

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

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

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

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

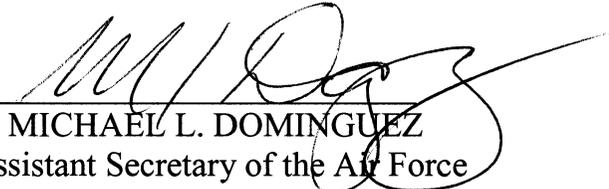
- The Specialized Skill Training Subgroup (Brig Gen Hostage) recommended E&T-0041 “Consolidated Navy/Marine Crypto/Intelligence Training at (Dam Neck, VA)” for deactivation due to the minimal efficiencies achieved by consolidation and low pay back. Additionally, the Navy indicated (through the Navy E&T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

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

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

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

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

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

Attachments:

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

Copies:

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

**BRAC 2005**  
**EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP**  
**February 10, 2005**

**Attendees**

**Members:**

- Mr. Michael L. Dominguez, Assistant Secretary of the Air Force (Manpower and Reserve Affairs)
- BG Tom Maffey, USA, JCS VDJ-7
- BGen Thomas Conant, USMC, Deputy Director, Training and Education Command
- BG Louis Weber, Director, Training Army G-3 (DAMO-TR)
- CAPT Bill Wilcox, USN, OPNAVN12B (USN Principal Alternate)

**Others:**

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness
- Mr. Jim Gunlicks, USA, Army G-3 (DAMO-TR)
- Ms. Nancy Weaver, E&T JCSG Coordination Team
- Ms. Marsha Warren, Ctr., E&T JCSG Coordination Team
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Col Joanna Shumaker, USAF, AF DPX
- RADM George Mayer, USN, Chairman, Flight Training Subgroup
- CAPT Gene Summerlin, USN, NAVY BRAC, Flight Training Subgroup
- Col Jimmie Simmons, USAF, AETC/DOR, Flight Training Subgroup
- Mr. Steve Belcher, USN, Flight Training Subgroup
- Mr. Bob Harrison, USA, G3 Training
- Brig Gen Hostage, USAF, Chairman, Specialized Skill Training Subgroup
- Col James Briggs, USAF, AETC/DOO, Specialized Skill Training Subgroup
- CAPT Cathy Osman, USN, JCS/J-7, PDE Subgroup
- Col J Lynes, USMC, JCS/J-7, PDE Subgroup
- CPT William Taylor, JCS/J-7, PDE Subgroup
- Col Sam Walker, USAF, PDE Subgroup
- Col Bob Yauch, AF, AETC/AU, PDE Subgroup
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Melissa McBride, DODIG
- Capt Ernest Wearren, USAF, AF-BRAC Office
- LT Greg Riels, USN, RADM Mayer Aide

*Education & Training Joint Cross Service Group*

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# **E&T JCSG Principals Meeting**

**February 10, 2005**



**Mr. Mike Dominguez**  
**Acting Chair, E&T JCSG**



# Agenda

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- **Status Update**
- **Anticipated BRAC 2005 Workload**
- **Subgroup Updates**
  - **Professional Development Education**
  - **Flight Training**
  - **SST**
- **ISG Briefing Preview**
- **Wrap-up**



# E&T JCSG Schedule - February

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
	1	2 E&T JCSG 1300-1530 4E869 PDE	3	4 ISG Mtg 1030-1200	5	6
7 E&T POC Mtg	8	9	10 E&T JCSG 1300-1530 (2E223)	11 ISG Mtg 1030-1200 (E&T Briefs - 7)	12	13
14 Red Team Session (1030-1200) 2E223)	15 E&T POC Mtg	16	17 E&T JCSG 1300-1530 (2E223)	18 ISG Mtg (Paper Mtg - 4)	19	20
21 President's Day	22 E&T POC Mtg	23	24 E&T JCSG 1300-1530 (2E223)	25 ISG Mtg 1030-1200 (E&T Briefs - 5)	26	27
28						



# E&T JCSG Review

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



# E&T JCSG Review

Scenario no.		Status	Candidate Recommendations
E&T-0019	SST	Deleted	
E&T-0020	FT	Deleted	
E&T-0021	Ranges (T&E)	Deleted	Remanded to T JCSG, 19 Jan 05
E&T-0022	PDE		Deactivated, 5 Jan 05
E&T-0023	PDE		Deactivated, 5 Jan 05
E&T-0024	PDE		Deactivated, 2 Feb 05
E&T-0025	PDE		CR approved, 2 Feb 05
E&T-0026	PDE		Deactivated, 2 Feb 05
E&T-0027	PDE		Deactivated, 2 Feb 05
E&T-0028	PDE		Deactivated, 2 Feb 05
E&T-0029	SST		CR approved 16/21 Dec 04
E&T-0030	SST		Deactivated, 13 Jan 05
E&T-0031	SST		Deactivated, 12 Jan 05
E&T-0032	PDE		CR approved, 2 Feb 05
E&T-0033	PDE		Deactivated, 2 Feb 05
E&T-0034	PDE		Deactivated, 2 Feb 05



# E&T JCSG Review

Scenario no.		Status		Candidate Recommendations
E&T-0035	PDE		<b>Deactivated</b> , 2 Feb 05	
E&T-0036	PDE		<b>Deactivated</b> , 2 Feb 05	
<b>E&amp;T-0037</b>	Ranges (Tng)			<b>CR approved</b> , 26 Jan 05
<b>E&amp;T-0038</b>	Ranges (Tng)			<b>CR approved</b> , 26 Jan 05
<b>E&amp;T-0039</b>	SST			<b>CR approved</b> , 6 Jan 05
E&T-0040	SST	<b>Deleted</b>		
E&T-0041	SST		<b>PENDING</b>	<b>(DoN data 13/19/26/27 Jan 05)</b>
E&T-0042	SST		<b>Deactivated</b> , 13 Jan 05	
E&T-0043	SST		<b>Deactivated</b> , 12 Jan 05	
E&T-0044	FT		<b>Deactivated</b> , 27 Jan 05	
E&T-0045	FT		<b>Deactivated</b> , 27 Jan 05	
E&T-0046	FT			<b>CR approved</b> , 27 Jan 05
E&T-0047	FT	<b>Deleted (ISG 14 Jan)</b>		
E&T-0048	FT	<b>Deleted (ISG 14 Jan)</b>		

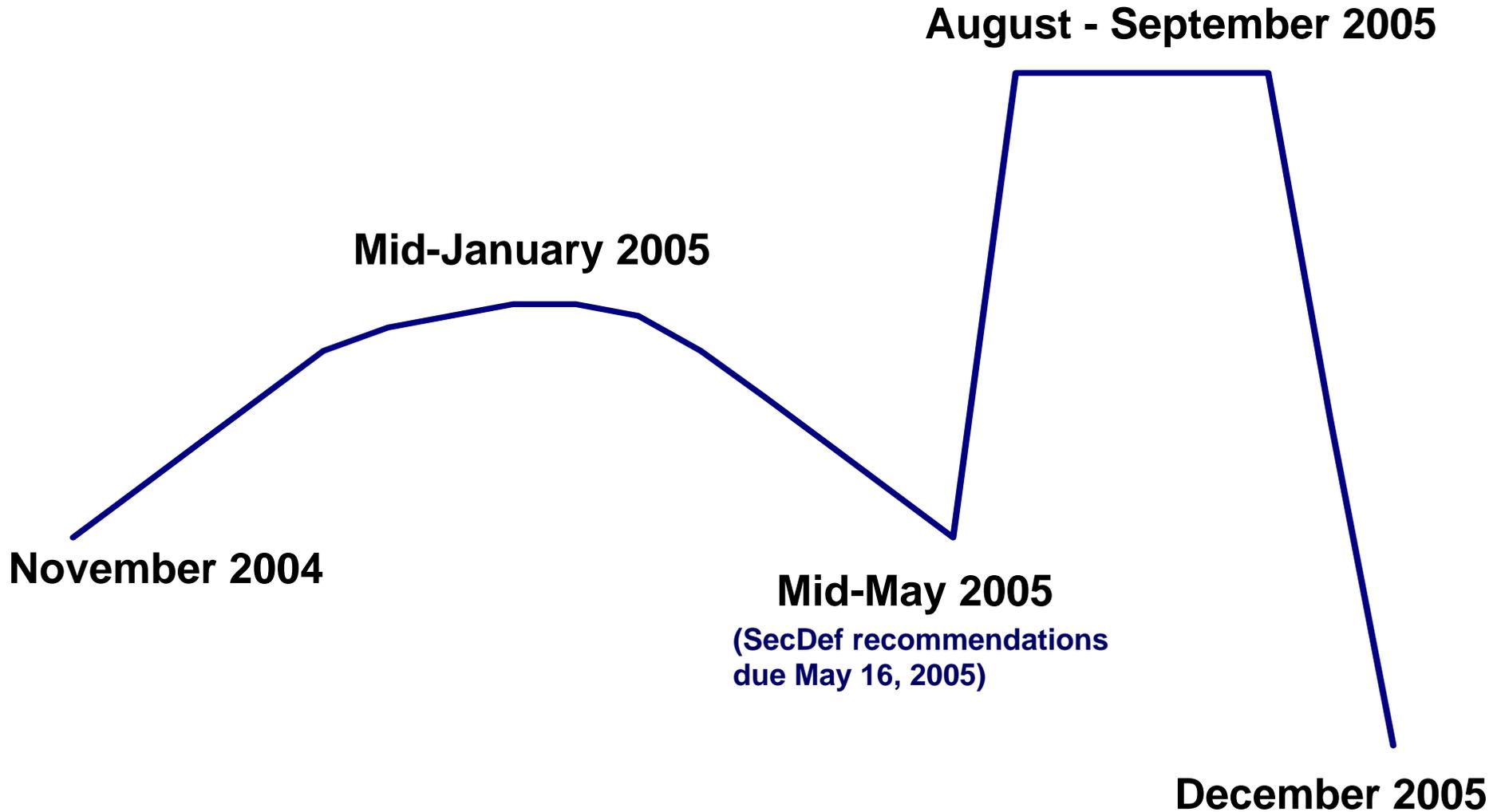


# E&T JCSG Review

Scenario no.		Status		Candidate Recommendations
E&T-0049	FT		<b>Deactivated</b> , 27 Jan 05	
E&T-0050	FT		<b>Deactivated</b> , 27 Jan 05	
E&T-0051	Ranges (T&E)		<b>Deactivated</b> , 26 Jan 05	
E&T-0052	FT			<b>CR approved</b> , 27 Jan 05
E&T-0053	SST			<b>CR approved</b> , 6 Jan 05
E&T-0054 *		<b>Deleted * ENTRY ERROR</b>		
E&T-0055	SST		<b>Deactivated</b> , 27 Jan 05	
E&T-0056	SST		<b>Deactivated</b> , 27 Jan 05	
E&T-0057	SST		<b>Deactivated</b> , 27 Jan 05	
E&T-0058	PDE			<b>CR approved</b> , 2 Feb 05
E&T 0059	SST	<b>Deleted</b> , 19 Jan 05		
E&T 0060	SST	<b>Deleted</b> , 19 Jan 05		
<b>TOTALs:</b>	<b>58</b>	<b>-13</b>	<b>-29</b>	<b>-14 = 2* pending</b>



# Anticipated BRAC 2005 Workload



*DoD BRAC effort does not end with submittal of recommendations to the Commission*



# Post 16 May 2005: Timeline

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- Secretary transmits recommendations (**NLT 16 May 2005**)
  - Congressional Drop
  - Press Conference
- Commission Review (**May – Sep**)
  - Hearings – Senior Leaders testify: SECDEF, Chairman, Service Secretaries/Chiefs, others
  - Base Visits/Regional Hearings
- DoD Support to Commission (**May – Sep**)
  - Detailees
  - Financial, Administrative, *and Analytical*
- GAO reports on DoD's BRAC process (**NLT 1 Jul**)
- Commission reports its recommendations to President (**NLT 8 Sep**)
- President's "all or none" decision (**NLT 23 Sep**)
  - Commission provides report if President disapproved first report (**NLT 20 Oct**)
  - President's "all or none" decision of revised report (**NLT 7 Nov**)
- Congress either enacts a joint resolution disapproving recommendations on an "all-or-none" basis or they take on the force/effect of law (+ 45 Legislative days)

Significant staff effort requires maintaining focus and resources



# Professional Development Education Update

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## Agenda

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



# PDE SUBGROUP Scenario Timeline

## (Graduate Education/OFTE)

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



# PDE SUBGROUP Scenario Timeline

(JPME / PME)

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



# PDE ISSUES

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- **Scenarios in Tension**
  - **Update: Closed**
  
- **MILCON for SSC's**
  - **Update: Closed**
  
- **Potential DRMI/DAU Disconnect**
  - **Update: Closed**
  
- **Lincoln Hall at Ft McNair**
  - **Update: Being worked.**



# JPME/PME Scenario Comparisons

JPME/PME Scenarios	Mil Val Score	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 032, Realign SLCs under NDU and co-locate at Ft McNair	50.1	85.2M	-21.5M	2	-210.5M	225	14.6M
E&T 025, Realign SSCs in Place	---		None	Never	6M		
E&T 058, Realign USAWC with USACGSC and co-locate at Ft Leavenworth	59.8	43.4M	-19.6M	2	-223.1M	205	26.6M



# Candidate E&T-0032

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

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

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



# Summary - - Issues in Resolution

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



# Candidate E&T-0058

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

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

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



# Candidate E&T-0025

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

## Justification

- ✓ Provide administrative and academic synergies by combining similar education programs under one administration
- ✓ Sustains Service Center of Excellence for officer development

## Military Value

- ✓ MCB Quantico 62.8
- ✓ Ft. Leavenworth 59.8
- ✓ Maxwell AFB 54.1
- ✓ Carlisle Barracks 53.8
- ✓ NAVSTA Newport 52.7
- ✓ Ft. McNair 50.1

## Payback

- One-time cost: \$0.0
- Net implementation savings: None
- Annual recurring savings: None
- Payback time: Never
- NPV (savings): None

## Impacts

- Criterion 6: No Losses
- Criterion 7: No Issues
- Criterion 8: No Impediments

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



# Education & Training Joint Cross Service Group Flight Training Subgroup

## Update

### Candidate Recommendations

**E&T 0046, Cooperative**

**&**

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



# E&T JCSG-FT Remaining Issues

- “Do a MILCON Scrub...on E&T CR 0046”
  - Cost for Service submitted List of MILCON Requirements \$479.13M
  - FT Subgroup Tailored List of MILCON Requirements \$303.52M
- Personnel refinements ... re-ran COBRA to exclude Contractors
  - “Quint Charts” reflect cost adjustments ...

## Payback before Adjustments:

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

## Payback after Adjustments

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



## **E&T Scenario 0046**

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



## Candidate E&amp;T 0046

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

### Justification

- ✓ Establishes baseline with Inter-Service Training Review Organization
- ✓ Eliminates redundancy
- ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft

### Military Value

- ✓ UPT:
  - Vance AFB 2<sup>nd</sup> of 11
  - Laughlin AFB 3<sup>rd</sup> of 11
  - NAS Meridian 4<sup>th</sup> of 11
  - NAS Kingsville 6<sup>th</sup> of 11
  - Columbus AFB 7<sup>th</sup> of 11
- ✓ URT: Ft. Rucker 1<sup>st</sup> of 2
- ✓ UNT: Pensacola 1<sup>st</sup> of 11

### Payback

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

### Impacts

- ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79%
- ✓ Criteria 7 - No Issues
- ✓ Criteria 8 - No impediments

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



# Candidate E&T 0046 – With Scrub

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

## Justification

- ✓ Establishes baseline with Inter-Service Training Review Organization
- ✓ Eliminates redundancy
- ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft

## Military Value

- ✓ UPT:
  - Vance AFB 2<sup>nd</sup> of 11
  - Laughlin AFB 3<sup>rd</sup> of 11
  - NAS Meridian 4<sup>th</sup> of 11
  - NAS Kingsville 6<sup>th</sup> of 11
  - Columbus AFB 7<sup>th</sup> of 11
- ✓ URT: Ft. Rucker 1<sup>st</sup> of 2
- ✓ UNT: Pensacola 1<sup>st</sup> of 11

## Payback

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

## Impacts

- ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79%
- ✓ Criteria 7 - No Issues
- ✓ Criteria 8 - No impediments

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



# Personnel Changes Summary

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



# MILCON Summary

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



## MILCON Columbus AFB

<b>Scenario: E&amp;T 0046</b>				
<b>Construction FAC Description</b>	<b>UM</b>	<b>New</b>	<b>Rehab</b>	<b>Cost (\$M)</b>
<b>Aircraft Apron</b>	<b>SY</b>	<b>28K</b>		<b>3.11</b>
<b>POL Pipeline</b>	<b>MI</b>			<b>0.01</b>
<b>Liquid Fuel Loading/Unloading Facility</b>	<b>OL</b>	<b>0.02</b>		<b>0.01</b>
<b>Bulk Liquid Fuel Storage</b>	<b>BL</b>	<b>12.9K</b>		<b>0.80</b>
<b>General Administrative Bldg</b>	<b>SF</b>	<b>9.1K</b>		<b>1.50</b>
<b>Subtotal</b>				<b>5.44</b>



# MILCON NAS Corpus Christi

## Scenario: E&T 0046

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



## MILCON NAS Corpus Christi (cont)

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



# MILCON NAS Corpus Christi (cont)

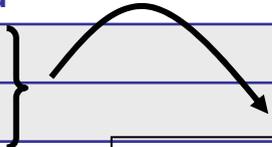
Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Subtotal from previous chart				71.97
Aircraft Main Hangar	SF	230,000		49.54
Aircraft Maintenance Shop	SF	95,590		17.73
Aircraft Engine Test Facility	EA			2.07
Aircraft Washpad Surfaced	SY	2,666		0.27
Vehicle Parking, Surfaced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

**Recommend JCSG delete or modify these projects ...**

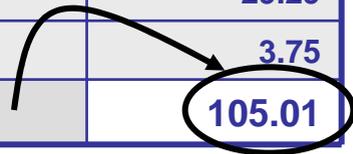


# MILCON NAS Corpus Christi (cont)

Scenario: E&T 0046				
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Fixed Wing Runway Surfaced	SY	42,222		4.35
Fixed Wing Runway Surfaced x 2	SY	31,111		6.42
Runway Overrun Area x2	SY	44,444		9.16
Runway Overrun Area	SY	33,333		3.44
Airfield Pavement Lighting	LF	1,900		0.19
Airfield Pavement Lighting x2	LF	2,650		0.54
Aux Filed Improvement	SF			25.00
Taxiway Surfaced x2	SY	13,750		2.84
Taxiway Surfaced	SY	3,333		0.34
Aircraft Apron Surfaced	SY	44,200		4.56
Land Fill for Runway Extensions				1.50
Flight Simulator Facility	SF	46,500		9.41
Controlled Humidity Storage	SF	49,500		4.19
Compass Calibration Pad	SY	290		0.03
Aircraft Main Hangar	SF	136,000		29.29
Utility Restructure				3.75
<b>Subtotal</b>			<b>\$79.08 Million reduction</b>	<b>105.01</b>



Reduce Scope by 1/2





# MILCON NAS Kingsville

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



## MILCON Laughlin AFB

<b>Scenario: E&amp;T 0046</b>				
<b>Construction FAC Description</b>	<b>UM</b>	<b>New</b>	<b>Rehab</b>	<b>Cost (\$M)</b>
Aircraft Apron	SY	43,163		5.34
Aviation Ops Bldg	SF	30,000		6.06
Aviation Maintenance Hangar	SF	51,168		14.71
Aviation Maintenance Shop	SF	100,666		23.50
Aircraft Corrosion Control Hangar	SF	3,198		1.12
Aircraft Maintenance Shop/Depot	SF	8,200		1.75
Electronics and Communication Maintenance	SF	11,400		2.19
Covered Storage Bldg	SF	24,600		2.59
<b>Subtotal</b>				<b>57.26</b>



# MILCON Laughlin AFB

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

**Recommend JCSG delete these projects ...**



# MILCON NAS Meridian

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



# MILCON NAS Pensacola

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



# MILCON Sheppard AFB

## Scenario: E&T 0046

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



## MILCON Sheppard AFB (cont)

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



# MILCON Sheppard AFB (cont)

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

Recommend JCSG delete these projects ...



## MILCON Sheppard AFB (cont)

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



## MILCON Vance AFB

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



# MILCON Vance AFB (cont)

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

Recommend JCSG delete these projects ...



# MILCON Fort Rucker

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



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**E&T Scenario 0052**

**JSF Flying and Maintenance Training**

**”Stand Alone” Option**

**F-35 to Eglin AFB**

**(Combines E&T 0052 and E&T 0055)**



Number: E&T 0052

# JSF Flying Training Center "Stand Alone" Option

<p style="text-align: center;"><u><b>Proposal</b></u></p> <ul style="list-style-type: none"> <li>▪ Realign Eglin AFB by establishing Initial Joint Fleet Replacement Squadron/ Formal Training Unit (FRS/FTU) for USN, USMC, and USAF Joint Strike Fighter (JSF) graduate-level flight training</li> <li>▪ Gain: Eglin AFB</li> <li>▪ Lose: Eglin AFB</li> </ul>	<p style="text-align: center;"><u><b>Drivers/Assumptions</b></u></p> <ul style="list-style-type: none"> <li>▪ Principles: Organize and Train</li> <li>▪ Joint Transformational Options:                         <ul style="list-style-type: none"> <li>▪ Adopts jet training “best” practices</li> <li>▪ Enhance JSF inter-operability</li> <li>▪ Standardize JSF skill sets</li> </ul> </li> <li>▪ Establish “joint” officer training (initial skill, skill progression &amp; functional)</li> </ul>
<p style="text-align: center;"><u><b>Justification/Impact</b></u></p> <ul style="list-style-type: none"> <li>▪ OSD Direction to nominate installation for JSF Initial Training Site</li> <li>▪ Eglin #1 MilVal Score for JSF Mission                         <ul style="list-style-type: none"> <li>▪ Meets Service-endorsed requirements</li> <li>▪ Follows services future roadmap</li> </ul> </li> <li>▪ Enhance personnel management of JSF Aviators</li> </ul>	<p style="text-align: center;"><u><b>Potential Conflicts</b></u></p> <ul style="list-style-type: none"> <li>▪ May preclude co-locating a consolidated maintenance training function on this campus</li> <li>▪ May require USAF to relocate assets for 33<sup>rd</sup> FW &amp; 53 W</li> <li>▪ Requires MILCON (JSF Contract)                         <ul style="list-style-type: none"> <li>▪ JSF Specific Facilities</li> <li>▪ Joint UFT Facilities</li> </ul> </li> </ul>

Approval Date: 7 Dec 04

Approved   X   Disapproved        Revised        Deferred



Number: E&T 0055;

## Establish Joint Strike Fighter Initial Maintenance Training Site

<u>Scenario</u>	<u>Drivers/Assumptions</u>
<ul style="list-style-type: none"> <li>▪ Realign Eglin AFB, FL by establishing a Joint Strike Fighter Integrated Training Center</li> <li>▪ Intent is to consolidate maintenance and flight training for the Joint Strike Fighter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principles: Organize and Train</li> <li>▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools</li> <li>▪ Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression &amp; functional)</li> </ul>
<u>Justification/Impact</u>	<u>Potential Conflicts</u>
<ul style="list-style-type: none"> <li>▪ Train as we fight “jointly”</li> <li>▪ Uses Inter-service Training Review Organization as the baseline</li> <li>▪ Supports JSF Program Office concept for integrated flying and maintenance training</li> <li>▪ Eliminates redundancy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires shift in service paradigm</li> <li>▪ Capacity analysis indicates lack of berthing, messing, and classrooms</li> </ul>

Approval Date: 27 Jan 05

Approved  X  Disapproved   Revised   Deferred



# Scenario Description

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- **Action 1:** Realign Eglin AFB by establishing a Joint Formal Training Unit / Fleet Replacement Squadron (FTU/FRS) capable of producing approximately 250 F-35 pilots/year.
  - Source instructor pilots and other operations personnel from existing manpower at Luke AFB, Miramar MCAS, and NAS Oceana.
- **Action 2:** If required, USAF Scenario shall relocate Eglin AFB units as necessary to provide sufficient space for the new FTU/FRS.
- **Action 3:** Realign Eglin AFB by establishing a Maintenance Formal Training Program capable of producing 736 students/year.
  - Source instructors and other direct support personnel from existing manpower from Sheppard AFB and NAS Pensacola.



# E&T Candidate Recommendation CR 0052 “Stand Alone” JSF Flying / Maintenance Training Site

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

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ OSD Direction to nominate installation for JSF Initial Training Site</li> <li>✓ Eglin #1 MilVal Score for JSF Mission                         <ul style="list-style-type: none"> <li>✓ Meets Service-endorsed requirements</li> <li>✓ Follows services future roadmap</li> </ul> </li> <li>✓ Enhance personnel management of JSF Aviators</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduction: Loss of any facility reduces Capacity and Military Value</li> <li>✓ MVA Scores:                         <table style="width: 100%; border: none;"> <tr> <td>✓ Eglin AFB</td> <td>74.49</td> <td>✓ NAS Meridian</td> <td>67.59</td> </tr> <tr> <td>✓ C-Point MCAS</td> <td>73.58</td> <td>✓ Randolph AFB</td> <td>66.43</td> </tr> <tr> <td>✓ Laughlin AFB</td> <td>72.27</td> <td>✓ Shaw AFB</td> <td>66.15</td> </tr> <tr> <td>✓ Tyndall AFB</td> <td>70.61</td> <td>✓ Yuma MCAS</td> <td>61.84</td> </tr> <tr> <td>✓ NAS Pensacola</td> <td>70.06</td> <td>✓ Beaufort MCAS</td> <td>61.59</td> </tr> <tr> <td>✓ Vance AFB</td> <td>70.00</td> <td>✓ Moody AFB</td> <td>60.90</td> </tr> <tr> <td>✓ Columbus AFB</td> <td>69.36</td> <td>✓ Sheppard AFB</td> <td>59.69</td> </tr> <tr> <td>✓ NAS Kingsville</td> <td>68.76</td> <td></td> <td></td> </tr> </table> </li> </ul>	✓ Eglin AFB	74.49	✓ NAS Meridian	67.59	✓ C-Point MCAS	73.58	✓ Randolph AFB	66.43	✓ Laughlin AFB	72.27	✓ Shaw AFB	66.15	✓ Tyndall AFB	70.61	✓ Yuma MCAS	61.84	✓ NAS Pensacola	70.06	✓ Beaufort MCAS	61.59	✓ Vance AFB	70.00	✓ Moody AFB	60.90	✓ Columbus AFB	69.36	✓ Sheppard AFB	59.69	✓ NAS Kingsville	68.76		
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<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border: none;"> <tr> <td>✓ One-time cost</td> <td style="text-align: right;">\$204.41M</td> </tr> <tr> <td>✓ MILCON</td> <td style="text-align: right;">\$167.89M</td> </tr> <tr> <td>✓ NPV</td> <td style="text-align: right;">\$230.16M</td> </tr> <tr> <td>✓ Payback</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>✓ Steady State</td> <td style="text-align: right;">\$2.98M</td> </tr> <tr> <td>✓ Mil/Civ Reductions</td> <td style="text-align: right;">0/0</td> </tr> <tr> <td>✓ Mil/Civ/Student Relocate</td> <td style="text-align: right;">555/84/986</td> </tr> </table>	✓ One-time cost	\$204.41M	✓ MILCON	\$167.89M	✓ NPV	\$230.16M	✓ Payback	Never	✓ Steady State	\$2.98M	✓ Mil/Civ Reductions	0/0	✓ Mil/Civ/Student Relocate	555/84/986	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -375 to –1,456 jobs; 0.02 to 0.69%</li> <li>✓ Criteria 7: No Issues</li> <li>✓ Criteria 8: No impediments</li> </ul>																		
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✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG/MilDep Rec'd	✓ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/MilDepts



# MILCON Summary 1/2

Scenario: E&T 0052	Eglin AFB				
	Construction FAC Description	UM	New	Rehab	Cost (\$M)
Aircraft Apron Surfaced	SY	79016			8.99
Aviation Operations Bldg	SF	14000			2.60
Gen Purpose Instruction Bldg	SF	22,579			4.14
Flight Simulator Facility	SF	112,420			24.52
Aircraft MX Hangar	SF	90600			23.95
Gen Admin Bldg	SF	111,830			18.96
Aircraft Main Shop	SF			27280	2.88
Aircraft Corrosion Control Hangar	SF			17280	2.74
Installation Support Vehicle Maintenance	SF			35105	3.18
Weapons Maintenance Shop	SF			10047	0.85
Electronic Communications Maintenance Bldg	SF			6000	0.52
Miscellaneous Operations Support Building	SF	45,685			9.57
<b>Subtotal</b>					<b>102.90</b>



# MILCON Summary 2/2

Scenario: E&T 0052	Eglin AFB			
Construction FAC Description	UM	New	Rehab	Cost (\$M)
Subtotal (From Page 1)				102.90
Aircraft Maintenance Shop, Depot	SF	68827		13.48
Parachute and Dingy Maintenance Shop	SF	8209		1.62
Installation Ammunition Storage	SF	4217		1.05
Installation Covered Storage Building	SF	8508		0.82
Enlisted Unaccompanied Personnel Dormitory	SF	193680		25.92
Dining Facility	SF	8109		2.31
Religious Education Facility	SF	19518		3.86
Nursery & Childcare Facility	SF	24480		5.02
Family Service Center	SF	1911		0.42
Library, General Use	SF	2731		0.50
Recreation Center	SF	14859		2.79
Indoor Physical Fitness Facility	SF	23788		4.66
Aviation Operations Bldg	SF		28000	2.55
<b>Grand Total</b>				<b>167.89</b>



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# Scenario E&T 0052 JSF Flying Training Center "Stand Alone" Option F-35 to Eglin AFB

## Criterion 6 – Economic Impact

27 January 2005



## E&amp;T CR 0052

## C6 – Employment Change by Region of Influence

Base	Direct Loss/Gain	Indirect Loss/Gain	Total Loss/Gain	% of ROI Employment
Fort Walton Beach (Eglin AFB)	1,625	1,342	2,967	2.47%
Pensacola-Ferry Pass (NAS Pensacola)	-633	-823	-1,456	-0.69%
Phoenix-Mesa-Scottsdale (Luke AFB)	-215	-160	-375	-0.02%
San Diego-Carlsbad-San Marcos (Miramar MCAS)	-243	-218	-461	-0.03%
Virginia Beach-Norfolk- Newport News (NAS Oceana)	-216	-228	-444	-0.05%
Wichita Falls (Sheppard AFB)	-318	-213	-531	-0.57%
Aggregate	0	-300	-300	



# Status / Update

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- **Criteria 7 & 8 review underway for JSF Beddown,**
  - ✓ **Criteria 7 review complete ... no issues**
  - ✓ **Criteria 8 review complete for E&T CR 0046**
    - **May require a significant air permit revision for Columbus, Laughlin, Vance, and Sheppard AFBs & Fort Rucker may require and Air Conformity Analysis.**
    - **Columbus and Sheppard AFBs contain historic districts and/or cemeteries that may impact future development. Laughlin AFB contains archeological sites impact future development.**
    - **Will need to re-evaluate noise contours for Columbus, Laughlin, Vance, and Sheppard, Meridian, Pensacola, Kingsville, Corpus Christi, and Fort Rucker.**
    - **May need to modify the hazardous waste program for Columbus, Laughlin, Vance, and Sheppard AFBs. Expect additional (undefined) waste disposal fees for NAS Pensacola.**
    - **Adding operations at Columbus, Laughlin, Vance, and Sheppard AFBs may impact wetlands, which may restrict operations.**
- **Criteria 8 review for E&T CR 0052 is 90% complete**



# Specialized Skill Training Subgroup

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## Agenda

- **E&T-0041 Consolidated Navy/Marine Crypto/Intelligence Training at (Dam Neck, VA)**
- **E&T Over watch Update**
- **Overwatch Issue**



# Candidate # E&T 0041

**Candidate Recommendation:** Realign NAS Oceana, VA (NAVSTA Dam Neck Annex) by consolidating Navy and Marine Corps Intelligence Training. Realign NAS Pensacola, FL (Corry Station) by relocating Cryptology School and Center to NAS Oceana, VA (Dam Neck Annex). Provide by disestablishing all Cryptology training at NAS Pensacola, FL (Corry Station). The intent of this scenario is to consolidate like courses while maintaining service unique capabilities.

## Justification

- ✓ Uses Inter-service Training Review Organization as the baseline
- ✓ Eliminates redundancy and cost
- ✓ Train as we fight “jointly”

## Military Value

### ✓ Military Value:

	Initial Skills	Skills Progression	Functional
Dam Neck:	35.20	35.90	37.76
NAS Pensacola:	59.05	45.52	39.25

## Payback

- ✓ One-time cost: \$205.388
- ✓ MILCON: \$193.780
- ✓ NPV: \$219.257
- ✓ Payback Yrs/Break Even Yr: Never/Never
- ✓ Steady State: \$1.435
- ✓ Mil/Civ Reductions: 11/10
- ✓ Mil/Civ/Stu Relocated: 692/70/779

## Impacts

- ✓ Criterion 6: No Issues
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: Dam Neck impacted by laws and regulations for Marine Mammal Protection Act, has noise contours and discharges water to an impaired waterway.

All Dollars Shown in Millions

- |  |   |   |   |
|--|---|---|---|
| <input checked="" type="checkbox"/> Strategy | <input checked="" type="checkbox"/> Capacity Analysis / Data Verification       | <input type="checkbox"/> JCSG/MilDep Recommended          | <input checked="" type="checkbox"/> De-conflicted w/JCSGs   |
| <input checked="" type="checkbox"/> COBRA    | <input checked="" type="checkbox"/> Military Value Analysis / Data Verification | <input checked="" type="checkbox"/> Criteria 6-8 Analysis | <input checked="" type="checkbox"/> De-conflicted w/MilDeps |



# E&T SST OVERWATCH

<u>SCENARIO #</u>	<u>TITLE</u>	<u>INSTALLATION</u>
H&S-0100	Realign Defense Security Service Academy	Fort Meade, MD
USACR-0137	Realign Aviation Logistics School, Fort Eustis, VA	Fort Rucker, AL (E&T JCSG to ISG 18 Feb)
USA-xxxx	Realign Aviation Logistics, Fort Eustis, VA	Corpus Christi, TX (Deleted)
USACR-0051	85 Combat Service Support Center	Fort Lee, VA (E&T JCSG to ISG 18 Feb)
USA-0053	94 Combat Service Support Center	Redstone Arsenal, AL (Deactivated)
USACR-0004	82 Net Fire Center	Fort Sill, OK (E&T JCSG to ISG 18 Feb)
USA-0048	81 Net Fire Center	White Sands, NM (Deactivated)
USA-0059	34 Net Fire Center	Fort Bliss, TX (Deactivated)
USA-0049	83 Info Support Center	Fort Gordon, GA (Deactivated)
USA-0050	84 Info Support Center	Fort Huachuca, AZ (Deactivated)
USA-0060	35 Info Support Center	Fort Bliss, TX (Deactivated)
USA-0058	125 Maneuver Center	Yuma, AZ (Deactivated)
USACR-0002	33 Maneuver Center	Fort Benning, GA (E&T JCSG to ISG 18 Feb)
USA-0003	76 Maneuver Center	Fort Knox, KY (Deactivated)
USA-0047	77 Maneuver Center	Fort Hood, TX (Deactivated)
USA-0118	305 Maneuver Center	Fort Bliss, TX (Deactivated)
DON-0003	Close Naval Station Ingleside, TX	San Diego, CA or Little Creek, VA (Deactivated)
DON-0031	Close Naval Station Ingleside, TX	San Diego, CA or Mayport, FL (Deactivated)
DON-0032	Close Naval Station Ingleside, TX	Naval Station San Diego, CA
DON-0033	Close Submarine Base New London, CT	Naval Station Norfolk, VA or Kings Bay, GA
DON-0034	Close Submarine Base New London, CT	Naval Station Norfolk, VA (Deactivated)
DON-0008	Close CBC Gulfport, MS	Naval Station Norfolk, VA
DON-0039	Close Naval Station Newport, RI	NAS Pensacola, FL
DON-0006	Close Submarine Base San Diego, CA	Pearl Harbor, HI
DON-0007	Close Submarine Base San Diego, CA	Naval Station San Diego, CA
DON-0005	Close Naval Station Everett, WA	Bremerton, WA
DON-0035	Close Naval Station Everett, WA	NAS North Island, CA
DON-0036	Close Naval Station Everett, WA	Pearl Harbor, HI
DON-0037	Close Naval Station Everett, WA	Naval Station, Guam
DON-0126A	Close Naval Supply School and Center Athens, GA	Athens, GA
DON-0033A	Close Naval Submarine Base New London, CT	Naval Station, Newport, RI



# Overwatch Issue

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- **E&T JCSG approved Overwatch for 15 Army Scenarios (10 Nov 04)**
  - **E&T JCSG concurred with four of the 15 Army Scenarios as Candidate Recommendations (21 Dec 04)**
    - **USACR-0002, 33 Maneuver Center**
    - **USACR-0004, 82 Net Fire Center**
    - **USACR-0051, 85 Combat Service Support Center**
    - **USACR-0137, Realign Aviation Logistics School**
  - **US Army Candidate Recommendations include US Army Centers (not E&T functions) and schools**
  
- **US Army BRAC Office completed Candidate Recommendations and E&T JCSG forwarded to ISG on 7 Feb 2005 for ISG meeting on 18 Feb 2005**
  
- **OSD BRAC Office notified Coordination Team these US Army Candidate Recommendations should be E&T JCSG Candidate Recommendations**
  
- **Issue: E&T JCSG does not have authority for service specific functions**
  - **Army NCO Academy**
  - **Ordnance Center**
  - **Doctrine Centers**



# E&T SST Overwatch

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U.S. ARMY

## Candidate # USA-137



**Candidate Recommendation:** Moves the Aviation Logistics School from Fort Eustis to Fort Rucker (with the Aviation Center and School). This consolidation realigns Fort Eustis.

<u>Justification</u>	<u>Military Value</u>														
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$473.2M</td> </tr> <tr> <td>2. MILCON:</td> <td>\$376.8M</td> </tr> <tr> <td>3. NPV / NPV-Mil Pay:</td> <td>-\$464.9M/ 244.6M</td> </tr> <tr> <td>4. Payback Yrs/Break Even Yr:</td> <td>7 / 2015</td> </tr> <tr> <td>5. Steady State/ - Mil Pay:</td> <td>-\$73.0M/-17.1M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td>568/247</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td>372 / 300/ 2461</td> </tr> </table>	1. One-Time Cost:	\$473.2M	2. MILCON:	\$376.8M	3. NPV / NPV-Mil Pay:	-\$464.9M/ 244.6M	4. Payback Yrs/Break Even Yr:	7 / 2015	5. Steady State/ - Mil Pay:	-\$73.0M/-17.1M	6. Mil/Civ Reductions:	568/247	7. Mil/Civ/Stu Relocated:	372 / 300/ 2461	<p><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 8: No impact</li> <li>✓ The overall level of risk for this recommendation is high. Of the ten attributes evaluated five declined (Child Care, Transportation, Medical Health, Population Center, and Employment).</li> <li>✓ Frees space at Ft. Eustis for JCSG recommendations</li> </ul>
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| <input checked="" type="checkbox"/> COBRA    | <input checked="" type="checkbox"/> Military Value Analysis / Data Verification (On going) | <input checked="" type="checkbox"/> Criteria 6-8 Analysis (Criterion 6 pending completion) | <input type="checkbox"/> De-conflicted w/Services |

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Revised \_\_\_\_\_ Deferred \_\_\_\_\_



# E&T SST Overwatch

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## Candidate # USA-051



**Candidate Recommendation:** Moves the Transportation Center & School from Fort Eustis and Ordnance Center & School from Aberdeen Proving Ground and Redstone Arsenal to Fort Lee. This consolidation realigns Fort Eustis, Aberdeen Proving Ground and Redstone Arsenal.

<u>Justification</u>	<u>Military Value</u>														
<ul style="list-style-type: none"> <li>✓ Consolidates CSS training and doctrine development</li> <li>✓ Promotes training effectiveness and functional efficiencies</li> <li>✓ Lowest One-Time Cost among alternatives</li> <li>✓ Creates space at Aberdeen, Fort Eustis, and Redstone for additional activities</li> <li>✓ Army supported</li> </ul>	<ul style="list-style-type: none"> <li>✓ Does not adversely affect Military Value (moving activities to and from installations in the Army's portfolio), but does take advantage of excess capacity at Fort Lee.</li> <li>✓ MVI: Aberdeen (18), Redstone (30), Fort Eustis (31), &amp; Fort Lee (34)</li> </ul>														
<u>Payback</u>	<u>Impacts</u>														
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$847.2M</td> </tr> <tr> <td>2. MILCON:</td> <td>\$610.2M</td> </tr> <tr> <td>3. NPV / NPV-Mil Pay:</td> <td>-\$1,158.2M/ 16.3M</td> </tr> <tr> <td>4. Payback Yrs/Break Even Yr:</td> <td>6 / 2014</td> </tr> <tr> <td>5. Steady State/ - Mil Pay:</td> <td>-\$154.6M/-62.1M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td>1018 / 344</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td>1,480 / 2,369 / 4,697</td> </tr> </table>	1. One-Time Cost:	\$847.2M	2. MILCON:	\$610.2M	3. NPV / NPV-Mil Pay:	-\$1,158.2M/ 16.3M	4. Payback Yrs/Break Even Yr:	6 / 2014	5. Steady State/ - Mil Pay:	-\$154.6M/-62.1M	6. Mil/Civ Reductions:	1018 / 344	7. Mil/Civ/Stu Relocated:	1,480 / 2,369 / 4,697	<ul style="list-style-type: none"> <li>✓ The overall level of risk for this recommendation is medium. Of the ten attributes evaluated four declined (Child Care, Housing, Population Center, and Transportation ).</li> <li>✓ Air quality permit modifications required.</li> <li>✓ Makes space at APG and Eustis for other JCSG proposals</li> </ul>
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2. MILCON:	\$610.2M														
3. NPV / NPV-Mil Pay:	-\$1,158.2M/ 16.3M														
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<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Strategy</li> <li><input checked="" type="checkbox"/> Capacity Analysis / Data Verification (On going)</li> <li><input checked="" type="checkbox"/> COBRA</li> <li><input checked="" type="checkbox"/> Military Value Analysis / Data Verification (On going)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> JCSG Recommended</li> <li><input checked="" type="checkbox"/> Criteria 6-8 Analysis</li> <li><input type="checkbox"/> De-conflicted w/JCSGs</li> <li><input type="checkbox"/> De-conflicted w/Services</li> </ul> <p>(Criterion 6 pending completion)</p>														

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Revised \_\_\_\_\_ Deferred \_\_\_\_\_



# E&T SST Overwatch

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## Candidate # USA-0004



**Candidate Recommendation:** Moves ADA center and school (Bliss) to Fort Sill (with the FA center and school).  
Realigns Fort Bliss.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Consolidates Net Fires training and doctrine development</li> <li>✓ Promotes training effectiveness and functional efficiencies</li> <li>✓ Lowest One-Time Cost among alternatives</li> <li>✓ Creates space at Fort Bliss for additional activities, ( I.E. 3BCT that must go to Bliss).</li> <li>✓ Army supported</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Does not adversely affect Military Value (Moves activities to and from installations that support Army’s required capabilities) takes advantage of excess capacity at Fort Sill that was not available at alternative site.</li> <li>✓ MVI: Fort Bliss (1), Fort Sill (20), &amp; White Sands MR (10)</li> </ul>														
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$180.0M</td> </tr> <tr> <td>2. MILCON:</td> <td style="text-align: right;">\$144.9M</td> </tr> <tr> <td>3. NPV / NPV-Mil Pay:</td> <td style="text-align: right;">-\$419.2M/ 151.5M</td> </tr> <tr> <td>4. Payback Yrs/Break Even Yr:</td> <td style="text-align: right;">4 / 2012</td> </tr> <tr> <td>5. Steady State/ - Mil Pay:</td> <td style="text-align: right;">-\$46.7M/-0.2M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td style="text-align: right;">507 / 112</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td style="text-align: right;">1,421 / 221 / 1,354</td> </tr> </table>	1. One-Time Cost:	\$180.0M	2. MILCON:	\$144.9M	3. NPV / NPV-Mil Pay:	-\$419.2M/ 151.5M	4. Payback Yrs/Break Even Yr:	4 / 2012	5. Steady State/ - Mil Pay:	-\$46.7M/-0.2M	6. Mil/Civ Reductions:	507 / 112	7. Mil/Civ/Stu Relocated:	1,421 / 221 / 1,354	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ No current air quality or noise issues</li> <li>✓ The overall level of risk for this recommendation is medium. Of the ten attributes evaluated four declined (Housing, Medical Health, Utilities, and Safety).</li> </ul>
1. One-Time Cost:	\$180.0M														
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3. NPV / NPV-Mil Pay:	-\$419.2M/ 151.5M														
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- (Criterion 6 pending completion)

**Approved** \_\_\_\_\_ **Disapproved** \_\_\_\_\_ **Revised** \_\_\_\_\_ **Deferred** \_\_\_\_\_



# E&T SST Overwatch

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## Candidate # USA-002

**Candidate Recommendation:** Move the Armor Center and School from Fort Knox to Fort Benning to create a Maneuver Center (consolidation of the Armor Center and School with the Infantry Center and School). This recommendation realigns Fort Knox.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Consolidates maneuver training and doctrine development</li> <li>✓ Promotes training effectiveness and functional efficiencies</li> <li>✓ Lowest One-Time Cost among alternatives</li> <li>✓ Creates space at Fort Knox for additional activities</li> <li>✓ ARMY supported</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Benning.</li> <li>✓ Frees space for JCSG Proposals</li> <li>✓ MVI: Fort Benning (9), and Fort Knox (12)</li> </ul>														
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$596.7M</td> </tr> <tr> <td>2. MILCON:</td> <td style="text-align: right;">\$435.0M</td> </tr> <tr> <td>3. NPV / NPV-MiL Pay:</td> <td style="text-align: right;">-\$1,380.1M/ 476.6M</td> </tr> <tr> <td>4. Payback Yrs/Break Even Yr:</td> <td style="text-align: right;">4 / 2012</td> </tr> <tr> <td>5. Steady State/ - Mil Pay:</td> <td style="text-align: right;">-\$154.8M/-1.7M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td style="text-align: right;">1675 / 299</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td style="text-align: right;">2,856 / 371 / 7,877</td> </tr> </table>	1. One-Time Cost:	\$596.7M	2. MILCON:	\$435.0M	3. NPV / NPV-MiL Pay:	-\$1,380.1M/ 476.6M	4. Payback Yrs/Break Even Yr:	4 / 2012	5. Steady State/ - Mil Pay:	-\$154.8M/-1.7M	6. Mil/Civ Reductions:	1675 / 299	7. Mil/Civ/Stu Relocated:	2,856 / 371 / 7,877	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ The overall level of risk for this recommendation is medium Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).</li> <li>✓ Air Quality impact: Projected Non-Attainment for Particulate Matter (PM2.5).</li> </ul>
1. One-Time Cost:	\$596.7M														
2. MILCON:	\$435.0M														
3. NPV / NPV-MiL Pay:	-\$1,380.1M/ 476.6M														
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- |  |  |  |   |
|--|--|--|---|
| <input checked="" type="checkbox"/> Strategy | <input checked="" type="checkbox"/> Capacity Analysis / Data Verification (On going)       | <input type="checkbox"/> JCSG Recommended  | <input type="checkbox"/> De-conflicted w/JCSGs    |
| <input checked="" type="checkbox"/> COBRA    | <input checked="" type="checkbox"/> Military Value Analysis / Data Verification (On going) | <input checked="" type="checkbox"/> Criteria 6-8 Analysis<br><i>(Criterion 6 pending completion)</i> | <input type="checkbox"/> De-conflicted w/Services |

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Revised \_\_\_\_\_ Deferred \_\_\_\_\_

# *Education & Training Joint Cross Service Group*

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## **Candidate Recommendations**

*Infrastructure Steering Group Meeting*  
*February 11, 2005*



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

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# E&T JCSG Guiding Principles

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- 1. Advance Joint-ness**
- 2. Achieve synergy**
- 3. Capitalize on technology**
- 4. Exploit best practices**
- 5. Minimize redundancy**



# Strategies

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- **Flight Training Subgroup**
  - **Move to / toward common UFT platforms at fewer joint bases**
  - **Co-locate advanced UFT functions with FTU/FRS**
  - **Preserve Service & Joint combat training programs**
  
- **Professional Development Education Subgroup**
  - **Transfer appropriate functions to private sector**
  - **Create Joint “Centers of Excellence” for common functional specialties**
  - **Re-balance Joint with Service competencies across PME spectrum**



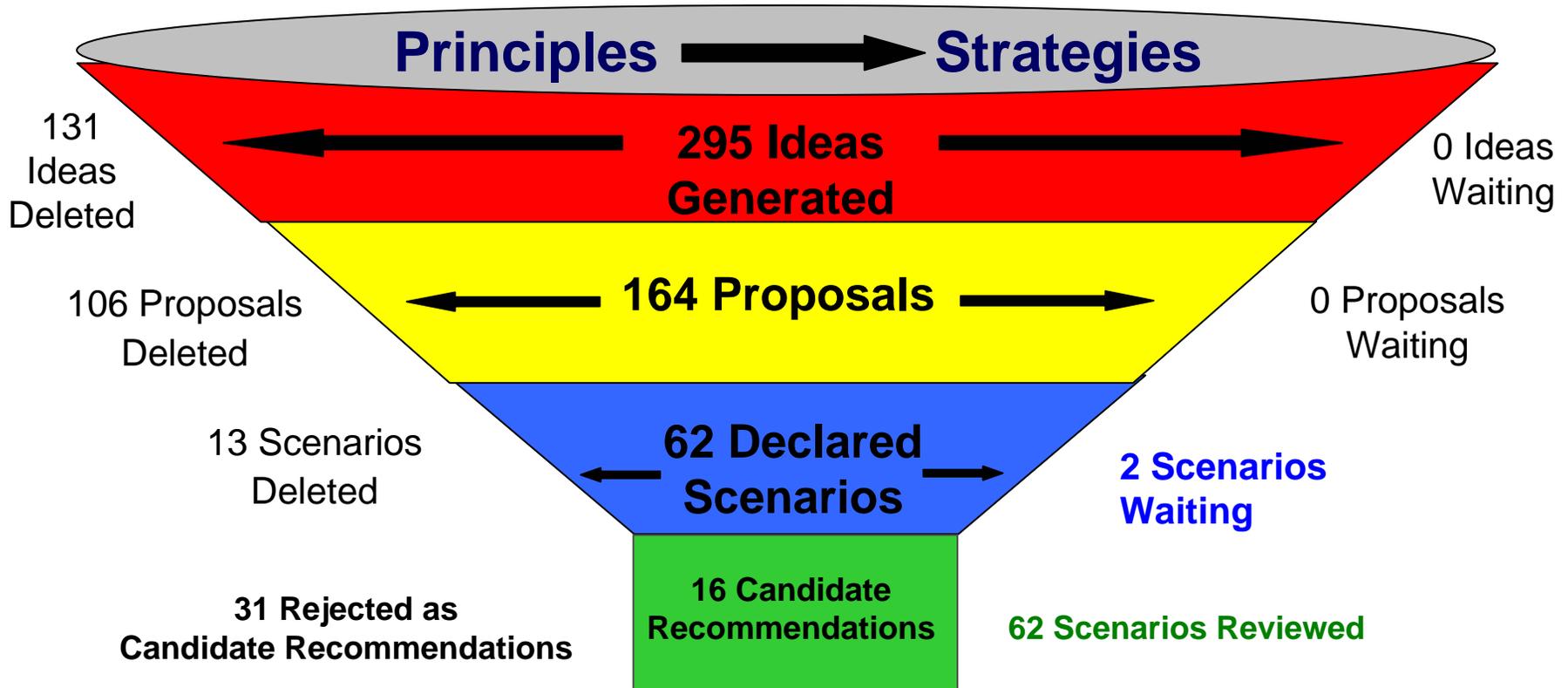
# Strategies

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- **Specialize Skill Training Subgroup**
  - **Establish “Joint Centers of Excellence” for common functions**
  - **Rely on private sector for appropriate technical training**
  - **Preserve opportunities for continuing Service acculturation**
  
- **Ranges Subgroup (Two Functions: Tng & T&E)**
  - **For Training — do not propose losses and gains**
  - **Establish cross-functional/service regional range complexes**
    - **Highest capability: ground-air-sea**
  - **Preserve irreplaceable “one-of-a-kind”**
  - **Create new range capabilities for emerging joint-needs**



# E&T JCSG Statistics



— ISG Approved & Prep for IEC

— ISG Approved but On-Hold for Enabling Scenario

— ISG On Hold for addl info or related Candidate Recommendation

— ISG Conflict (s) to be Considered & Resolved

2 ISG Disapproved  
14 Jan 05



# E&T JCSG Roadmap

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## Flight Training

- Fixed-Wing Pilot
- Rotary-Wing Pilot
- Navigator / Naval Flight Officer
- Jet Pilot (JSF)
- Unmanned Aerial Vehicles Operators

## Professional Development Education

- Professional Military Education
- Graduate Education
- Other Full-Time Education Programs

## Specialized Skill Training

- Initial Skill Training
- Skill Progressive Training
- Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# Candidate Recommendations

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- **Privatize**

- E&T – 0003 Privatize Graduate Education Function**

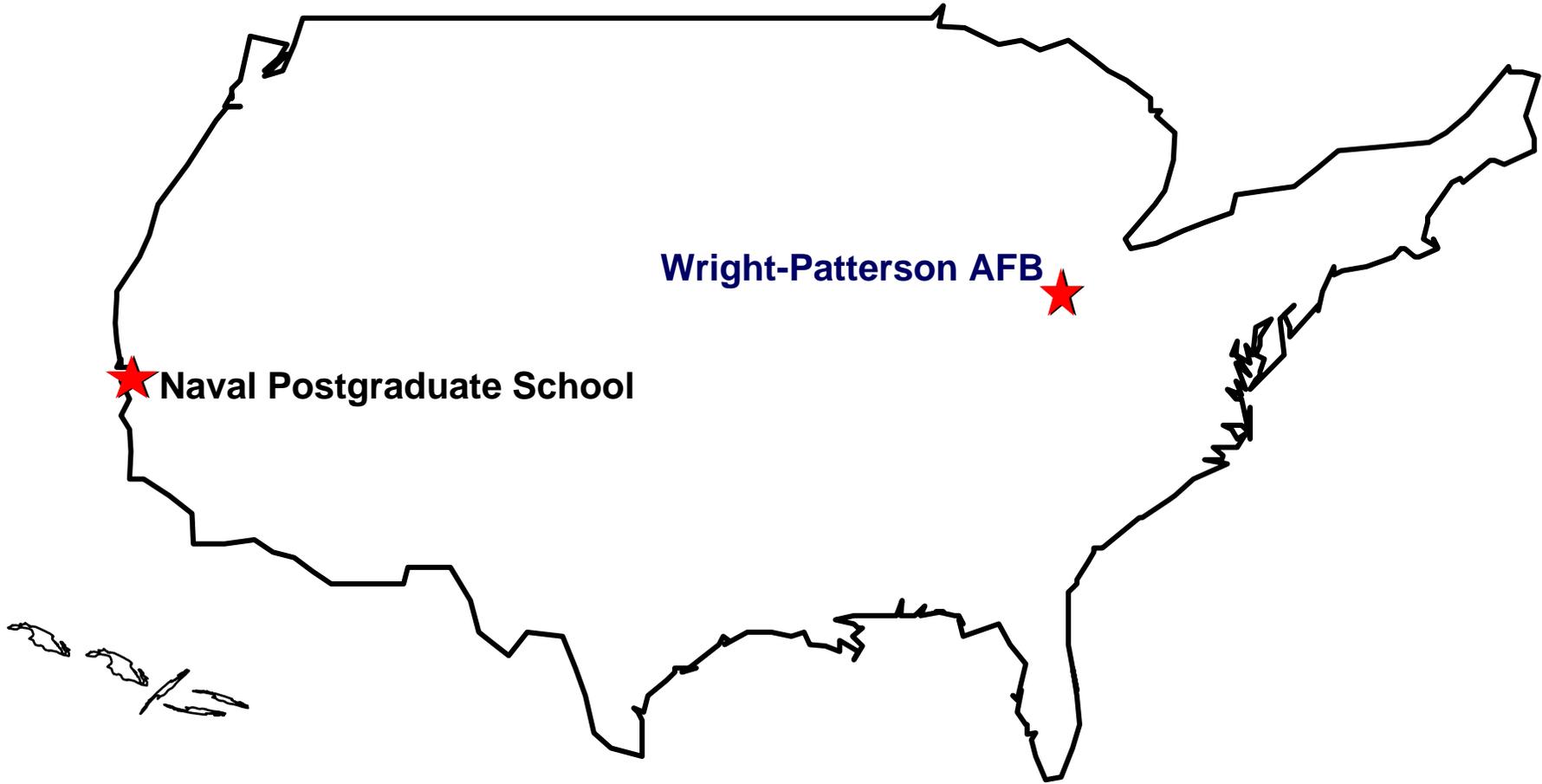
- **Consolidate / Re-align**

- E&T – 0012 Realign DRMI with DAU**
- E&T – 0014 Establish a Joint Center of Excellence for Religious Education & Training**
- E&T – 0016 Establish Joint Center of Excellence for Culinary Training**
- E&T – 0029 Realign Prime Power Training**
- E&T – 0039 Establish Joint Center of Excellence for Diver Training**
- E&T – 0053 Realign Transportation Management Training**



# Privatize Graduate Education Function

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# Candidate # E&T-0003

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

## Justification

- ✓ Eliminates need for education programs at NPS and AFIT.
- ✓ Realize savings through privatizing education function to civilian colleges & universities.

## Military Value

- ✓ NPS: 73.7 (1<sup>st</sup> of 2)
- ✓ AFIT: 53.4 (2<sup>nd</sup> of 2)

## Payback

- ✓ One Time Cost: \$ 47.2M
- ✓ Net Implementation Savings: \$121.6M
- ✓ Annual Recurring Savings: \$ 30.8M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): \$353.3M

## Impacts

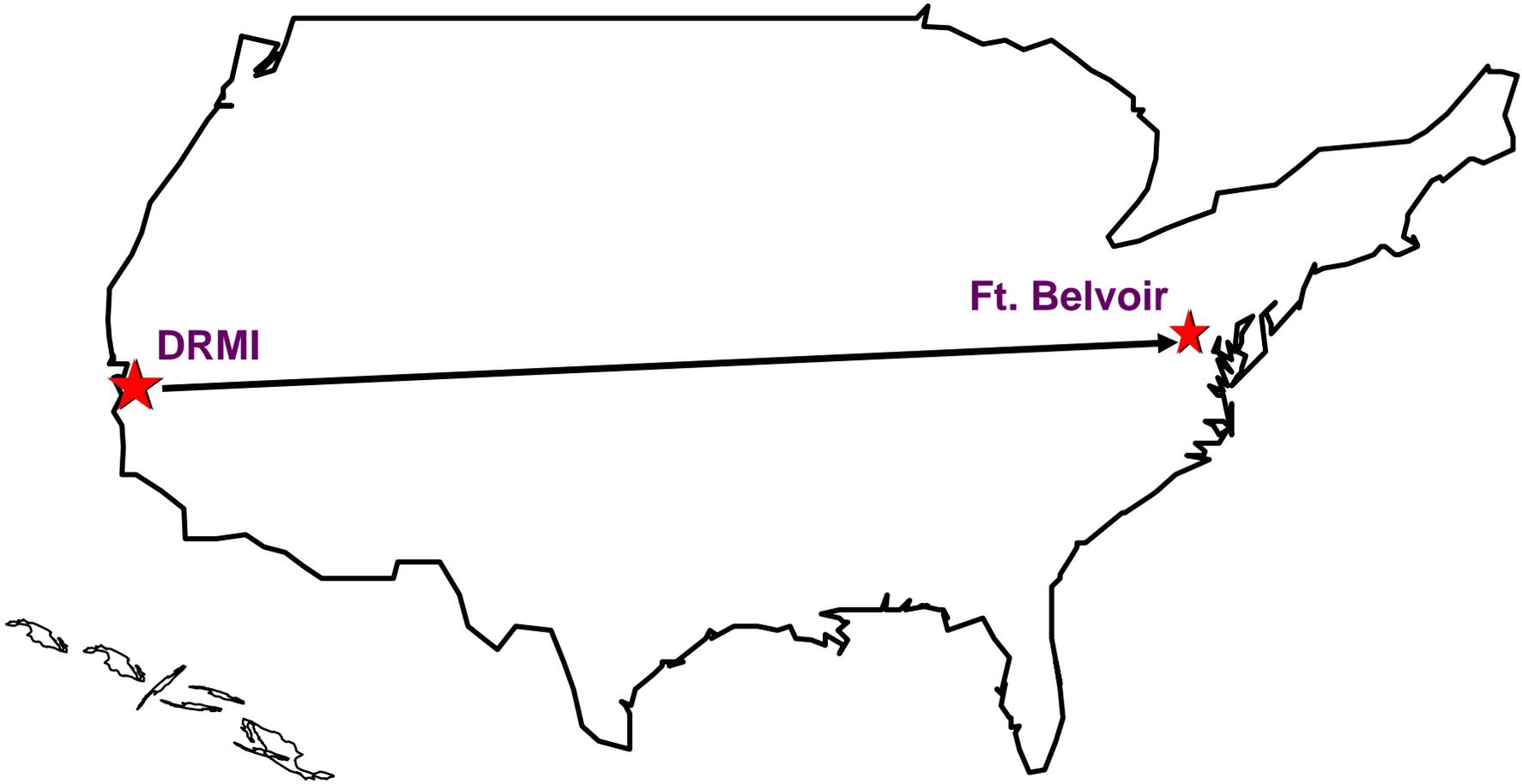
- ✓ Criterion 6:
  - ✓ Salinas CA : - 5,412 (2,793 Direct; 2,619 Indirect); 2.3%
  - ✓ Dayton OH: -2235 (1,248 Direct; 987 Indirect); 0.44%
- ✓ Criterion 7: Assigns members to universities across the US - Less benefits of installations and medical care
- ✓ Criterion 8: No Impediments

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



# Combine Functions for OFTE — Defense Resource Management Institute

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# Candidate # E&T-0012

**Candidate Recommendation:** Realign Naval Postgraduate School (NPS) at Monterey, CA, by relocating the Defense Resource Management Institute (DRMI) to Ft. Belvoir, VA, and consolidating its functions under the Defense Acquisition University (DAU) at Fort Belvoir, VA.

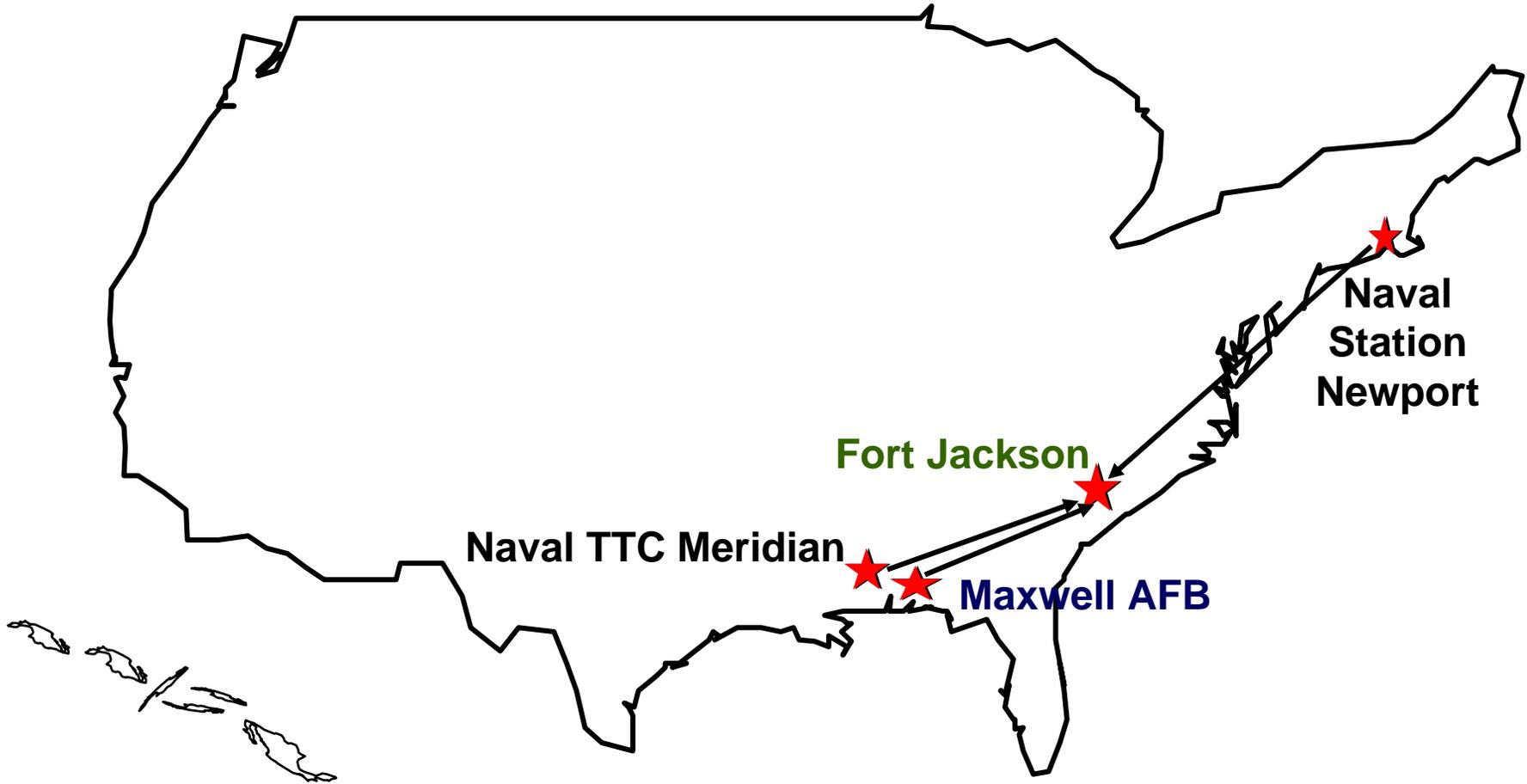
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Aligns similar education activities</li> <li>✓ Merges common support functions</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ MVA Scores: NPS (73.7), DAU (49.1 )</li> <li>✓ Functional closure of NPS function under E&amp;T-0003; Military Judgment as basis for the movement of a subordinate unit to a similar organization.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$2.8M</li> <li>✓ Net Implementation Savings: \$3.7M</li> <li>✓ Annual Recurring Savings: \$0.7M</li> <li>✓ Payback Period: 3 years</li> <li>✓ NPV (savings): \$7.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: - 584 jobs (305 direct/279 indirect) - 0.25%</li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: No Impediments</li> </ul>

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



# Establish a Joint Center of Excellence for Religious Education & Training

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# Candidate # E&T-0014

**Candidate Recommendation:** Realign Maxwell Air Force Base, Alabama; Naval Air Station Meridian, Mississippi; and Naval Station Newport, Rhode Island, by relocating religious training and education to Fort Jackson, South Carolina, establishing a Joint Center of Excellence for religious training and education.

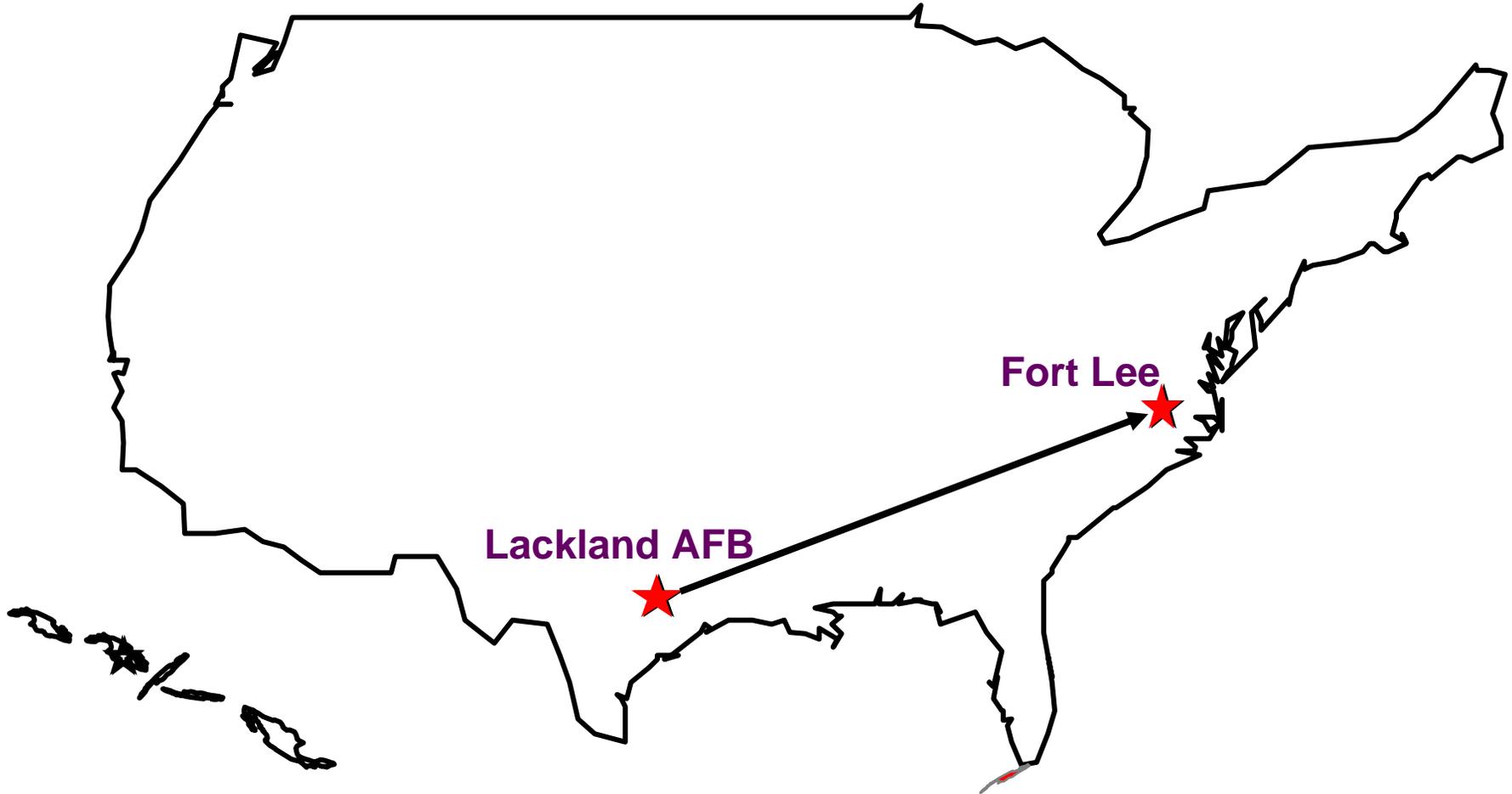
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Eliminates redundancy for similar programs.</li> <li>✓ Merges common support function.</li> <li>✓ Train as we fight “jointly”</li> <li>✓ Proximity to operational forces of all services</li> <li>✓ Availability of field training facilities</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Ft Jackson 44.47</li> <li>✓ Maxwell AFB 41.6</li> <li>✓ NTTC Meridian 35</li> <li>✓ NAVSTA Newport 34.1</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-time cost: \$1.2M</li> <li>✓ Net implementation savings: \$6.5M</li> <li>✓ Annual recurring savings: \$1.2M</li> <li>✓ Payback time: 1 year</li> <li>✓ NPV (savings): \$15.3M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6:                     <ul style="list-style-type: none"> <li>✓ Newport -89 jobs (40 direct/49 indirect); &lt; 0.1%</li> <li>✓ Meridian -32 jobs (17 direct/15 indirect); &lt; 0.1%</li> <li>✓ Montgomery -37 jobs (15 direct/22 indirect); &lt; 0.1%</li> </ul> </li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: No impediments</li> </ul>

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



# Joint Center of Excellence for Culinary Training.

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# Candidate # E&T-0016

**Candidate Recommendation:** Realign Lackland AFB, TX, by relocating Culinary Training to Fort Lee, VA, establishing it as a Joint Center of Excellence for Culinary Training.

## Justification

- ✓ Uses Interservice Training Review organization as the baseline
- ✓ Eliminates redundancy and cost
- ✓ Train as we fight “jointly”

## Military Value

- ✓ Lackland AFB has a higher quantitative military value score than Fort Lee.
- ✓ Military judgment favors Fort Lee because consolidating at the location with the largest amount of the culinary training mission provides the highest overall Military Value to the Department through increased training efficiency at a lower cost.

## Payback

- ✓ One Time Cost: \$ 4.878M
- ✓ Net Implementation Cost: \$ 0.765M
- ✓ Annual Recurring Savings \$ 0.711M
- ✓ Payback Period 5 Years
- ✓ NPV (savings) \$ 5.687M

## Impacts

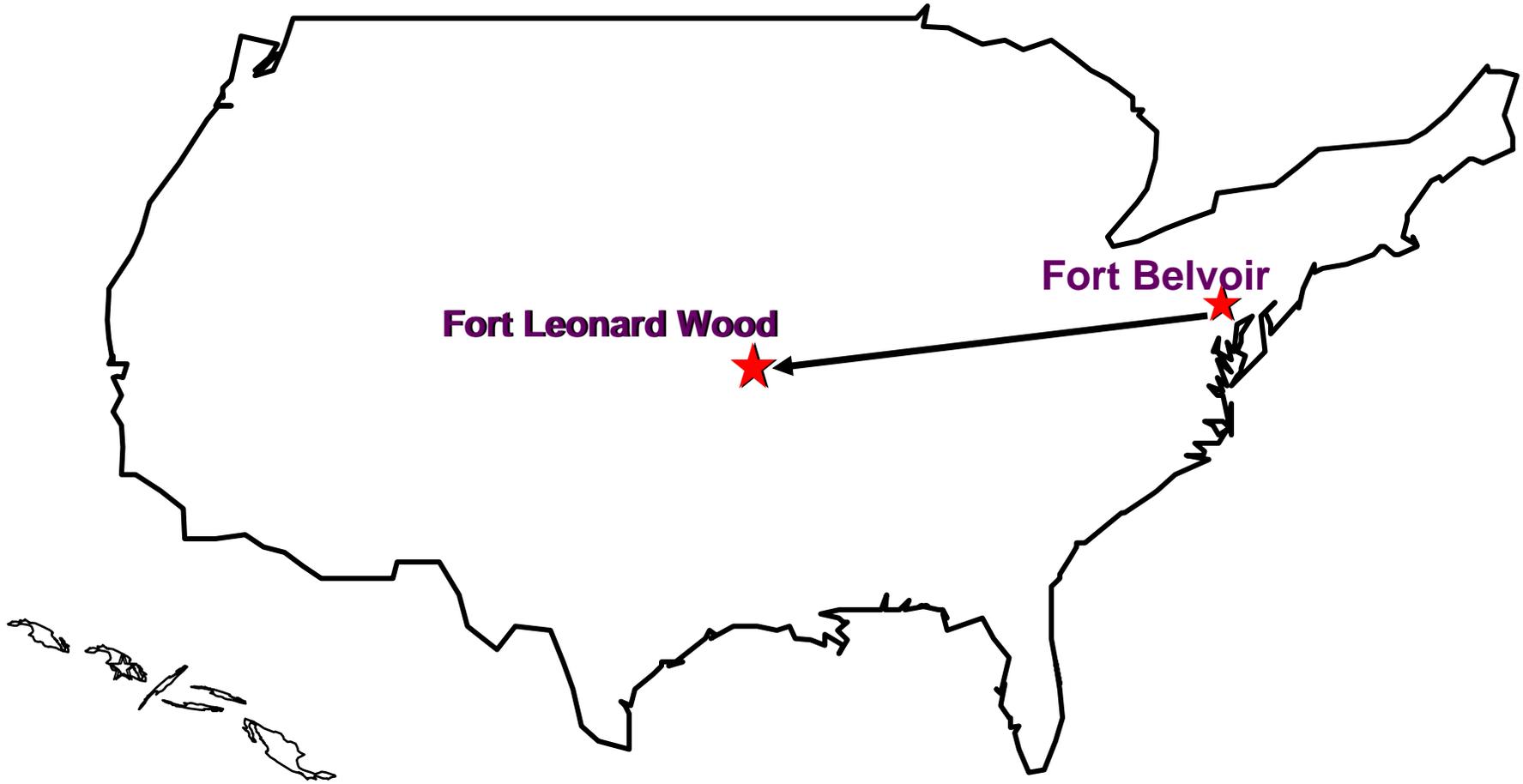
- ✓ Criterion 6: -452 jobs (272 direct; 170 indirect); <0.1%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No impediments

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



# Realign Prime Power Training

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# Candidate # E&T-0029

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

## Justification

- ✓ The U.S. Army Prime Power courses are Engineer Branch Courses
- ✓ The “common core” phase of the NCOES courses are at Fort Leonard Wood, MO

## Military Value

- ✓ Belvoir:
  - ✓ Initial Skills 31.20
  - ✓ Skills Progression 37.46
  - ✓ Functional 38.58
- ✓ Leonard Wood:
  - ✓ Initial Skills 52.87
  - ✓ Skills Progression 46.86
  - ✓ Functional 43.91

## Payback

- ✓ One Time Cost: \$10.23M
- ✓ Net Implementation Costs: \$7.653M
- ✓ Annual Recurring Savings: \$3.609M
- ✓ Payback Period: 3 Years
- ✓ NPV (savings): \$40.084M

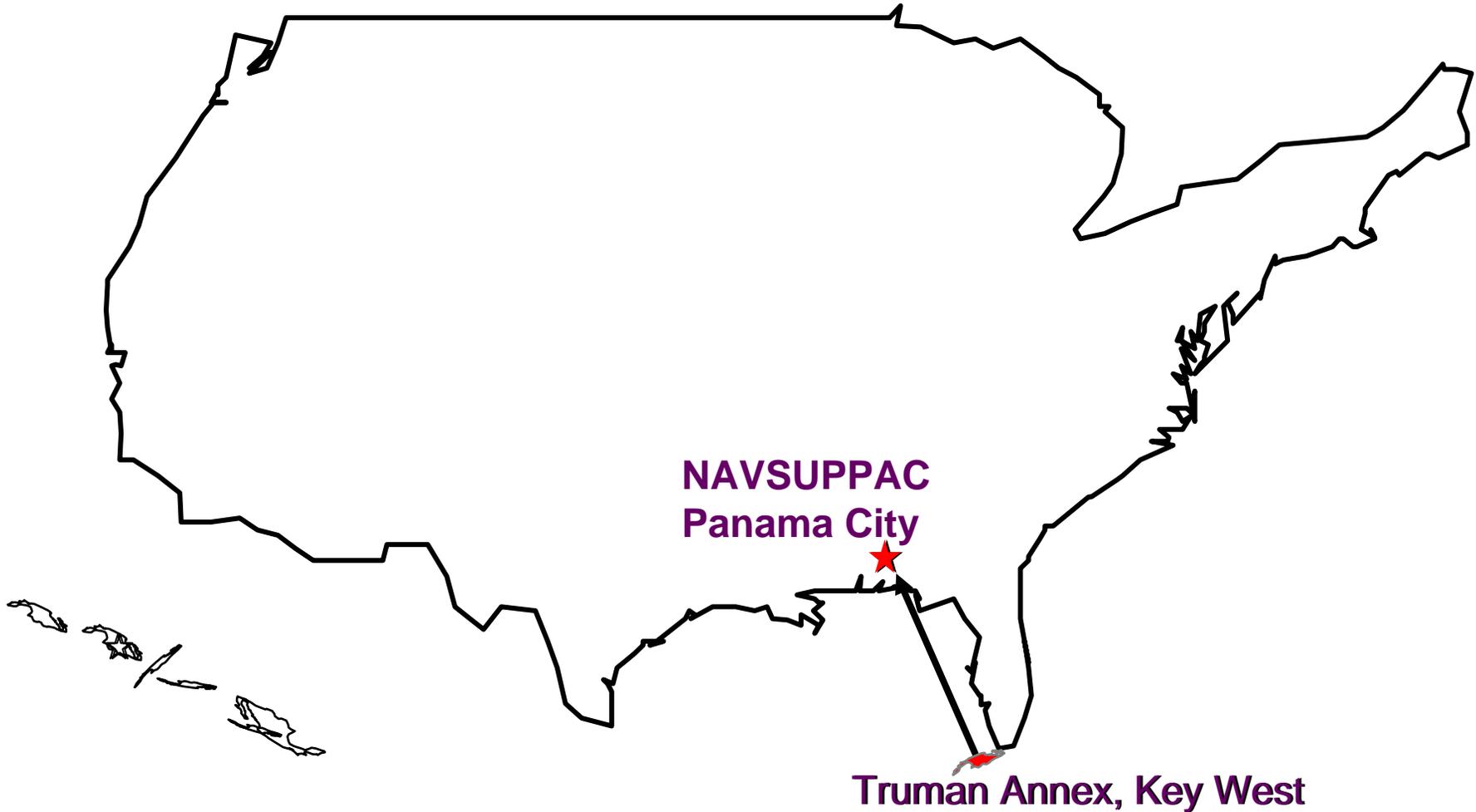
## Impacts

- ✓ Criterion 6: -159 jobs (96 direct/63 indirect); < 0.1%.
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No impediments



# Establish Joint Center of Excellence for Diver Training

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# Candidate # E&T-0039

**Candidate Recommendation:** Realign Truman Annex, Key West, FL, by relocating Army Diver training to Panama City, FL, establishing a Joint Center of Excellence for Diver Training.

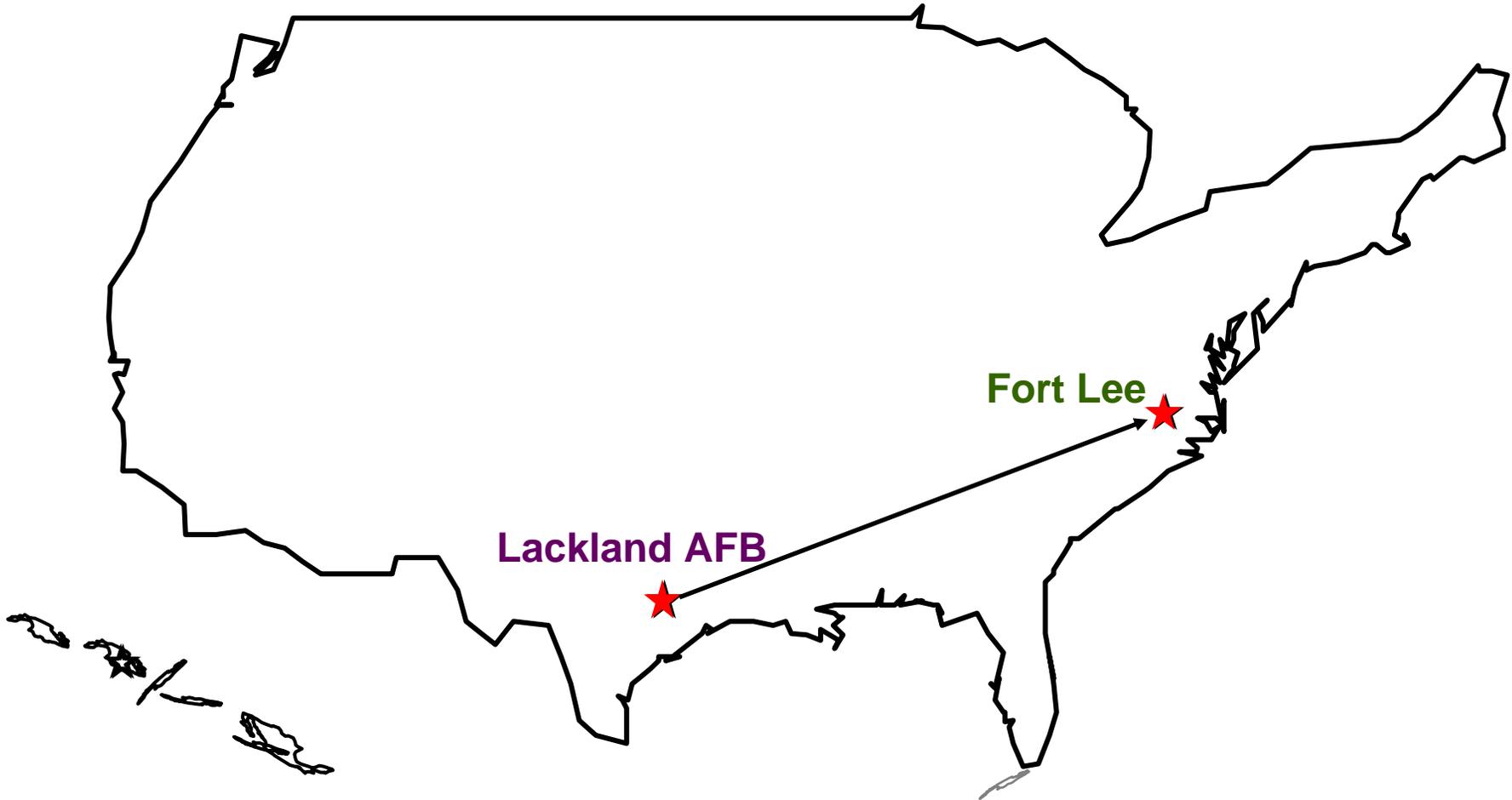
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Train as we fight: “jointly”</li> <li>✓ ITRO as the baseline</li> <li>✓ Consolidates Diver Training at the installation with the largest Service requirement</li> <li>✓ Eliminates redundancy and costs</li> <li>✓ Less new infrastructure required</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Panama City, FL:                         <ul style="list-style-type: none"> <li>✓ Initial Skills 33.76</li> <li>✓ Skills Progression 33.55</li> <li>✓ Functional 31.90</li> </ul> </li> <li>✓ Truman Annex evaluated as part of Ft. Bragg</li> <li>✓ Military Judgment favored Panama City</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-time cost: \$17.776M</li> <li>✓ Net implementation cost : \$14.237M</li> <li>✓ Annual recurring savings: \$1.312M</li> <li>✓ Payback time: 18 years</li> <li>✓ NPV (savings): \$0.773M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -232 jobs (135 direct/97 indirect); 0.42%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

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



# Realign Transportation Management Training

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# Candidate # E&T-0053

**Candidate Recommendation:** Realign Lackland AFB, TX, by relocating the Transportation Management training to Ft. Lee, VA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Eliminates redundancy</li> <li>✓ Train as we fight “jointly”</li> <li>✓ Support Army scenario #USA-0051</li> <li>✓ Uses Interservice training Review Organization as the baseline</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Lackland has higher quantitative military value score.</li> <li>✓ Military Judgment: Locating training at location with largest transportation training mission (Army, Fort Lee) provides highest overall MV</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$875K</li> <li>✓ Net Implementation Costs: \$279K</li> <li>✓ Annual Recurring Savings: \$239K</li> <li>✓ Payback Period: 4 years</li> <li>✓ NPV (savings): \$2.446M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -236 jobs (144 direct/92 indirect); &lt;0.1%</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: No impediments</li> </ul>

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



# E&T JCSG Roadmap

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## Flight Training

- Fixed-Wing Pilot
- Rotary-Wing Pilot
- Navigator / Naval Flight Officer
- Jet Pilot (JSF)
- Unmanned Aerial Vehicles Operators

## Professional Development Education

- Professional Military Education
- Graduate Education
- Other Full-Time Education Programs

## Specialized Skill Training

- Initial Skill Training
- Skill Progressive Training
- Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# Professional Development Education

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## *JPME/PME Scenario Philosophy*

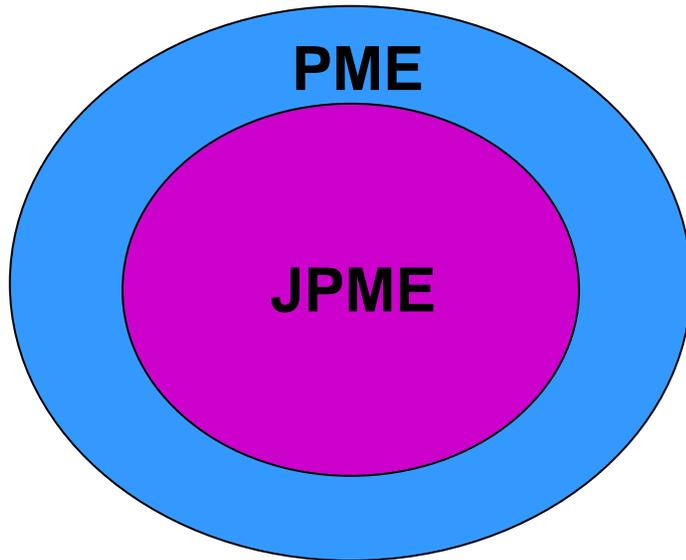
- **Joint Centric**
  - **Proximity to Joint / Warfighting Center of Excellence (e.g. NCR, NORTHCOM, CENTCOM, JFCOM)**
  - **Focus on level of education**
  - **Potentially leads to separation of ILC and SSC**
  
- **Service Centric**
  - **Proximity to Service Centers of Excellence (e.g. Service Academies, Doctrine Centers, Wargaming Centers)**
  - **Focus on service education requirements**
  - **Supports status quo**
  - **Potentially leads to co-location of ILC and SSC**
  
- ➔ ■ **SSC Joint Centric / ILC Service Centric**



# SLCs: Service Centric vs. Joint Centric

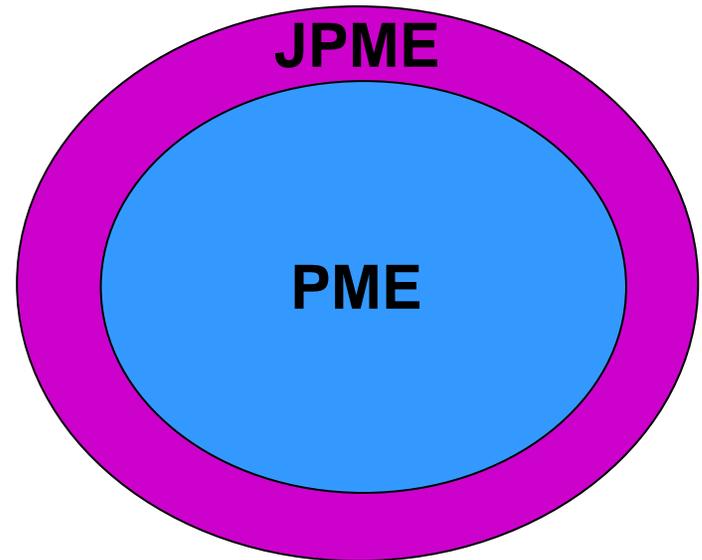
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## Service Centric



“JPME Veined in PME”

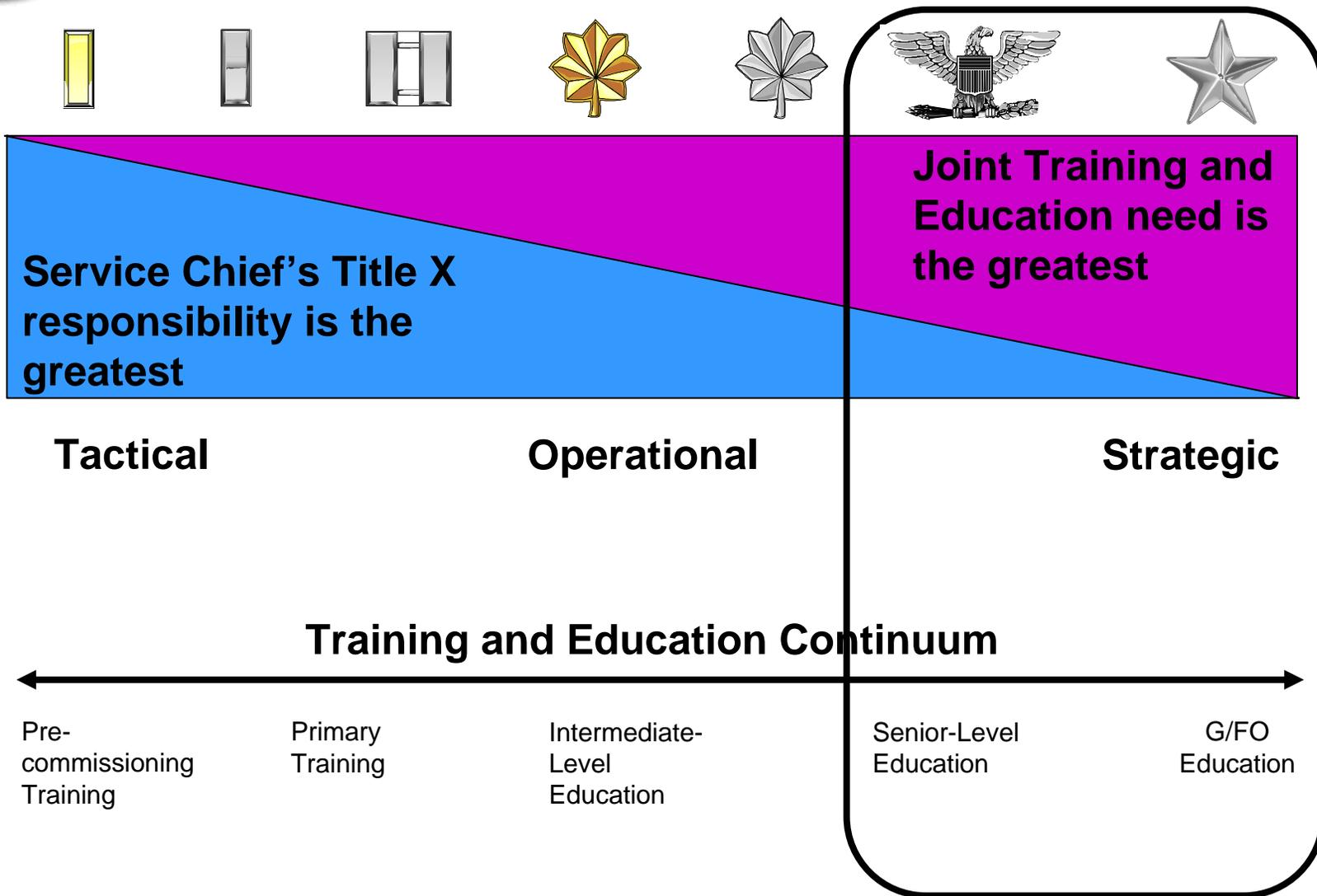
## Joint Centric



“PME Veined in JPME”



# Service Centric vs Joint Centric Tipping Point





# Pros / Cons

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## Service Centric

-  Service educational focus provides strong service PME base for senior officers
-  Co-location of Strategic, operational, and tactical level education allows synergy throughout the spectrum of service education
-  Proximity to Service Centers of Excellence allows increased influence of current service concepts
-  Service Chiefs control student throughput and curriculum to fulfill service & Joint needs
-  Service educational focus limits the joint perspective and development of JPME base for senior officers

## Joint Centric

-  Joint educational focus provides strong JPME base for senior officers
-  Co-location of all service strategic education allows synergy between all services at the senior level
-  Proximity to Joint/Strategic Center of Excellence allows increased influence of current joint concepts
-  CJCS controls student throughput and curriculum to fulfill Joint & service needs
-  Joint educational focus limits the service perspective and the development of service PME for senior officers