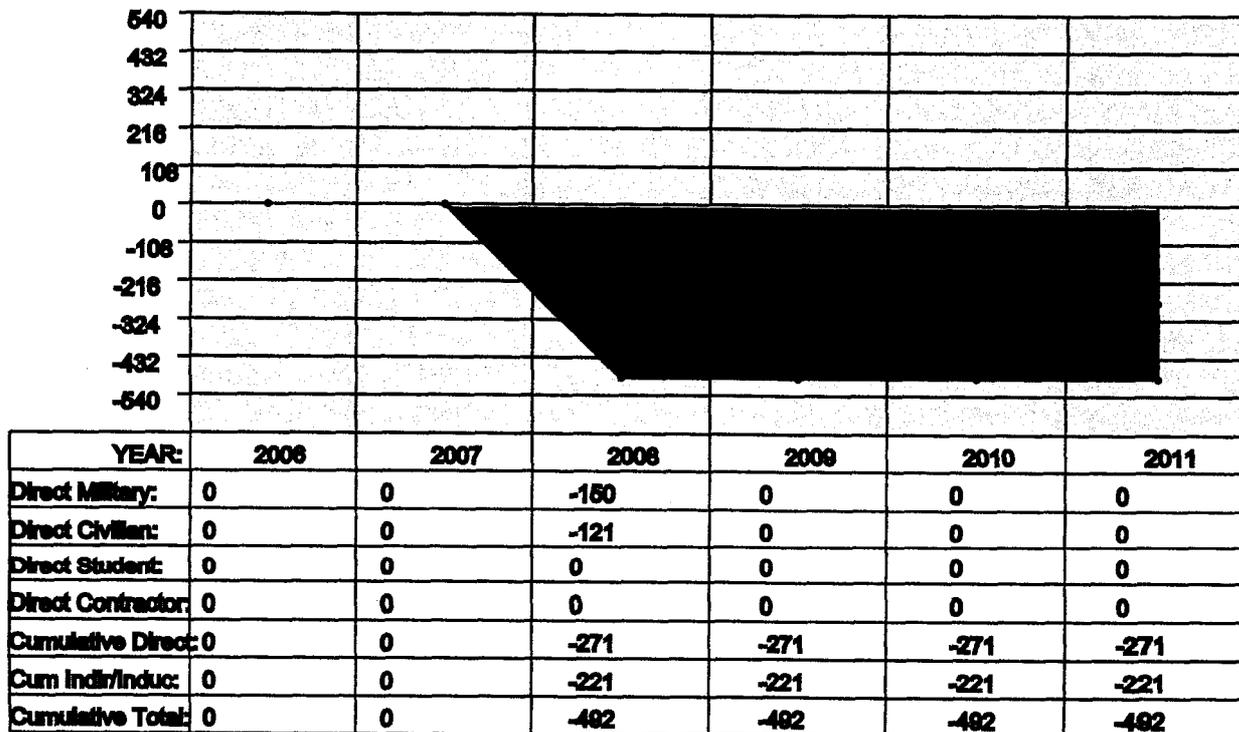
**ECONOMIC IMPACT DATA**

**Scenario:** ADD11 - Professional Development Education  
**Economic Region of Influence(ROI):** Dayton, OH Metropolitan Statistical Area  
**Base:** Wright-Patterson AFB  
**Action:** Closing AF Inst. of Technology, Patterson AFB

**Overall Economic Impact of Proposed BRAC-05 Action:**

|  |         |
|--|---------|
| ROI Population (2002):                             | 845,410 |
| ROI Employment (2002):                             | 512,393 |
| Authorized Manpower (2005):                        | 15,885  |
| Authorized Manpower(2005) / ROI Employment(2002):  | 3.1%    |
| Total Estimated Job Change:                        | -492    |
| Total Estimated Job Change / ROI Employment(2002): | -0.1%   |

**Cumulative Job Change (Gain/Loss) Over Time:**



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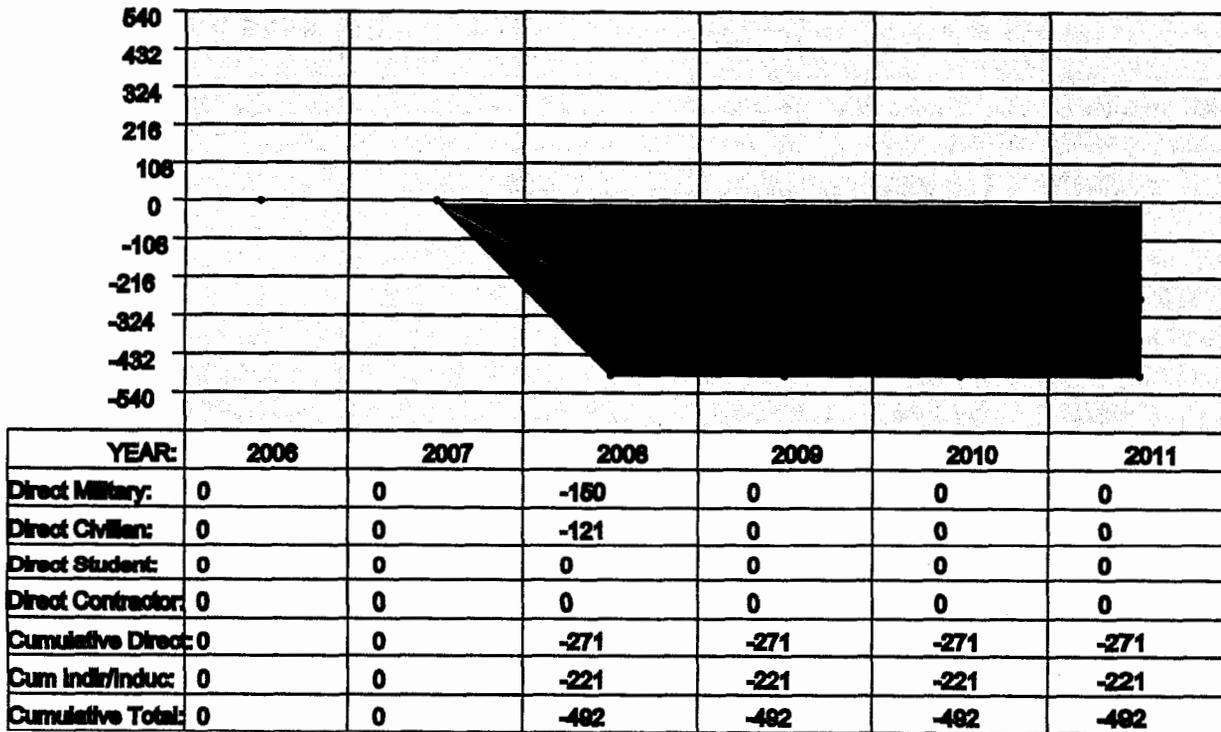
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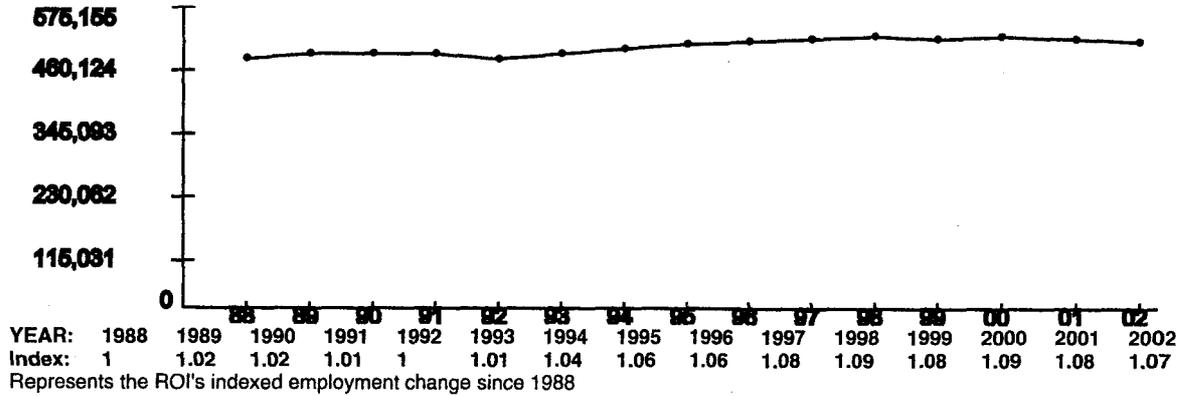
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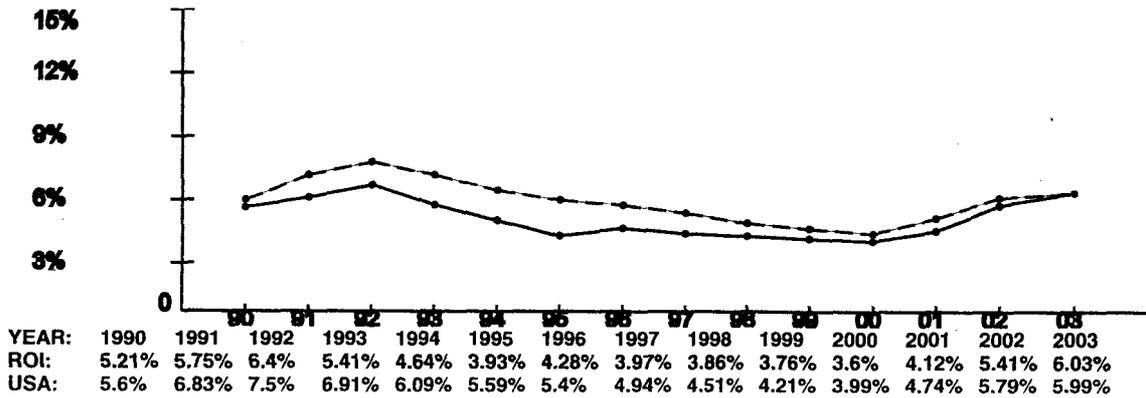


Dayton, OH Metropolitan Statistical Area Trend Data

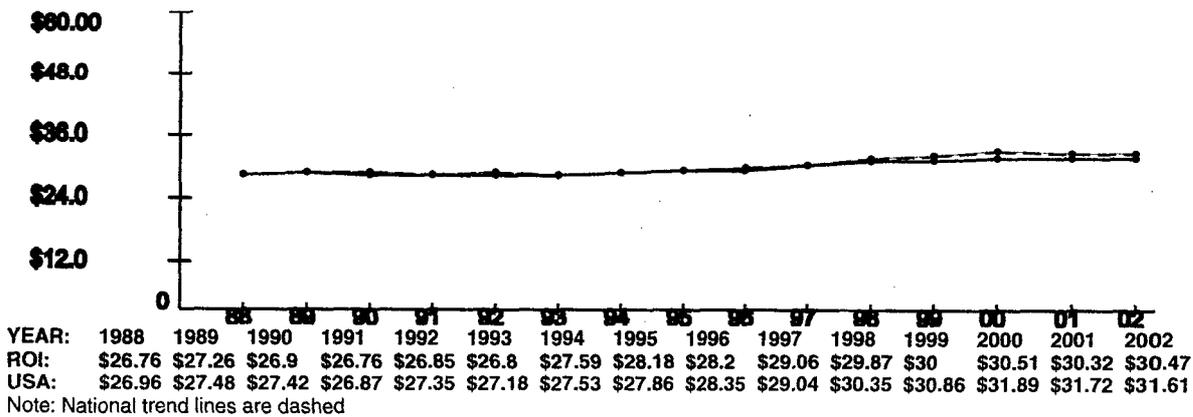
**Employment Trend (1988-2002)**



**Unemployment Percentage Trend (1990-2003)**

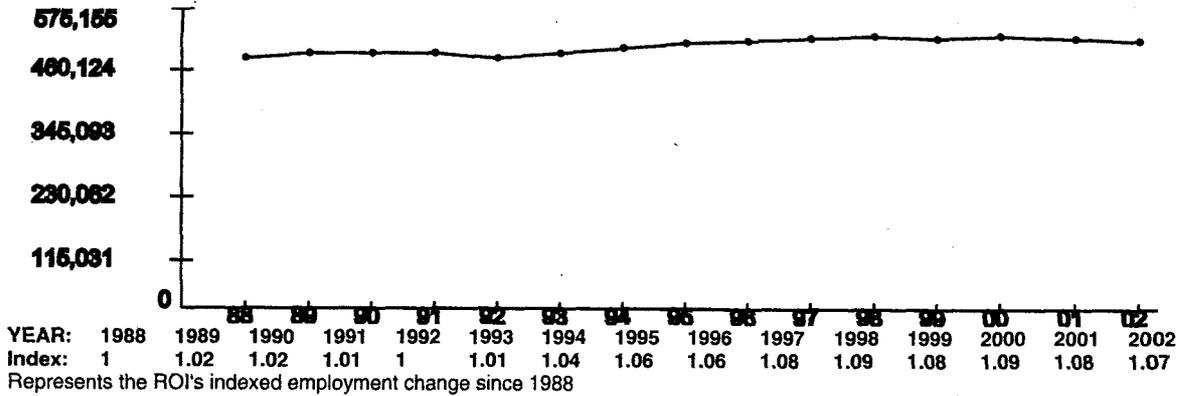


**Per Capita Income x \$1,000 (1988-2002)**

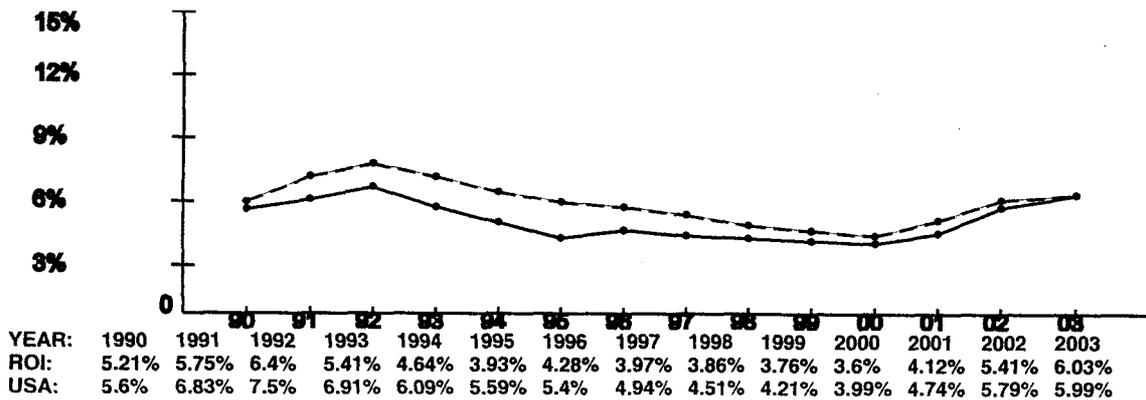


Dayton, OH Metropolitan Statistical Area Trend Data

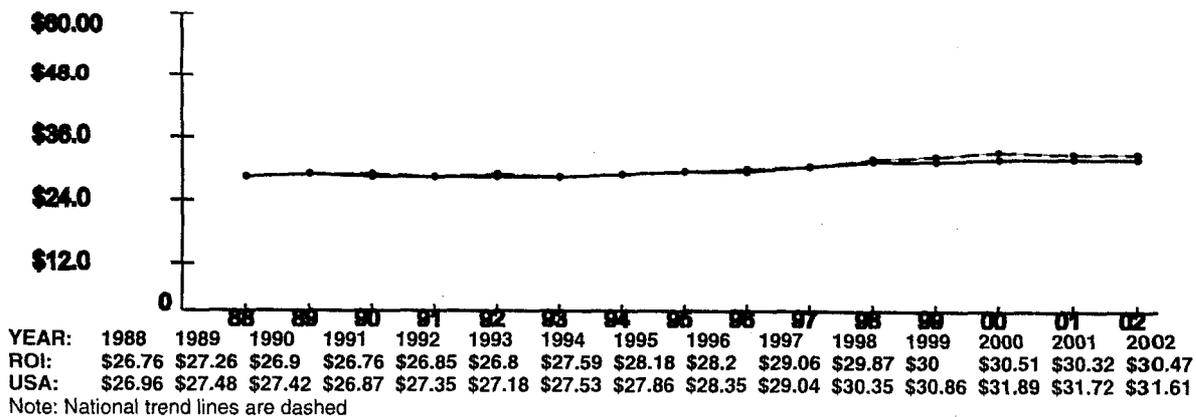
**Employment Trend (1988-2002)**



**Unemployment Percentage Trend (1990-2003)**



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



Mr. Chairman:

(SLIDE 1) I am pleased to appear before you and your fellow commissioners today to discuss the potential addition of military installations to the list recommended by the Secretary of Defense for realignment or closure on May 13, 2005.

(SLIDE 2) My presentation focuses on consolidating Graduate Education programs presently operated independently by the Department of the Navy at its Postgraduate School in Monterey California, and the Department of the Air Force at its Institute of Technology in Dayton Ohio, with the language programs conducted by the Army's Defense Language Institute also located in Monterey, California.

This proposal would require construction of some new facilities in the Monterey California area to accommodate an increase in students.

The list of realignment and closure recommendations presented to the Commission by the Secretary of Defense does not contain any actions associated with this proposal. Although several scenarios were explored and endorsed by DOD's Joint Education and Training study group, none were included in DOD's final list of recommendations.

(SLIDE 3) The purpose of this proposal is to combine three schools with similar educational missions. Currently, both the Navy and Air Force independently operate schools to provide graduate level education courses and professional development education programs to service members, DOD

civilians, and foreign military personnel. The Army relies on private universities for graduate education needs; but, does operate the Defense Language Institute in Monterey California to provide intensive language training for all Service departments, DOD agencies, and various other governmental agencies and intelligence activities.

(SLIDE 4) This proposal would establish a single center, on a university model, for postgraduate and language instruction to replace three separate schools with similar missions and duplicate support structures.

The emphasis of this proposal is consolidation of common functions and the reduction of duplicate support and infrastructure. While we believe there may be opportunities to offer consolidated classes covering core curriculum courses in some graduate education programs, the need for continued service specific instruction is recognized in the proposal.

(SLIDE 5) This proposal is an opportunity to:

- provide significant cost savings;
- reduce educational infrastructure;
- eliminate operational redundancies;
- consolidate command, management, and instructional staffs for like education programs;

- enhance the military value of DOD assets on the Monterey California peninsula; and
- promote further joint service interaction.

(SLIDE 6) If implemented, this proposal will affect the number of military and civilian personnel assigned at each of the schools.

Data provided by the Air Force for COBRA analysis shows that 271 permanent positions and 1097 students would be relocated from the Air Force Institute of Technology to the Naval Postgraduate School. However, the basis for the Air Force personnel figures have not been verified or analyzed, and we have some questions regarding their accuracy. For example, the 1,097 student figure submitted by the Air Force represents a 71% increase over student throughput in previous years.

(SLIDE 7) Available COBRA data shows a one time cost for this proposal of \$62.7 million. The cost payback period calculated by the COBRA model is 11 years, and the net present value of the savings from this proposal through 2025 is estimated at \$24.1 million. However, we believe that the COBRA model understates the savings that can be achieved by this proposal in several ways.

First, if the Air Force's projected increase of 71% for student throughput is not realized, then significant additional savings are possible.

Secondly, there are indications that the military construction costs included in the COBRA analysis, which accounts for 60% of the total one-time implementation costs, may be overstated.

Lastly, we believe there are actions that can be taken by DOD to increase the cost savings available through this school consolidation that are not considered in the COBRA analysis. For example,

- The proposal envisions a joint training environment, not merely service co-located training programs. Consequently, program instruction, curriculum development, and administration requirements should be combined thus reducing the personnel requirements necessitated by separate programs. The COBRA calculations considered only minor personnel reductions from program consolidation; yet, even a 10 percent reduction in staff would result in a savings of nearly \$150 million over what was calculated through COBRA.
- Another area where savings are possible that was not considered through COBRA involves Base Operating Support (BOS) costs. Presently, there are separate BOS structures and workforces for the Navy and Army schools in Monterey, even though they are only about two miles apart. A combined base support structure would reduce the duplicate support staffs and costs.

(SLIDE 8) There are four primary issues being addressed regarding this proposal.

- The first involves the availability of land at the Naval Postgraduate School for construction of additional facilities. Some information provided to us indicates there may be only about 16 acres of unrestricted land available. Whether this is accurate and whether there is adequate land available is unknown at this time.
- Second is the availability of physicians in the Monterey area that accept TRICARE payments. We need to assess the availability of physicians to service an increased student population.
- The final two issues involve the actual savings that would be achieved by this proposal. As already mentioned, some of the costs included in the COBRA analysis appear overstated. At the same time, cost savings available through reductions in support and personnel costs may not have been fully captured in the analysis.

(SLIDE 9) My last slide highlights comments concerning this proposal made by the GAO and the Department of Defense.

- The GAO in its recently released report regarding the BRAC process stated that various issues uncovered by their work warranted further consideration by this Commission. One of these issues involves the last minute elimination by senior DOD officials of a recommendation to change how post graduation training is provided.

- The DOD .....

Mr. Chairman, this concludes my prepared presentation. I will be happy to address any additional questions you or the other Commissioners have.