BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of August 6, 2004

The Acting Under Secretary of Defense (Acquisition, Technology and Logistics), Mr. Michael W. Wynne, chaired this meeting. The list of attendees is attached.

The Chair opened the meeting by stating the meeting should focus on how the ISG will examine scenarios. He noted that the ISG would examine what conflicts exist amongst the scenarios and turn to the Military Departments and Joint Cross-Service Groups (JCSG) to offer options on how the conflicts will be resolved. The ISG then discussed a number of issues related to the scenario process and then reviewed notional scenarios developed by each JCSG and the Military Departments with the intent of identifying potential issues within this process. A representative from each JCSG and Military Department briefly described his or her notional scenarios. As a result of deliberations, the ISG noted the following issues would require further review at subsequent meetings:

- The timeline and process for resolving conflicts among scenarios and submission of final recommendations to the Secretary.
- Whether a JCSG or a Military Department analyzes a JCSG developed scenario that only affects one Service.
- The role of quantitative military value scores when a scenario relies on the private sector to meet an identified requirement.

The ISG agreed on the following next steps:

- The BRAC Deputy Assistant Secretaries and the OSD BRAC office will use the draft Air Force scenario integration process and the OSD process slide as a starting point for developing the timeline and overall process for resolving conflicts among scenarios and submission of recommendations to the Secretary.
- Each JCSG and Military Department will brief the ISG on three additional notional, but realistic, scenarios at the next ISG meeting.
- The Army's briefing format will be considered the standard format for future scenario presentations.
- JCSGs and the Military Departments will develop scenarios on the basis of capacity and military value data, transformational options and military judgment. The ISG may also direct that they explore additional scenarios to resolve conflicts.
- Scenario data calls will require expedited responses, with a target of a 48-hour turnaround as was used in prior BRAC rounds.

- While the due date for Military Department candidate recommendations is December 31, 2004, the Military Departments will strive to complete candidate recommendations in advance of the holiday season (December 15, 2004).
- The ISG will meet weekly for 90 minutes beginning August 27, 2004 to ensure that sufficient time is available for the scenario and recommendation process.
- JCSGs or Military Departments determine when a scenario is ready to enter into the ISG scenario review process.
- Scenarios will be monitored and tracked by the ISG through a tracking tool to be developed by the OSD BRAC Office.
- The scenario process is iterative.

Approved: _____
Michael W. Wynne
Acting USD (Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:
1. List of Attendees
2. Briefing slides entitled "Briefing to the Infrastructure Steering Group" dated August 6, 2004

Infrastructure Steering Group Meeting
August 6, 2004
Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Admiral Michael Mullen, Vice Chief of Naval Operations
- General Richard A. Cody, Vice Chief of Staff of the Army
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC

Alternates:

- MG Kenneth W. Hunzeker, Vice Director, J-8, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- MajGen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for General Michael Moseley, Vice Chief of Staff for the Air Force

Education and Training JCSG

- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG

Headquarters and Support JCSG

- Mr. William Davidson, Administrative Assistant to the Secretary of the Air Force, for Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Col Carla Coulson, Army G-8, Headquarters and Service Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Acting Executive Secretary to the Industrial JCSG

Intelligence JCSG

- Ms. Deborah Dunie, Director, Analysis Office of the Deputy Under Secretary of Defense (Counterintelligence and Security) for Ms. Carol Haave, Chairman, Intelligence JCSG

Medical JCSG

- Mr. Nelson Ford, Deputy Assistant Secretary (Health Budgets and Financial Policy) for LtGen George Taylor, Chairman
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- VADM Keith Lippert, Chairman, Supply
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. John B. Foulkes, Director, U. S. Army Test and Evaluation Management Agency for Dr. Ronald Sega, Chairman, Technical JCSG
- Col Robert D. Buckstad, Military Assistant for Technical JCSG

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (I&A)
- Mr. Dennis Biddick, Deputy Assistant Secretary of the Navy (I&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (I&A)
- Mr. David K. Steensma, Assistant Inspector General for Contract Management Directorate, Office of the Inspector General
- Col Anthony J. Tata, Executive Officer for Vice Chief of Staff of the Army
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics, HQMC, for General William Nyland, Assistant Commandant of the Marine Corps
- Capt William Porter, Senior Military Assistant, Under Secretary of Defense (AT&L)
- Commander John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC

BRAC 2005

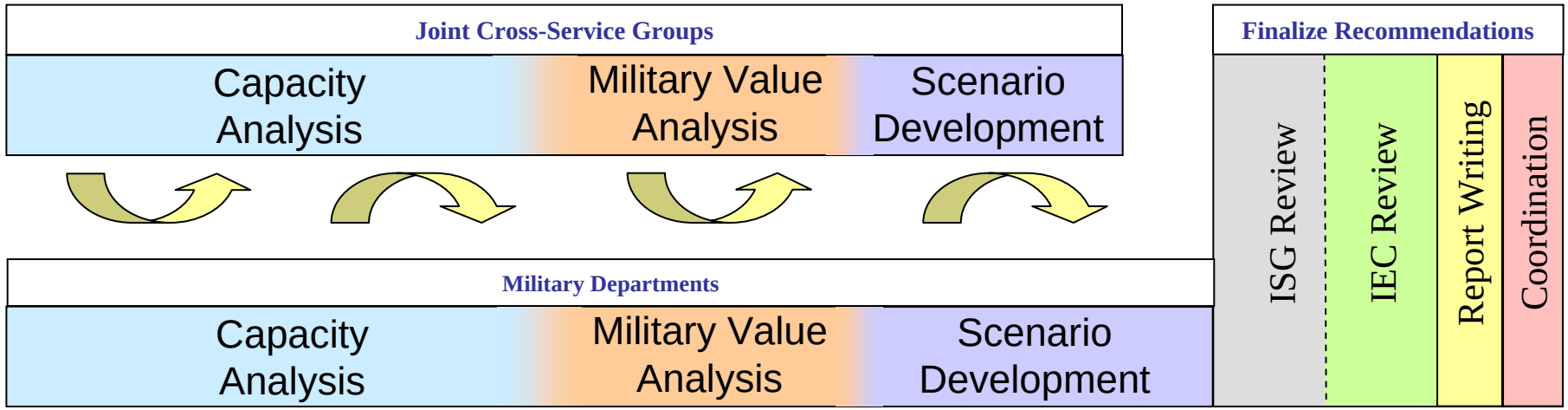
Briefing to the
Infrastructure Steering Group

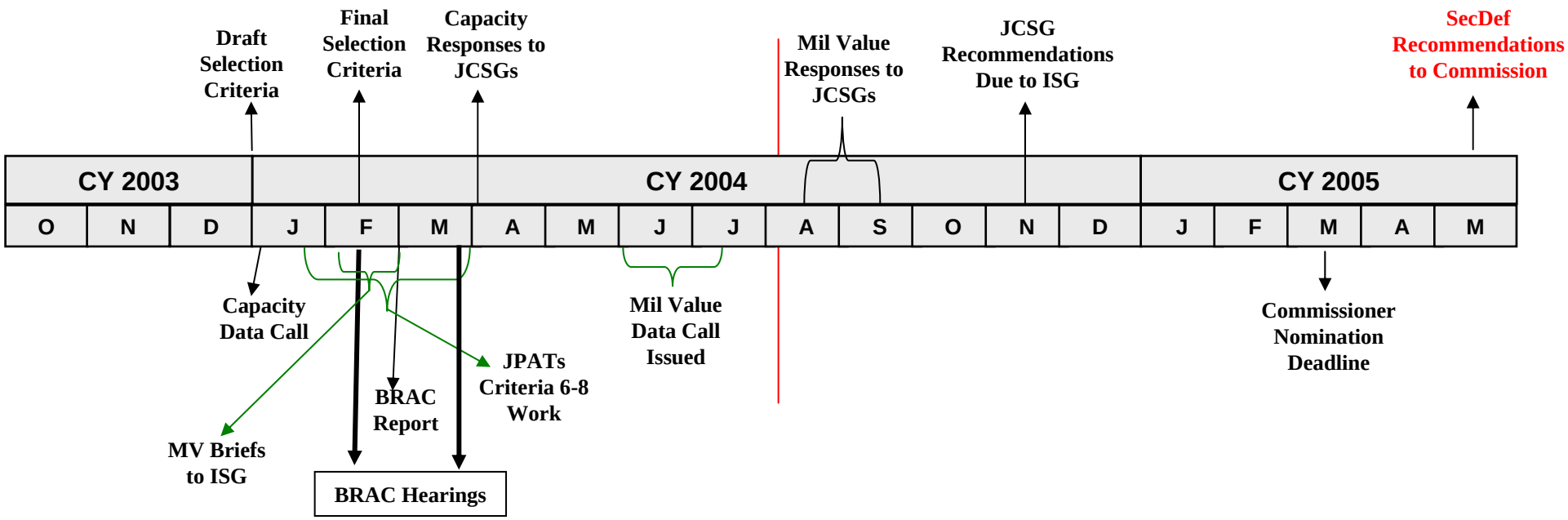
August 6, 2004

Purpose

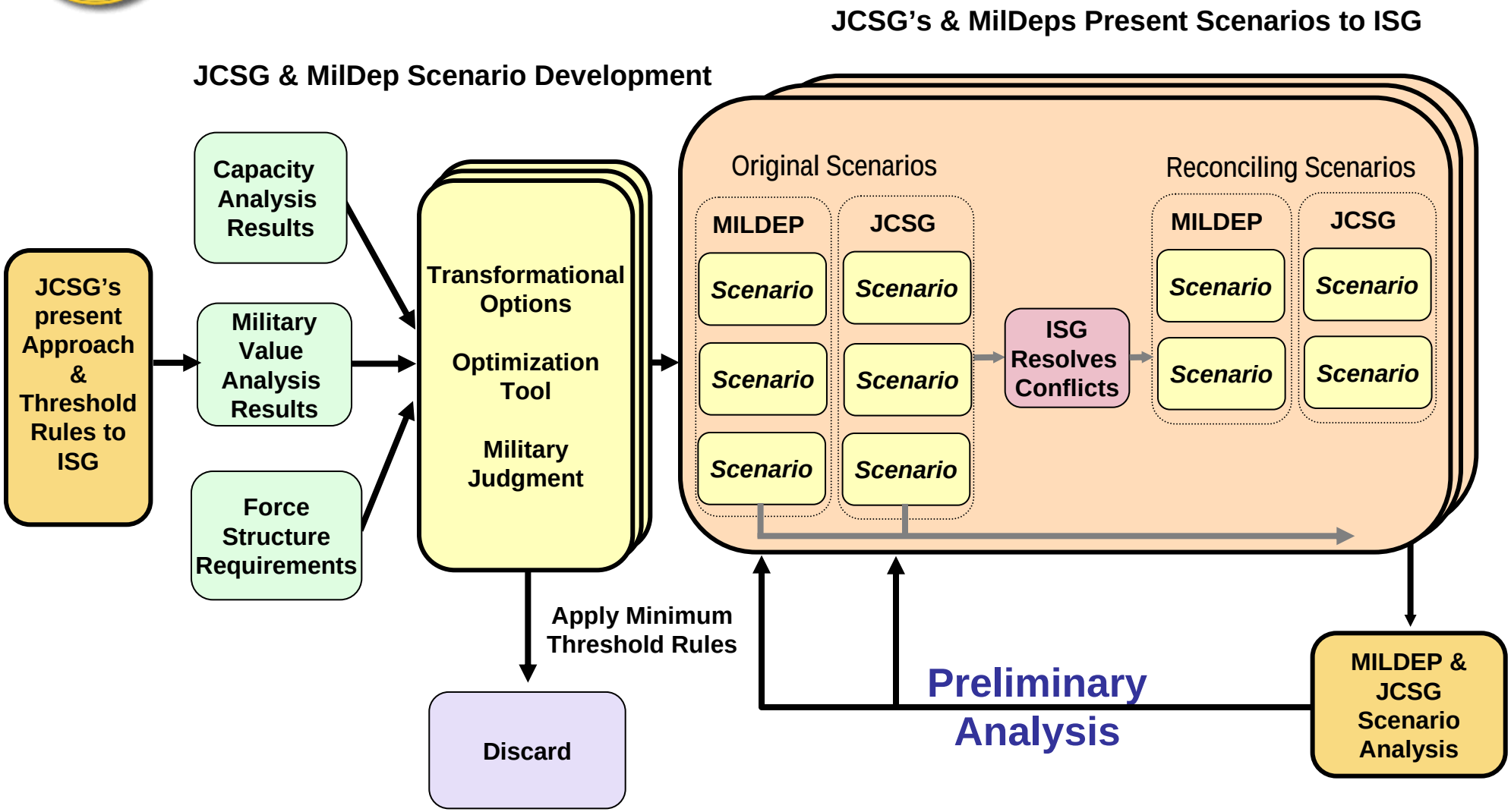
- Process Overview
- Scenario Development Process Overview
- Scenario Training Exercise

Process Overview





Scenario Development Process Overview



JCSG Recommendations Due to ISG November 15th
(December 31st for MilDeps)

Scenario Training Exercise

- What is a BRAC Scenario?
  - A description of a potential closure or realignment action. Normally includes:
    - Transfer of unit(s), mission(s), &/or work activity.
    - Facilities/locations that would close or lose such effort.
    - Facilities/locations that would gain from the losing locations.
    - Tenants and/or other missions/functions that would be affected by the option.

- Issues to consider:
  - Format/Level of detail
  - Suitability for a decision tool
  - Potential Conflicts

Potential Scenario Conflicts

1. Doctrinal – changing Service institutional approaches
2. Force Structure – one entity empties; one fills
3. Facilities – two entities vying for same asset
4. Culture – changing longstanding beliefs
5. Statutory – e.g., 50/50
6. Others?

Ship Overhaul & Repair – Scenario T1

- **Potential Scenario:**
  - Attack Subs move from Norfolk, VA to Kings Bay, GA.
  - Close SIMA Norfolk and realign work to Kings Bay and NNSY.
  - A Carrier Strike Group moves to Pearl Harbor.
  - Pearl Harbor NSY&IMF maintains the Carrier Strike Group.
  - Pearl Harbor maintains Army Watercraft Stationed in Hawaii.
  - Realign long-term submarine depot work from Pearl Harbor to Puget Sound, Portsmouth, and Norfolk Naval Shipyards.
  - Realign Pearl Harbor NSY&IMF as a GOCO Activity or partnership Operated by a Nuclear Carrier Qualified workforce.
  - Consolidate intermediate work by selected commodities in the following Regions:
    - Tidewater Virginia
    - Puget Sound Washington
    - Hawaii

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Ship Overhaul & Repair – Scenario T1

- **Losing sites:**
  - Norfolk Naval Shipyard
  - Ship Intermediate Maintenance Activity Norfolk
  - Langley AFB
  - Fort Eustis
  - Fort Story
  - NAS Oceana
  - Puget Sound Naval Shipyard and Intermediate Maintenance Facility
  - McChord AFB
  - Fort Lewis
  - Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility
  - Hickam AFB
  - MCAS Kaneohe Bay
  - Schofield Barracks HI
- **Gaining sites:**
  - Norfolk Naval Shipyard
  - Ship Intermediate Maintenance Activity Norfolk
  - Langley AFB
  - NAS Oceana
  - Puget Sound Naval Shipyard and Intermediate Maintenance Facility
  - McChord AFB
  - Fort Lewis
  - Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility
  - Hickam AFB
  - MCAS Kaneohe Bay
  - Schofield Barracks HI
  - Trident Kings Bay GA

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Ship Overhaul & Repair – Scenario T1

- **Potential constraints or conflicts**
  - **Assumes movement of operational units.**
  - **Requires successful agreement for partnership Operation of Pearl Harbor NSY&IMF.**
  - **Requires verification that the requirements of Title 10, Section 2466 (50/50 Rule), are met.**

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Overview - Trial Scenario

- **Purpose: To learn what is required during development and resolve any concerns**

- **Trial Scenario**
  - Used a Depot Scenario: 50 locations across 57 commodity groups
  - Objective: Minimize Sites; Use Maximum Capacity

- **Lessons Learned**
  - **Need to understand each Service's strategic maintenance concepts/constructs – potential realignments to meet Service readiness concerns**
    - Navy moving depot maintenance closer to fleet locations
    - Army's National Maintenance Program
    - Air Force potential movement to Weapon System centric approach – Fighter Depot, Bomber/Tanker Depot, Cargo Depot
  - **Understanding the impacts/interdependencies to other JCSGs and other DoD agencies**
    - Cautions must be used in interpreting results: Must consider Service's operating constructs that affect readiness**.**
  - **Due to time constraint, could not fully understanding the details of commodity workload movements between gaining and realigned maintenance activities**
  - **Correct data is critical in using any tool for workload movements**
  - **Model Constraints must be fully understood and not in conflict**

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Scenario "Min Sites/Max Cap" – MX- 01

- **Description of Notional Scenario:**

  Minimized the number of sites and used maximum capacity as the calculation factor.
  - Maximum capacity was calculated on a 1 shift/40 hour work week (5 days a week/8 hours per day).
  - Capacity was used as a surrogate factor to determine military value (MV).
  - The highest capacity received maximum MV of 1. All other MVs were calculated on a linear/prorated scale from highest to lowest.
  - This scenario used a notional depot (Depot X) for work that exceeded maximum capacity

    (Note: All workload was accommodated in organic sources. No workload had to be moved to Depot X in this iteration).

- **Transferred workload to 21 of 50 depot maintenance functions.**
  - **AIR FORCE (4)**
    - Davis-Monthan AFB, Palmdale (GOCO), Robins AFB, Tinker AFB
  - **ARMY (9)**
    - Anniston AD, Corpus Christi AD, Ft Dix, Ft Knox, Ft Sill, Letterkenny Arsenal, Pine Bluff Arsenal, Rock Island Arsenal , Tobyhanna AD
  - **MARINE CORPS/NAVY (8)**
    - CO MCLB Albany, GA and CO MCLB Barstow, NAVAIRDEPOT CP, NAVAIRDEPOT Jacksonville, NAVAIRDEPOT NI, NAVSURFWARCENDIV Crane, NAVUNSEAWARCENDIV Keyport, SPAWARSYSCEN San Diego

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Scenario "Min Sites/Max Cap" – MX- 01

- **Closed/Realigned 26 of 50 depot maintenance functions**
  - **AIR FORCE (1)**
    - Lackland AFB
  - **ARMY (6)**
    - Blue Grass AD, Detroit Arsenal, Ft Rucker, Ft Stewart, Tooele AD, Yuma Proving Grd
  - **NAVY/MARINE CORPS (19)**
    - COMNAVAIRSYSCOM PAX (GOCO), Seal Beach, SPAWARSYSCEN Charleston
    - NAVAIRDEPOT CP Det New River, NAVAIRDEPOT CP Det Oceana, NAVAIRDEPOT Jacksonville Det Beaufort, NAVAIRDEPOT Jacksonville Det Cecil, NAVAIRDEPOT Jacksonville Det Jacksonville, NAVAIRDEPOT Jacksonville Det Mayport, NAVAIRDEPOT Jacksonville Det Norfolk, NAVAIRDEPOT Jacksonville Det Oceana, NAVAIRDEPOT NI Det Camp Pendleton, NAVAIRDEPOT NI Det Fallon, NAVAIRDEPOT NI Det Kaneohe Bay, NAVAIRDEPOT NI Det Lemoore, NAVAIRDEPOT NI Det Miramar, NAVAIRDEPOT NI Det North Island, NAVAIRDEPOT NI Det Whidbey Island, NAVAIRDEPOT NI Det Yuma, NAVWPNSTA
- **Impact on other facilities/activities**
  - **ARMY**
    - Increases distance between customer and repair facility at Ft Rucker and Ft Stewart
    - Potentially terminates Army's National Maintenance Program at Ft Stewart
    - Potential impact of separating aviation depot maintenance from aviation test and evaluation
  - **NAVY/MARINE CORPS**
    - Eliminates (16) Depot Dets at major fleet sites (potentially terminates Aircraft IMC and Depot/I-level collaborative maintenance)
    - Eliminates NAVWPNSTA SEAL BEACH CA & SPAWARSYSCEN CHARLESTON SC
    - Little to no overall infrastructure or cost impacts to losing bases from Depot Det realignments.

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Munitions and Armaments Scenario 001-M&A

- **Potential Subgroup scenario:**
  - **Closure/transfer/merger of Munitions Production function/ Artillery/Navy Gun Ammo sub-function**
  - **Losing site(s):**
    - **Lone Star Army Ammunition Plant**
    - **Kansas Army Ammunition Plant**
    - **Riverbank Army Ammunition Plant**
    - **Louisiana Army Ammunition Plant**
    - **Mississippi Army Ammunition Plant**
  - **Gaining site(s):**
    - **Iowa Army Ammunition Plant**
    - **Milan Army Ammunition Plant**
    - **McAlester Army Ammunition Plant**
    - **Pine Bluff Arsenal**
    - **Scranton Army Ammunition Plant**
    - **Lake City Army Ammunition Plant**
  - **Impact on other facilities/activities**
    - **Need to consider Naval Small Craft Instruction and Technical Training School located on Mississippi Army Ammunition Plant**

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Munitions and Armaments Scenario 001-M&A

- **Transformational Option(s):**
  - **Reshape and integrate critical munitions and armaments capability to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner**
- **Potential constraints or conflicts:**
  - **No Major constraints or conflicts. Reviewed the following:**
    - **Personnel:**
      - **Riverbank: 2 Civilian and 86 Contractors**
      - **Louisiana: 5 Civilians and 56 Contractors**
      - **Mississippi: 3 Civilians and 46 Contractors**
      - **Kansas: 8 Civilians and 175 Contractors**
      - **Lone Star: 18 Civilians and 400 Contractors**
    - **Environmental impacts are minimal. Costs for ongoing environmental restoration projects at these sites are:**
      - **Riverbank: $12M**
      - **Louisiana: $12M**
      - **Mississippi: None identified**
      - **Kansas: $32M**
      - **Lone Star: $3M**

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Next Steps

- Purify data
  - Capacity
  - Military value
- Incorporate into Tools
- Develop scenarios
- Identify and resolve potential conflicts
  - Doctrinal
  - Force Structure
  - Facilities
  - Culture
  - Statutory
  - Others?

Medical Joint Cross Service Group

BRAC Scenario Exercise

6 Aug 2004

Assumptions

- **Medical Forces strongly *follow* line forces**
- **Population demand drives medical platforms as a medical currency issue**
- **Tri-Service facilities may be needed to ensure adequate coverage and currency**
- ***All data is notional and does not reflect real data***

NOTIONAL

Scenarios

- **Case 1: Large multi-Service area**
- **Case 2: Change in Service Force Structure plans**
- **Case 3: Education and Training Consolidation**

NOTIONAL

Large multi-Service Area - Inpatient

Army Med Cntr
Beds: 150
Mil Value: 78

Navy Med Cntr
Beds: 160
Mil Value: 81

AF Hosp
Beds: 10
Mil Value: 73

Healthcare Demand
Beds: 190
Most demand southern part of region

Army Hosp
Beds: 15
Mil Value: 85

Keep some inpatient capability for medical education

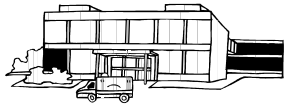
NOTIONAL

Large multi-Service – Inpatient Scenario

~~**Army Med Cntr**~~
~~Beds: 150~~
~~Mil Value: 78~~

Navy Med Cntr
Beds: 160
Mil Value: 81

~~**AF Hosp**~~
~~Beds: 10~~
~~Mil Value: 73~~



Scenario Results:
Beds: 190
Average Mil Value: 83
Manpower Reduction:
230 Off 340 Enl 110 Civ
$ Reduction: $270 M/yr

Army Hosp
Beds: 30
Mil Value: 85

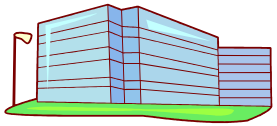
Healthcare Demand
Beds: 190
Most demand southern part of region

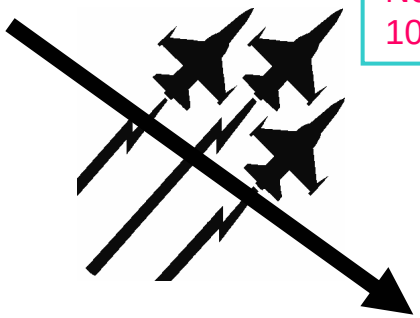
NOTIONAL

Change in Force Structure – AF Clinic

Current:
- 15,000 beneficiaries
- Primary Care: 10 Units
- Exam Rooms:
  - 20 used/8 extra

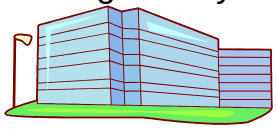
Local area:
- Specialty Care ✓
- Primary Care ✗
- Leased Space ✓



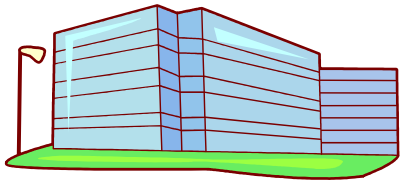


New Base Mission adds 10,000 beneficiaries

Losing Facility



Manpower

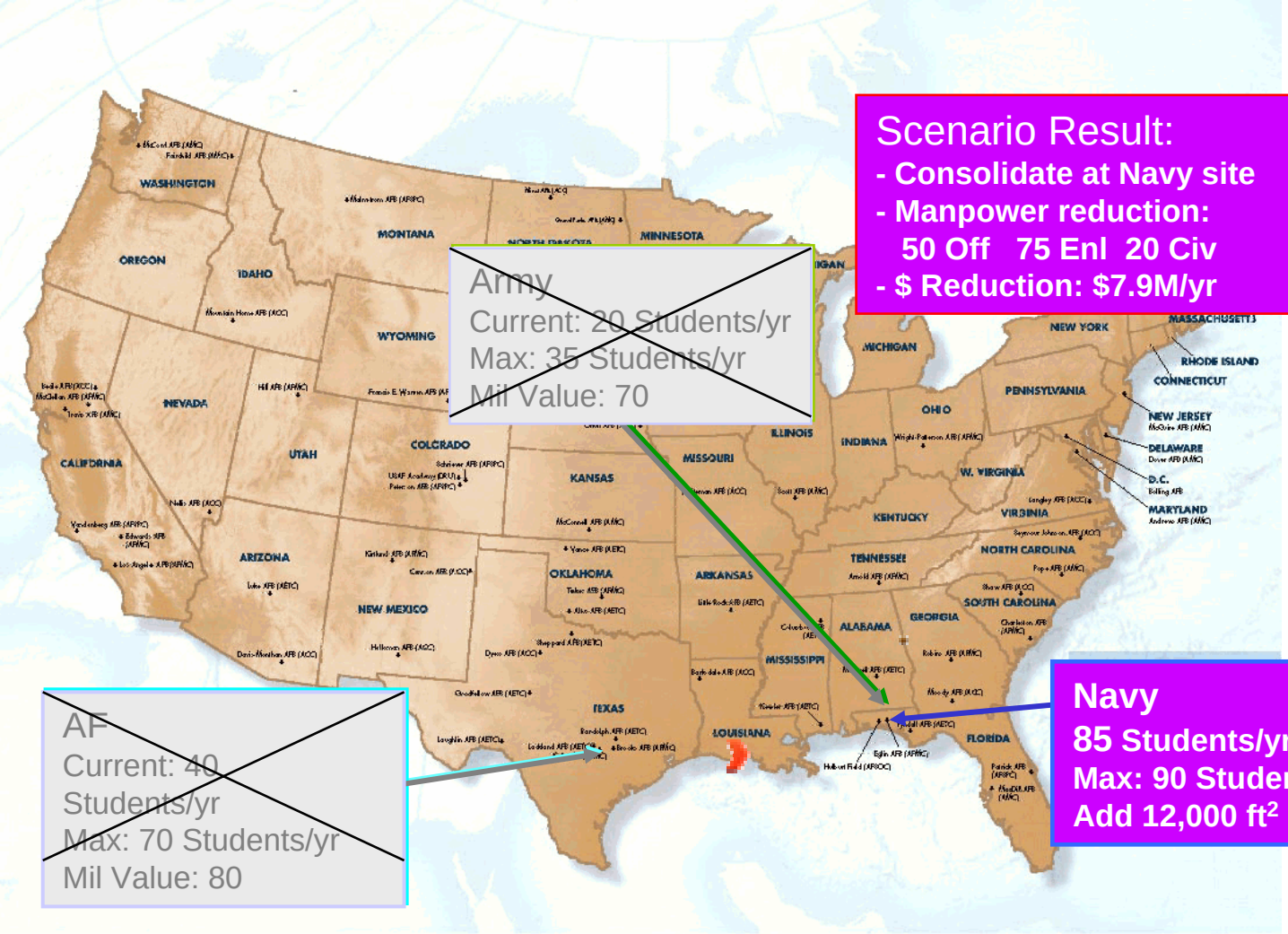


Scenario Results:
Expand Exam Rooms:
- Leased space
- Use Network providers
- Manpower Reduction:
  40 Off 110 Enl 20 Civ
- $ Reduction: $500K/yr

After change:
- 25,000 beneficiaries
- Primary Care: 17 Units
- Exam Rooms:
  - 34 needed/short 6

NOTIONAL

Education & Training Consolidation – Flight Med



Scenario Result:
- Consolidate at Navy site
- Manpower reduction:
  50 Off 75 Enl 20 Civ
- $ Reduction: $7.9M/yr

~~Army~~
~~Current: 20 Students/yr~~
~~Max: 35 Students/yr~~
~~Mil Value: 70~~

~~AF~~
~~Current: 40 Students/yr~~
~~Max: 70 Students/yr~~
~~Mil Value: 80~~

Navy
85 Students/yr
Max: 90 Students/yr
Add 12,000 ft^2 space

NOTIONAL

Supply and Storage

JCSG Mock Scenarios

6 Aug 04

S&S JCSG "Mock" Scenarios

- Example scenarios have no capacity or military value data affiliation
- Items for consideration
  - "From" (losing installation) workload migration/transfer absolute
  - "To" (gaining installation) workload migration/transfer not a one-to-one trade-off
  - True scenarios await data call completion and optimization modeling
  - Overarching Supply and Storage objectives: reduce excess capacity/enable defense transformation
    - Reduce personnel requirements (direct and indirect labor), buildings and storage capacity; consolidate and refine processes
    - Enhance operational efficiency and effectiveness
    - Cheaper

Example Only

S&S Mock Scenario #1

- Realign the supply, storage and distribution systems in an operational/geographic area that supports DOD Transformation.
- **<u>EXAMPLES</u>**
  - Look at the Hampton Roads geographical area
  - Consider the implications of Sea-Basing
  - Examine common cross-service placement

Example Only

S&S Mock Scenario #2

- Consolidate wholesale storage & distribution functions (DDCs) within existing DoD systems architecture with a goal of eventual outsourcing/realignment under a third party
  - **EXAMPLES ONLY**
    - Consolidation
      - "FROM" (losing): Defense Distribution Centers Jacksonville, FL (DDJF); Warner Robins, GA (WR - ALC); Anniston, AL (DDAA)
      - "TO" (gaining): Defense Distribution Center Albany, GA (DDAG)
    - Third Party (includes infrastructure and labor; i.e., Supply Chain Mgmt)
      - UPS
      - FedEx

Example Only

S&S Mock Scenario #3

- Migrate all single/common multiple item service depot level reparables to the oversight and management of a single DoD Agency/activity
  - **<u>EXAMPLES ONLY</u>**
    - "FROM"
      - All USA, USAF, USMC and USN industrial maintenance depot activities
        - » Cherry Point (USN), Oklahoma City (USAF)
        - » Corpus Christi (USA); Albany, GA (USMC)
    - "TO"
      - Defense Logistics Agency or an appropriate military service industrial logistics activity; Naval Supply Systems Command (NAVSUP); Air Force Material Command (AFMC); Army Material Command (AMC)

Example Only

E&T JCSG Notional "Quick-Hitters"
5 August 2004

Mr. Charlie Abell
Chair, E&T JCSG

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Flight Training "Quick Hitter" – FT-RW-001

- Potential FT Subgroup scenario: Consolidate Rotary Wing undergraduate flight training sub-functions and consolidate some T-6.
  - Losing site(s):
    - NAS Whiting Field, FL
    - NAS Corpus Christi, TX
    - Vance AFB, OK
  - Gaining site(s):
    - Fort Rucker, AL (Rotary Wing)
    - NAS Whiting Field, FL (T-6)
  - Impact on other facilities/activities
    - Realign T-6 training from Corpus Christi and Vance to Whiting (Increased NAS Whiting Field FW undergraduate capacity)
  - Transformational Option(s):
    - Establish a Single Center of Excellence for Rotary Wing Training [Proposed by E&T JCSG]
  - Potential constraints or conflicts
    - Unique Service training cultures
    - Single point of failure

PDE "Quick Hitter" – PDE-G-001

- Potential PDE Graduate Education Scenario: Privatize Grad-Ed currently conducted at AFIT and NPS
  - Losing Sites:
    - Wright-Patterson AFB, OH
    - Naval Postgraduate School, Monterey, CA
  - Gaining Sites:
    - Public/Private Sector Colleges & Universities
  - Tenants/Other Activities Impacted:
    - Defense Institute of Security Assistance Management (DISAM), Wright-Patterson AFB
    - Center for Civil-Military Relations (CCMR), NPS
    - Defense Resource Management Institute (DRMI), NPS
  - Transformational Option(s)
    - Maximize Outsourcing of Graduate-Level Education [Proposed by E&T JCSG]
  - Potential Constraint/Conflicts
    - Military Specific Graduate Degrees
    - Military Specific Support Spaces (e.g., TS-level spaces)
    - JPME work-arounds

SST "Quick Hitter" – SST-I-001

- Potential Specialized Skill Training Initial Skills scenario: Establish of Intelligence Center of Excellence and Center for Cryptology
  - Losing sites:
    - Goodfellow AFB, TX
    - Corry Station, Pensacola, FL [Center for Cryptology]
    - Naval Amphibious Base, Dam Neck, VA [Center for Naval Intelligence]
    - Fleet Intelligence Training Center Pacific San Diego, CA
  - Gaining site:
    - Fort Huachuca, AZ
  - Impact on other facilities/activities
    - TBD (potential expansion of other activities identified by MilDeps and other JCSGs)
  - Transformational Option:
    - Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools. [Proposed by E&T JCSG]
  - Potential constraints or conflicts
    - Selection Criteria #7 – impact on community's infrastructure
    - Can't capture changing mission requirements with current data

Ranges "Quick Hitter" – RGE-TNG-001

- Potential Ranges Subgroup re-alignment scenario: In support of IGPBS decisions to transfer four maneuver UAs and multiple support UAs
  - Losing site(s):
    - U.S. Army, Europe: Schweinfurt, Baumholder, Friedburg, Vilseck
  - Gaining site(s):
    - Fort Bliss, TX (McGregor Range)
  - Impact on other facilities/activities
    - Creates expansive ground maneuver live fire complex for Army and USMC units
    - Increases unit availability for early testing of developmental systems
    - Provides expanded Air/Ground Range Capability (Cannon AFB, NM)
    - Provides JFCOM with a potential for a JNTC (Joint National Training Center) site
    - Additional collective/unit training capability at White Sands Missile Range, NM
  - Transformational Option(s):
    - Establish regional Cross-Service and Cross-Functional ranges [Proposed by E&T JCSG]
  - Potential constraints or conflicts
    - BLM ownership of Fort Bliss (McGregor Range)
    - Cross-Functional Range scheduling and coordination
    - Range infrastructure at Fort Bliss may need to be increased

Technical JCSG Scenarios

1. Consolidate selected technical Base Realignment and Closure (BRAC) facilities (while maintaining redundancy where required) for joint Research, Development and Acquisition, and Test and Evaluation (RDAT&E) technical centers for a selected DTAP capability area, when supported by our analytical process.

2. Joint Research Facilities - Consolidate selected technical BRAC research facilities (while maintaining redundancy where required) to joint research facilities for non-platform specific research, when supported by our analytical process.

3. Integrated Test and Training Centers - Realign select training and/or operational units and permanently station the force structure at a technical facility location; e.g., ground maneuver Army and USMC units to a test range; aviation Army, Navy and/or Air Force units to a test range.

HSA JCSG Example Scenario #1

- Consolidate MDA HQs components in multiple locations within the DC Area with MDA offices in leased space in Huntsville, AL, and relocate to Redstone Arsenal. Retain an MDA liaison office within the DC Area.
- Principles: Quality of Life; Organize; Deploy & Employ
- Transformational Options (draft):
  - Eliminate leased space US-wide
  - Consolidate multi-location HQs at single locations
  - Rationalize Presence in the DC Area

HSA JCSG Example Scenario #2

- Consolidate Human Resources Command-Alexandria, Human Resources Command-Indianapolis and Human Resources Command-St. Louis and relocate from leased space to Ft Knox, KY. Realign Fort Monroe, VA, by relocating Army Accessions Command and Cadet Command and co-locating with Army Enlisted Recruiting Command at Fort Knox.
- Principles: Recruit and Train; Quality of Life; Organize
- Transformational Options (draft):
  - Consolidate active and Reserve Military Personnel Centers of the same service
  - Eliminate leased space US-wide
  - Consolidate multi-location HQs at single locations
  - Eliminate stand-alone HQs
  - Rationalize presence in the DC area

HSA JCSG Example Scenario #3

- Create Joint installations at the following:
  - Ft Bragg/Pope AFB – Army Executive Agent
  - McGuire AFB/Ft. Dix/NAES Lakehurst – AF Executive Agent
  - Anacostia Annex/Bolling AFB/Naval Research Lab – Navy Executive Agent
- Principle: Organize
- Transformational Options (draft):
  - Consolidate Installations with Shared Boundaries

Create BELL Armed Forces Reserve Center

INFLUENTIAL DRIVERS

1. TO: Reshape RC installations to support home station mobilization and demobilization.
2. TO: Reduce infrastructure footprint, including leased space, to enhance force protection and reduce costs.
3. TO: Locate units/activities to enhance home station operations and force protection
4. TO: Provides staging area for Homeland Security
5. Obj: Locate forces to enhance support of potential NORTHCOM operations.

ALTERNATIVES CONSIDERED – VARIOUS COMBINATIONS OF UNITS AND FACILITIES IN THE LA REGION.

CLOSE 7 RESERVE CENTERS

G

1. Close USMCR Reserve Center in Pico Rivero
2. Close Bell and Montebello ARNG Readiness Centers
3. Close USNR Reserve Center in Encino
4. Close Pasadena, Long Beach and Hazard Park USAR Reserve Centers
5. Construct new AFRC that consolidates USAR, ARNG, USNR and USMCR at a single location. Adjacent to existing Reserve Center (Bell) on federal land available from GSA.

Example only

OPERATIONAL IMPACT

G

1. Enables RC to meet Chief, Army Reserve and Director of the Army National Guard – Train/ Alert/ Deploy transformation initiative by having modern facilities that meet AT/FP requirements and adequate space for assigned military vehicles that support Home Station mobilization.
2. New facility reduces overhead and maintenance by having a single location that takes advantage of shared common use areas for drill hall, parking, dining facilities etc. Reduces number of training staff involved in facility maintenance and oversight.

FINANCE/MANPOWER (Notional)

A

1. Total Cost:	$50M
2. MILCON:	$33M
3. NPV:	$-105.2M
4. Payback/Break Even:	4 years/2009
5. Steady State Savings:	$-12.5M
6. Reductions:	2
7. Realign:	835

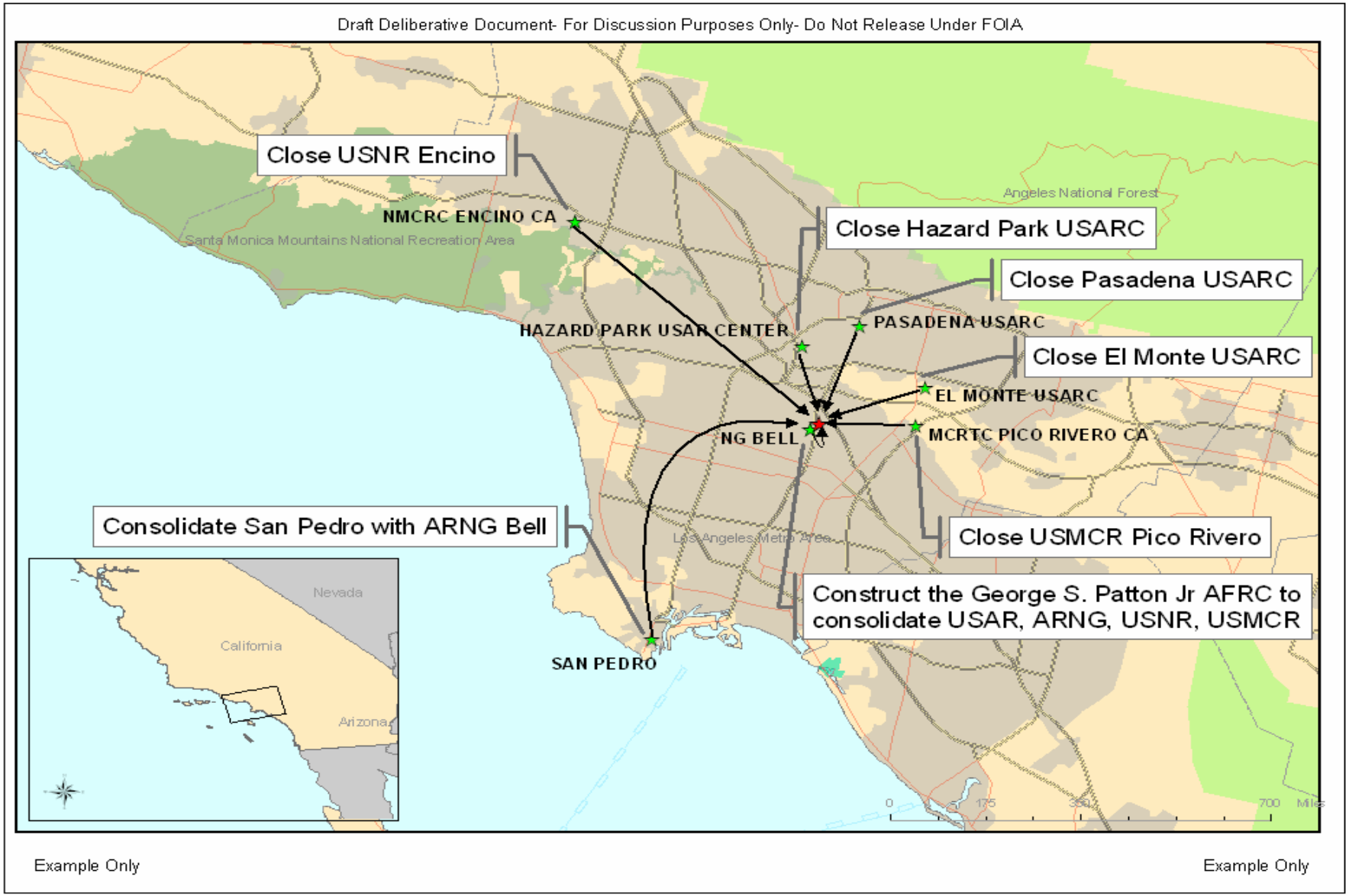
Create BELL Armed Forces Reserve Center

ECONOMIC G	LOCAL AREA INF G	ENVIRONMENT G
Direct/Indirect: 0/0 Employment base: 1.5M All jobs and Reserve Centers remain in Los Angeles region so there will be limited economic impact to the region.	This proposal has a positive influence on local area. Relieves intense encroachment in residential areas and puts new facility in an industrial area.	Improvements in environmental compliance with HM/HW storage and fuel storage. No known restoration issues. Minimal environmental issues with existing centers.

OTHER CONSIDERATIONS

1. Demographics – The impacts of the closures above have been reviewed to ensure that resulting location has the appropriate demographics to support recruiting and retention requirements for the Los Angeles area.
2. Consolidates Reserve Centers onto existing federal property – follows BRAC Policy Memo #1 - DoD Components and JCSGs shall evaluate opportunities to consolidate or relocate Active and Reserve Components onto any base that is retained in the base structure, and on any enclave of realigning and closing bases where such relocations make operational and economic sense to the Department.

Create BELL Armed Forces Reserve Center



Consolidate CSS Centers & Schools

INFLUENTIAL DRIVERS

1. TO:Streamline training and test infrastructure and associated overhead (manpower, equipment, facilities, etc.) to achieve efficiencies
2. Obj: Consolidate, collocate, and/or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.

ALTERNATIVES CONSIDERED: 1

CLOSE FT LEE AND REALIGN ABERDEEN & REDSTONE

A

1. Move QM Center and School, the Army Logistic Management College, the 49th QM Group & CASCOM from Ft Lee to Ft Eustis
2. Move OD Center and School From Aberdeen Proving Grounds to Ft Eustis
3. Move EOD School from Redstone to Eustis

Example only

OPERATIONAL IMPACTS

G

1. Consolidates CSS training and doctrine development
2. Improves CSS training effectiveness and functional efficiencies
3. Following MANSCEN model at Ft Leonard Wood
4. Maintains Army's JLOTs training capability
5. Disposition of the Strategic Petroleum Reserve at Ft Lee

FINANCE/MANPOWER

A

1. Total Cost:	$1.43B	
2. MILCON:	$1.36B	
- MILCON (Ft Lee Move):		$771M
- MILCON (Aberdeen Move):		$457M
- MILCON (Redstone Move):		$133M
3. NPV:	$-789M	
4. Payback/Break Even:	10 years/2016	
5. Steady State Savings:	$-140M	
6. Reductions:	973 MIL/201 CIV	
7. Realign:	4,865 MIL/1002 CIV	

Consolidate CSS Centers & Schools

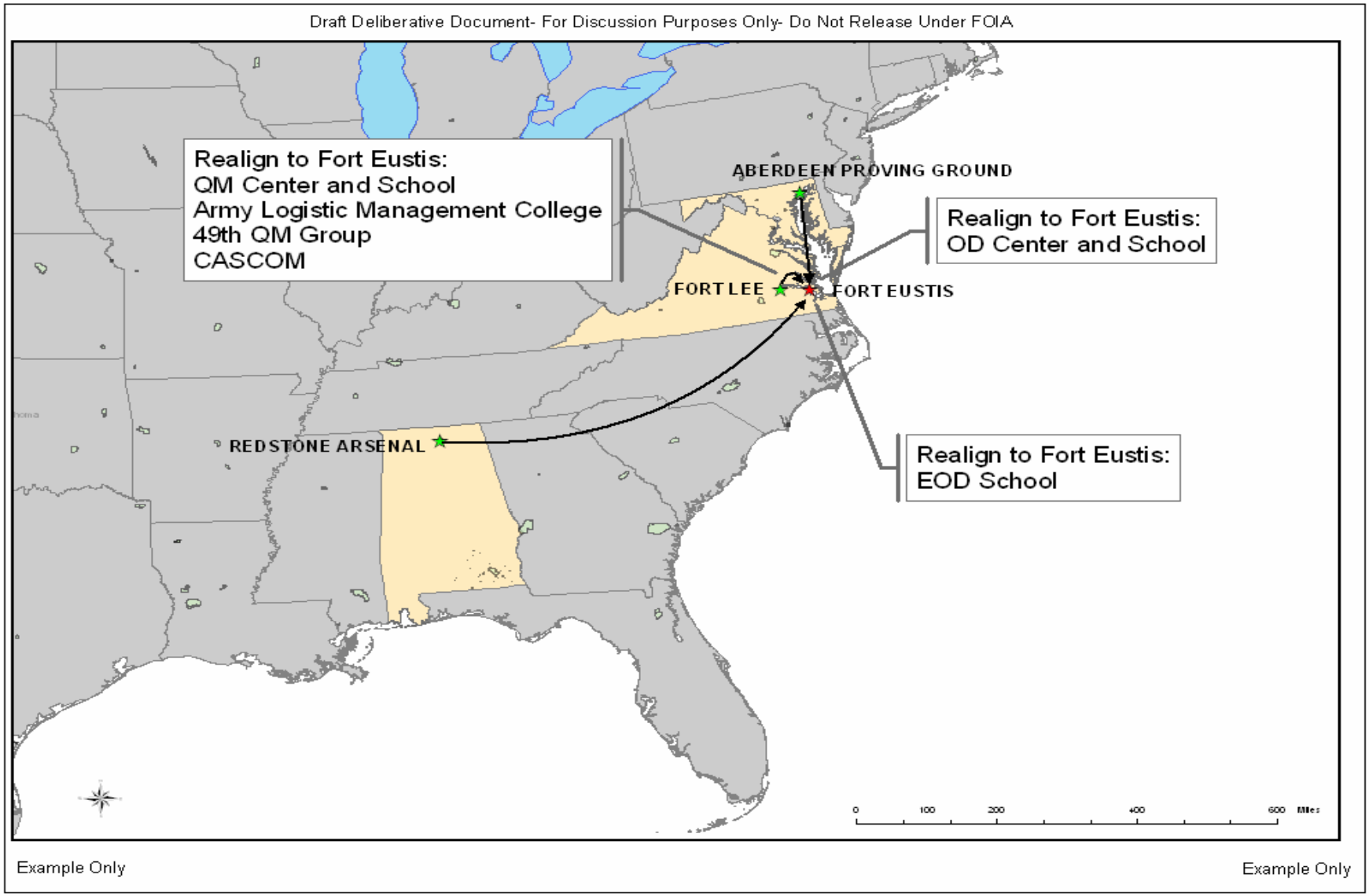
ECONOMIC A	LOCAL AREA INF G	ENVIRONMENT G
Direct: 12.5% Indirect: 25.0% Employment base: 17k	None	None

OTHER CONSIDERATIONS

Example only

1. Enclave Strategic Petroleum Reserve (2.1M Gallons)

Consolidate CSS Centers & Schools



Consolidate Missile Workload

INFLUENTIAL DRIVERS

1. TO: Collocate multiple functions, activities, or workload at a single installations.
2. OBJ: Reshape and integrate Army maintenance and materiel management capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
3. MV: LEAD is 5 of 6

ALTERNATIVES CONSIDERED: 13

CLOSES LETTERKENNY

A

1. Letterkenny Munitions Center to Red River
2. DoD Missile workload to Red River and Tobyhanna
3. Defense Information Systems Agency (DISA) - Base X
4. Enclave 99th RRC
5. Computer System Corporation Chambersburg - Base X
6. Us Army Testing, Measurement, Diagnostic, and Equipment (TMDE) Support Center - Base X

OPERATIONAL IMPACT

G

1. Closure of major industrial installation eliminating excess capacity.
2. Consolidates missile workload (munitions) at fewer locations, which creates a more efficient and effective life cycle management process.

FINANCE/MANPOWER (Notional)

A

1. Total Cost:	$300M
2. MILCON:	$229M
3. NPV:	$133.4M
4. Payback:	20 years/2025
5. Steady State Savings:	$-120M
6. Reductions:	3 MIL/200 CIV
7. Realign:	1 MIL/1000 CIV

Example only

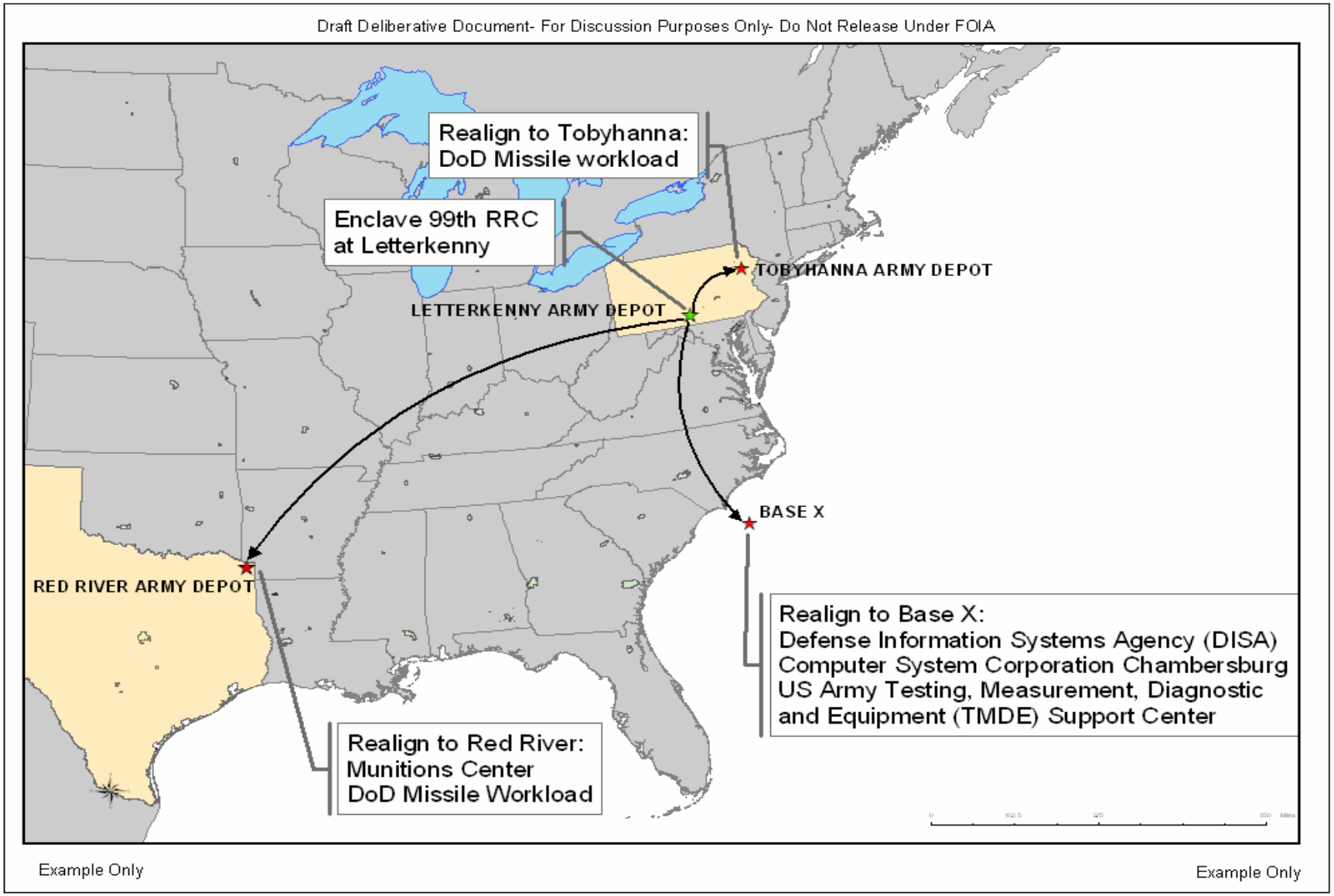
Consolidate Missile Workload

ECONOMIC(Notional) A	LOCAL AREA INF G	ENVIRONMENT A
Direct/Indirect: 3%/6% Employment base: 40k	None	None **Example only**

OTHER CONSIDERATIONS

1. Joint missile workload enhanced at Red River and Tobyhanna
2. Average age of the workforce is 49.7 years.
3. Two superfund sites within Letterkenny boundaries

Consolidate Missile Workload



BRAC 2005
Training Scenarios

05 August 2004

Training Scenario #1 from BRAC 95 Naval Bases Analysis

1. Close homeport/pier facilities at SUBASE New London. Realign NAVSTA Norfolk.
   - From SUBASE New London: Move the 14 SSNs to NAVSTA Norfolk. Move the NR-1 to SUBASE Kings Bay. Dispose of the ARD and the ARDM.
   - From NAVSTA Norfolk: Move 2 CG/DD/DDGs to NAVSTA Mayport to allow for SSN realignments into Norfolk.
2. Close Homeport/pier facilities at PHIBASE Little Creek. Move the 8 LSD and 2 ARS to NAVSTA Norfolk.

Capacity Analysis Results

16 activities analyzed

31-33% excess in aggregate of cruiser-equivalent (CGE) berthing capacity

Military Value Analysis Results

New London 42.7, Little Creek 44.7

MV Range for NAVSTAs 42.3-65.4

Optimization Model Development

Goal: Minimize excess capacity while maintaining average military value.

Rules: Maintain Lant/Pac fleet force structure split. Site all mine warfare ships together.

Optimization Outputs

1. Close 6 bases (New London, Little Creek, SUBASE San Diego, Pearl Harbor SUBASE, Roosevelt Roads, Guam).

2. Close 6 bases (New London, Little Creek, SUBASE San Diego, Pearl Harbor NAVSTA, Roosevelt Roads, Guam).

3. Close 5 bases (New London, Little Creek, Roosevelt Roads, Pearl Harbor SUBASE, Pearl Harbor NAVSTA).

Scenario Discussion/ Identification

First output infeasible to accommodate actual force structure mix unless keep Pearl Harbor SUBASE open.

All outputs retain very little excess (1.5-3.75 excess CGE capacity); concern for surge, contingency, changes in inport paradigms.

Guam and Roosevelt Roads need to be retained for strategic value but not important for berthing.

Scenario Data Calls

Multiple data calls looking at various combinations of closing, and ship movements from, New London, Little Creek, SUBASE San Diego, and Guam.

Two noted above:
Scenario 1. Close piers at New London.

Scenario 2. Close piers at Little Creek.

Scenario Analysis

Scenario 1. One-time Costs $118M
One-time Savings $47.1M
Steady Savings $25M
ROI 3 years
NPV $190.2M
Personnel: eliminate 398 (mainly enlisted), move 4420

Scenario 2. One-time Costs $18.7
One-time Savings $21.9M
Steady Savings $3.2M
ROI 1 year
NPV $50.5M
Personnel: eliminate 89 (mainly enlisted), move 3246

Recommen-dations

None for New London or Little Creek (Guam realigned).

Despite aggressive scrub of COBRA data, costs for New London closure very high (milcon and move costs).

In both, only piers (waterfront ops) close and ships move; rest of base maintained for other functions.

Concern closure of these piers would eliminate excess berthing capacity and fleet commander's flexibility to manage assets.

Training Scenario #2 from BRAC 95 Recruit Training Analysis

1. Close MCRD Parris Island. Consolidate Marine Corps recruit training at MCRD San Diego.
2. Close MCRD San Diego. Consolidate Marine Corps recruit training at MCRD Parris Island.

Capacity Analysis Results

3 activities analyzed

Excess capacity overall in billeting, messing, ranges, classrooms

Military Value Analysis Results

Parris Island 36.46

San Diego 29.81

Great Lakes 49.51

Optimization Model Development

Goal: Minimize excess student throughput capacity while maintaining average military value.

Used same measures to define capacity and future requirements (e.g., classroom hours, labs/ranges, billeting).

Optimization Outputs

FY 2001 Req't: All 3 open.

10% more requirement: No feasible solution.

10% less requirement: Close Parris Island.

20% more requirement: All 3 open.

Scenario Discussion/ Identification

Initial - Model's best solution closed no activities; all solutions retained some excess but not enough to close any one – no data call issued.

Leadership input - SECNAV/ UNSECNAV asked DON to look at increasing capacity to consolidate MCRDs at one site to achieve training & fiscal efficiencies.

Scenario Data Calls

Scenario 1.
Close MCRD Parris Island. Consolidate Marine Corps recruit training at MCRD San Diego.

Scenario 2.
Close MCRD San Diego. Consolidate Marine Corps recruit training at MCRD Parris Island.

Scenario Analysis

Scenario 1.
One-time Costs $233.4M
One-time Savings $20.1M
Steady Savings $53.9M
ROI 4 years
NPV $444.9M
Personnel: eliminate 1442 (mainly enlisted), move 5973

Scenario 2.
One-time Costs $231.5
One-time Savings $5.2M
Steady Savings $46.3M
ROI 4 years
NPV $422.3M
Personnel: eliminate 1100 (mainly enlisted), move 6329

Recommen-dations

None.

Scenarios showed cost of closing existing facilities at one location and rebuilding them at the other site.

Despite aggressive scrub of COBRA data, costs still very high.

Savings are predicated on elimination of military billets.

Training Scenario #3 from BRAC 95 Training Air Station Analysis

1. Close Whiting Field. Locate all primary/intermediate and maritime training at NAS Pensacola. Move helo training to Fort Rucker.

Capacity Analysis Results

5 activities analyzed

19-42% excess capacity based on maritime aviation training requirements

Military Value Analysis Results

Whiting Field 68.97

MV Range for Training Air Stations 68.97-75.65

Optimization Model Development

Goal: Minimize excess student throughput capacity while maintaining average military value.

Used same measures to define capacity and future requirements (e.g., daylight runway operations, SUA required/ available).

Rules:
Identification of what training could be done at each base
Certain training types must occur at one or two bases.

Optimization Outputs

FY 2001 Req't: Close 2 TAS's (Corpus Christi, Meridian).

10% more requirement: Close Meridian.

10% less requirement: Close Whiting Field.

20% more requirement: Close Meridian.

Scenario Discussion/ Identification

Closures of Corpus Christi & Meridian most feasible solutions. Data calls issued to close Meridian and close/realign Corpus (multiple variants of receiving sites).

UPT JCSG would close Meridian & Whiting. Data call issued to obtain data on Whiting closure.

Scenario Data Calls

Close Whiting Field. Locate all primary/ intermediate and maritime training at NAS Pensacola. Move helo training to Fort Rucker.

Scenario Analysis

One-time Costs $155.5M
One-time Savings $10.6M
Steady Savings $12.8M
ROI 15 years
NPV $4.1M
Personnel: eliminate 147 (mainly enlisted), move 1580

Recommen-dations

Not recommended.

Since syllabus for helo training different from Army, helo move was co-location, not consolidation.

Significant costs to construct billeting, maintenance & admin facilities.

Costs would take 15 years to recoup, low return on investment.

Headquarters U.S. Air Force

Integrity - Service - Excellence

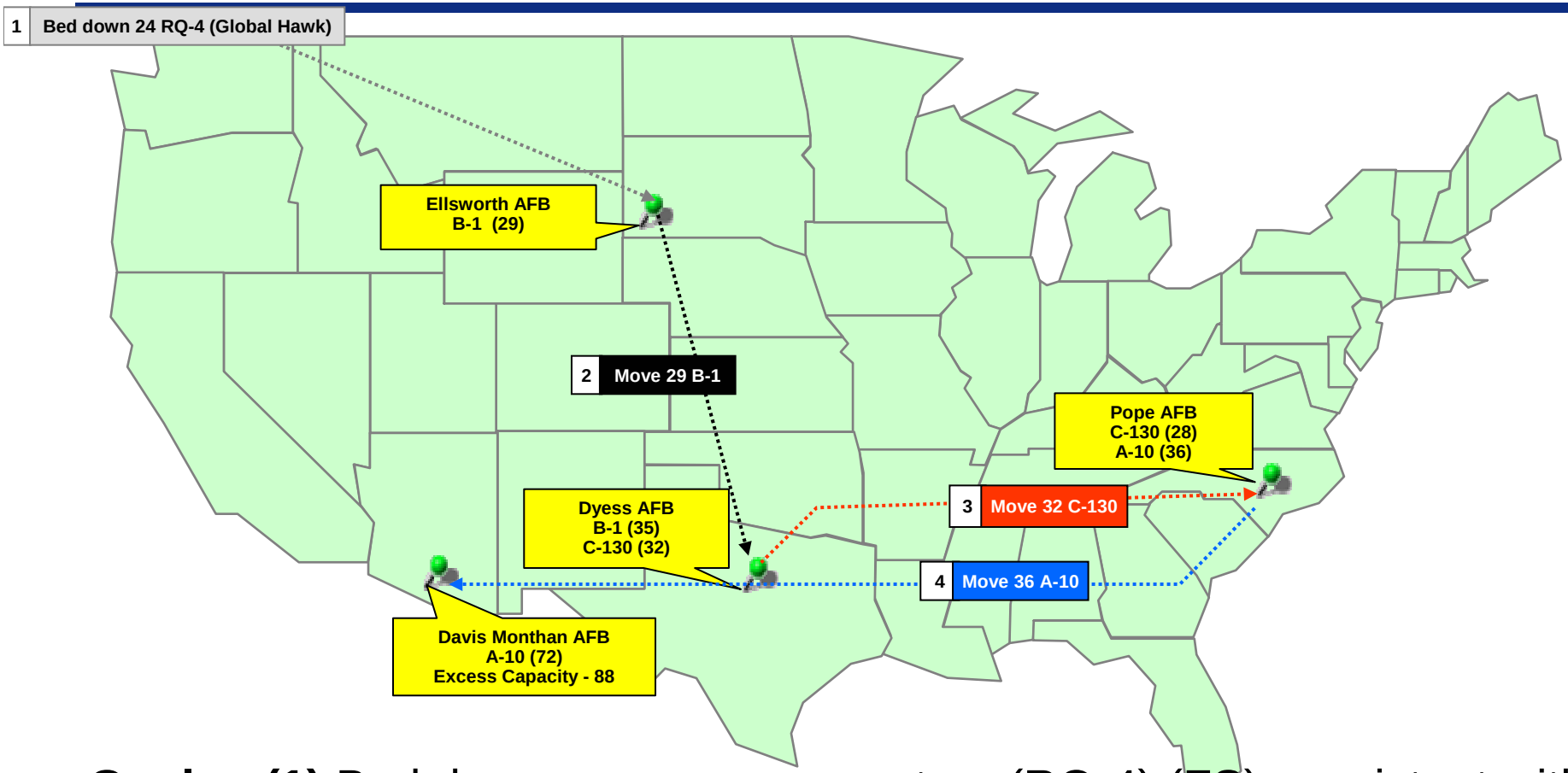
Air Force Training Scenario Input

4 Aug 04

U.S. AIR FORCE

Training Scenario #1

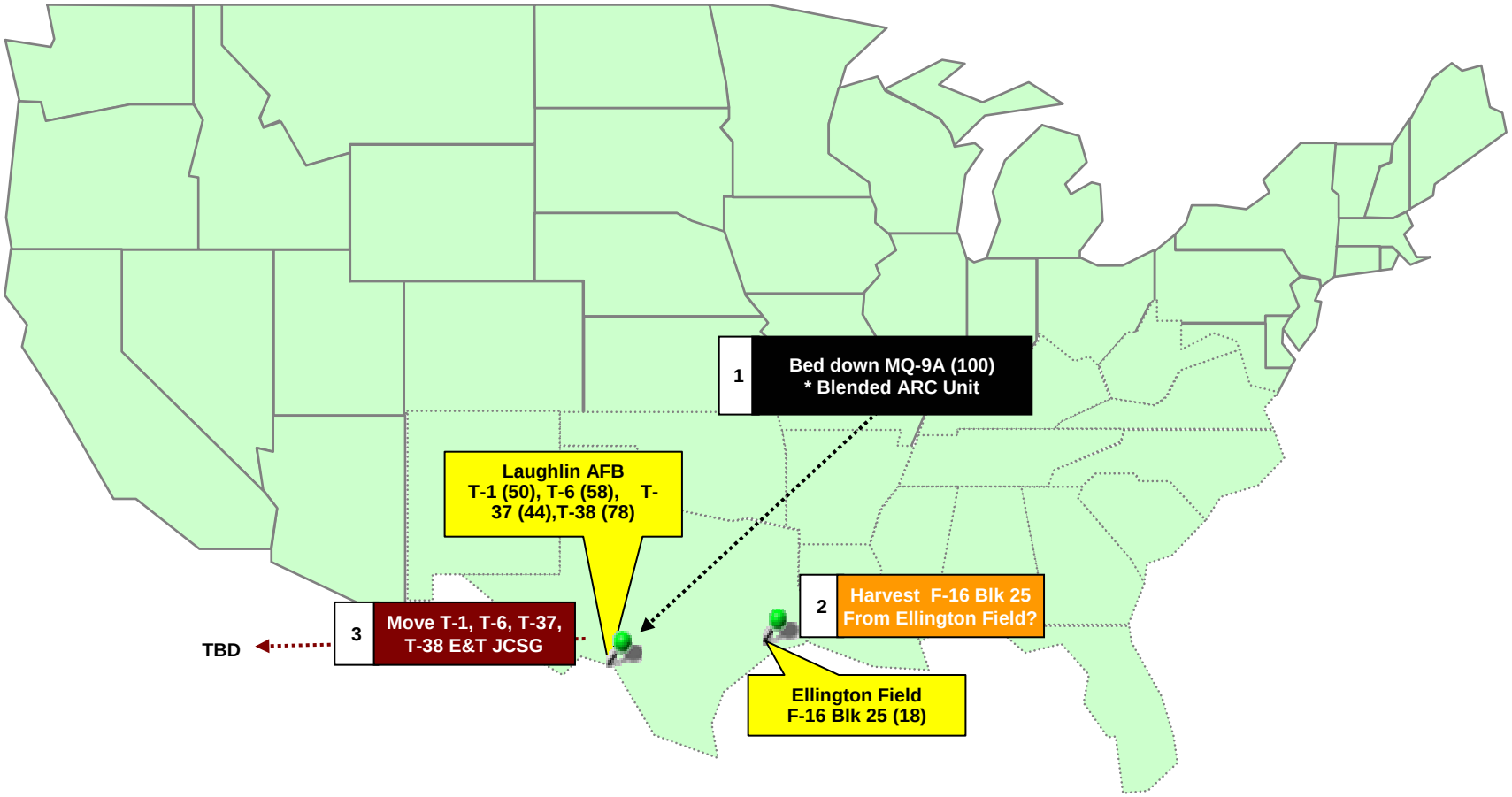
Service Only



Goals: (1) Bed down new weapon system (RQ-4) (FS) consistent with MilVal Index (P); **(2)** Consolidate like weapon systems to provide for one Mission Design Series (MDS) at each location (P); **(3)** Optimize squadron size (TO)

**** ISG Exercise Only ****

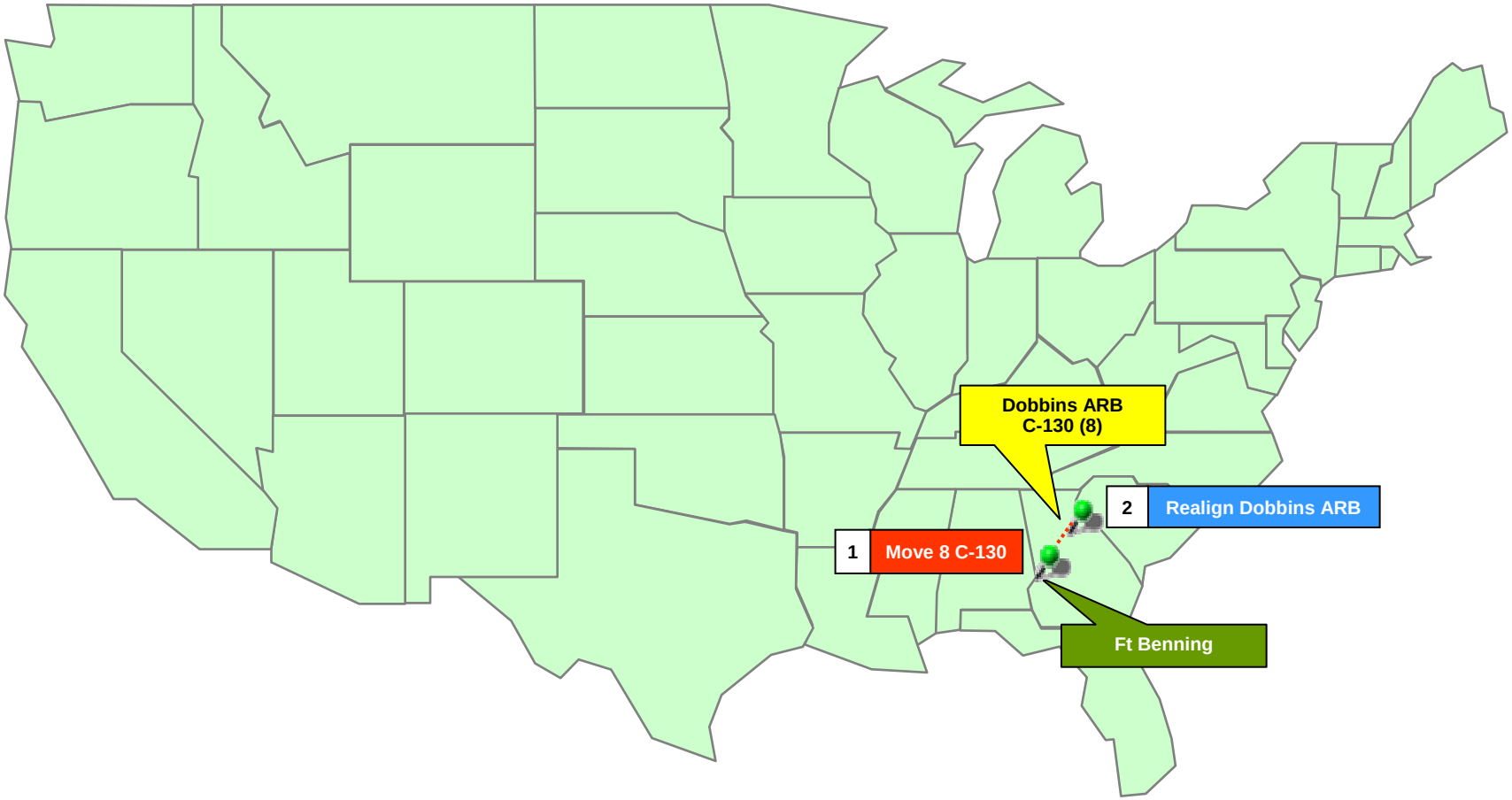
Training Scenario #2
JCSG Involvement



Goals: (1) Bed down new weapon system (Predator B - MQ-9A) (FS); **(2)** Support Future Total Force (FTF) through "blended wing" construct (TO); **(3)** Reduce infrastructure (F-16 Blk 25) per 2025 Force Structure

**** ISG Exercise Only ****

Training Scenario #3
JAST (Inter-service)



Goal: Capitalize on joint training opportunities by moving C-130 unit from Dobbins ARB to Ft Benning (TO)

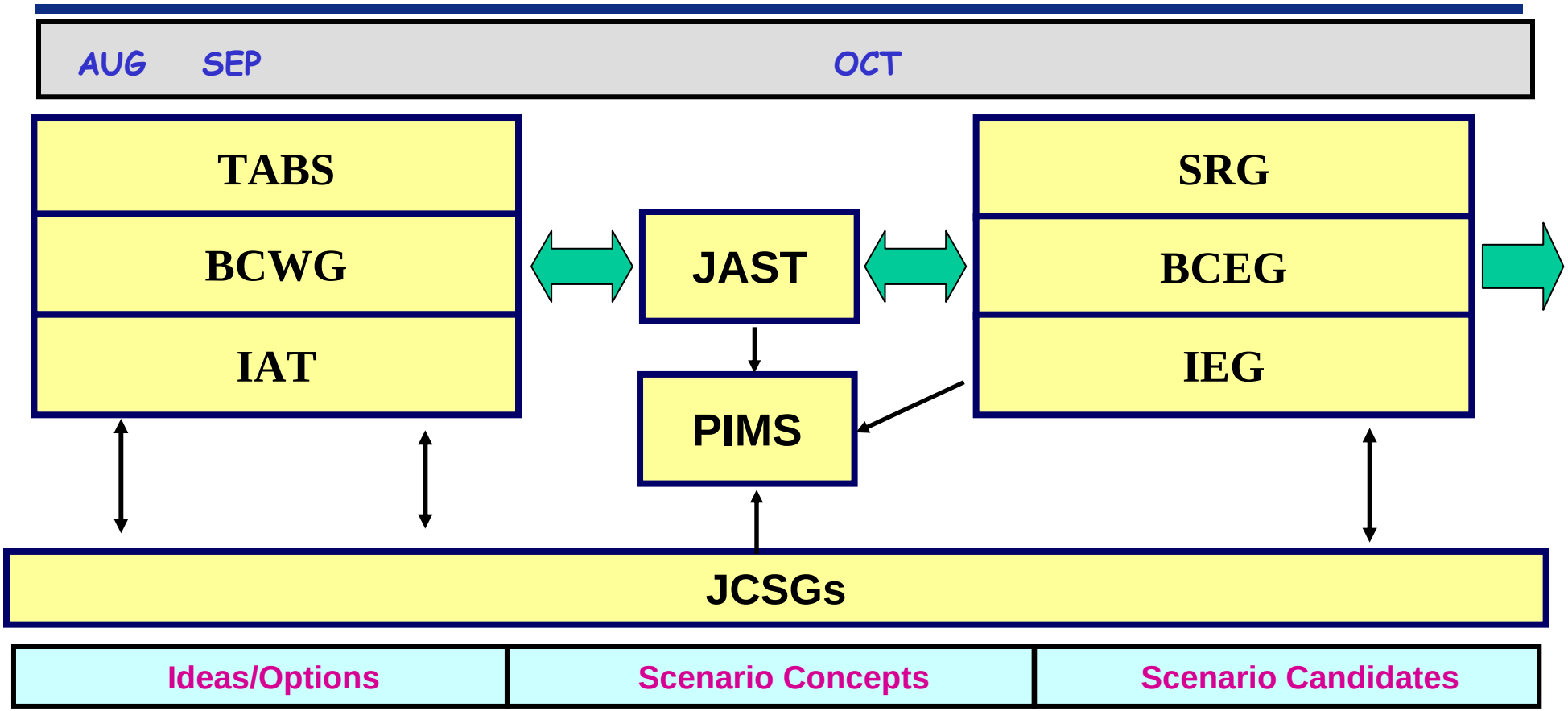
**** ISG Exercise Only ****

Scenario Evolution

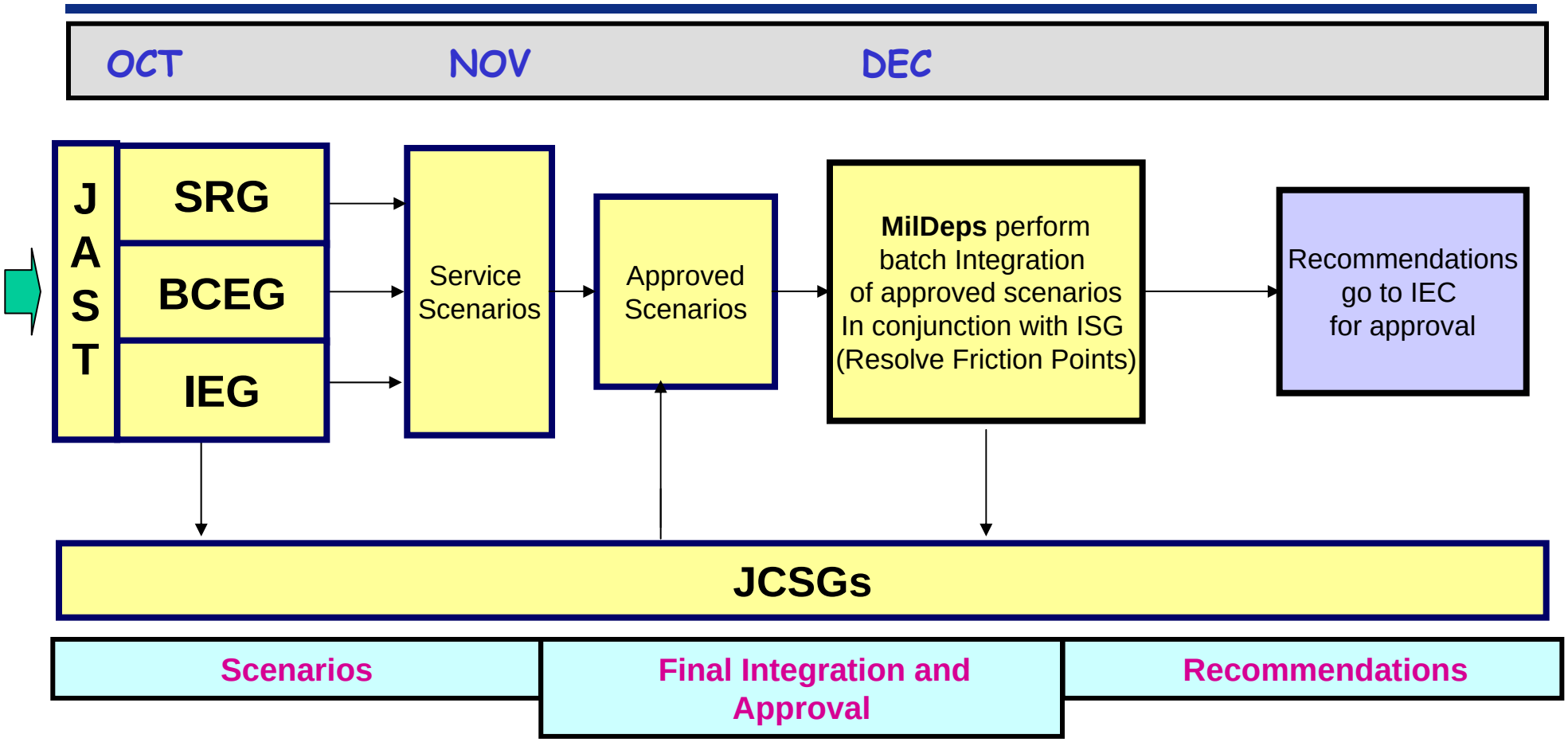
How does a idea become a "scenario"?

- **Ideas/Options/Principles:**
  - **Raw material for a scenario …non-deliberative**
- **Scenario Concept:**
  - **"Idea(s)" which meet(s) specific P / I / TOs…non-deliberative**
  - **Highest non-deliberative to declare / deliberative to kill**
- **Scenario Candidate:**
  - **"Concept" approved by a deliberative body…deliberative**
  - **Deliberative body to declare / JCSG passes to ISG**
  - **ISG or Service ISG-level deliberative body to kill**
- **Scenario: "Candidate" that realigns or closes installations**
  - **Run thru COBRA / included in 'tracker' / deliberative**
- **Recommendation: "Scenario" recommended for Secy approval**

Integration Process



Integration Process



Upcoming Issues

- Process for addressing scenario development conflicts
- More frequent ISG meetings?
- Transformational options